



MUSKOGEE 2045 COMPREHENSIVE PLAN

CITY OF MUSKOGEE

MAY 2025

WELCOME!

In 2024, the City of Muskogee initiated a comprehensive planning process with the purpose of replacing the previous City of Muskogee Comprehensive Plan and Land Use Map, adopted in 2012. In the past 12 years since our last comprehensive plan, we have significantly invested in our downtown area, successfully passed a school bond initiative, and enhanced access to various modes of transportation.

This Muskogee 2045 Comprehensive Plan will guide development strategies to keep Muskogee moving forward over the next 20 years. The plan includes four focus areas: Advancing Muskogee, Thriving Muskogee, Livable Muskogee, and Resilient Muskogee. Each area aims to foster economic growth, improve quality of life, create a sustainable living environment, and prepare for future challenges, all to empower residents to succeed.

Mayor Patrick Cale
Signature Placeholder

MUSKOGEE

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WHAT IS A COMPREHENSIVE PLAN?



A comprehensive plan serves as a guide for future development within a city or town based on established community values and anticipated population change. These long-range planning documents are created through an assessment of existing conditions and public feedback to identify the community's needs for the future. The vision and goals in a comprehensive plan shape the future by directing policies and city initiatives that facilitate positive growth and development. Because a city is made up of various interrelated parts, a holistic approach must be taken to address all elements of the community, such as land use, transportation, infrastructure, parks, housing, health, and environmental quality. Once adopted, it is the responsibility of city leaders, residents, and partners to implement and monitor the progress of the plan. Comprehensive plans typically address four primary components:

COMMUNITY VISION

Comprehensive plans use community input and guidance to develop a unified community vision statement. These statements define the direction of the community and set the stage for the guiding principles and strategies for implementation.

FUTURE DEVELOPMENT

Comprehensive plans define how the city will develop through the use of a future development map and a future thoroughfare map. These maps identify and define place-type categories and street typologies to guide where and how future development should occur in the community.

POLICIES

Through review of existing conditions and community priorities, a series of policies are recommended to address the plan vision. These policies are categorized by topic.

IMPLEMENTATION

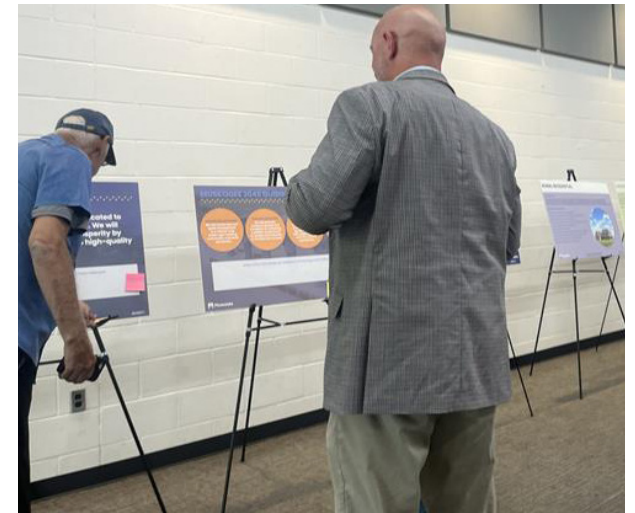
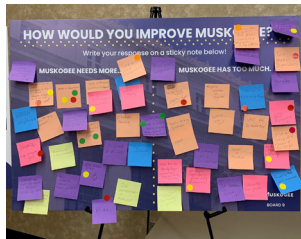
To promote successful plan implementation, a list of actions and strategies are developed to enable the community to begin working toward. These implementation strategies are outlined in a policy program.

OKLAHOMA PLANNING STATUTORY AUTHORITY

Title 11, section 43-103 of Oklahoma State Statutes requires a community's regulations concerning buildings, structures, and land use to be consistent with an adopted comprehensive plan. The law further defines that a comprehensive plan should establish land development regulations, reduce roadway congestion, address public safety, promote health and the general welfare, and preserve historic and community character.

THE COMMUNITY'S PLAN

To align this plan with the community's vision, a comprehensive public engagement process was conducted to understand the community's needs and desires. The insights gathered during this process formed the basis of this plan. All engagement activities fall under one of two overarching outreach methods, in-person and digital outreach. In-person outreach included informal interviews, workshops, meetings, and open houses, and we held are various places throughout Muskogee. Digital outreach included a project website, an Online community survey, and an interactive mapping tool. **The results of the planning team's outreach are found throughout the following chapters.**



HOW TO USE THE PLAN

The Muskogee 2045 Comprehensive Plan (the “Plan”) is a long-range guiding document designed to steer the physical development of the City. It serves as a blueprint for decision-makers, stakeholders, and residents to shape the future of Muskogee in a cohesive and strategic manner. The Plan is structured into four primary sections, each addressing key topics through a systems-thinking approach and to provide the path to achieve the community’s defined vision.

VISION STATEMENT

“Muskogee is a thriving community dedicated to empowering our residents to succeed. We will strengthen community pride and prosperity by investing our energy and resources into high-quality places and services.”

ADVANCING MUSKOGEE

We will encourage and guide development in a manner that builds upon existing community character and assets.

THRIVING MUSKOGEE

We will generate economic growth and prosperity by cultivating a positive environment for people and industries to develop and succeed.

LIVABLE MUSKOGEE

We will promote pride in the community by providing access to quality education, safe neighborhoods, and rich cultural experiences.

RESILIENT MUSKOGEE

We will foster a resilient city through securing our infrastructure and supporting the resources and biodiversity of our natural environment.

POLICY PLAN

At the end of each chapter, a detailed list of strategies and actions organized by theme is provided to guide the implementation of the Muskogee 2045 Comprehensive Plan and ensure effective coordination among various stakeholders. The policy plan for **Advancing Muskogee** can be found on pages 27–82, **Thriving Muskogee** on pages 83–96, **Livable Muskogee** on pages 97–112, and **Resilient Muskogee** on pages 113–126. It is important to recognize that not every commitment or initiative outlined in this plan will be realized in the near-term or, in some cases, even within the designated time frame of the plan. Therefore, the implementation plan presented in Chapter 6 offers a prioritized action plan, which can be found on pages 131–150. The table's presented in the chapter offer greater clarity and direction on the community's short-, mid-, and long-term strategies for progress. By doing so, it aims to ensure that the community can effectively move forward, addressing immediate needs while also laying the groundwork for future development and growth.

POLICY PLAN STRUCTURE



1

← ROXY THEATER

← CIVIC CENTER

← LIBRARY

**MUSKOGEE
TODAY**

← HONOR HTS. PARK

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MUSKOGEE TODAY

As part of the Muskogee 2045 Comprehensive Plan planning process, a review of Muskogee's demographic, economic, and community conditions was conducted. This comprehensive community assessment serves as a crucial foundation, providing the necessary background and information to develop well-informed recommendations throughout the plan. The review highlights Muskogee as a strong community characterized by its increasingly diverse population, strong economic foundation, and deep connection to its history. The city is actively engaged in enhancing various aspects of life for its residents, including transportation, recreation, and overall quality of life.

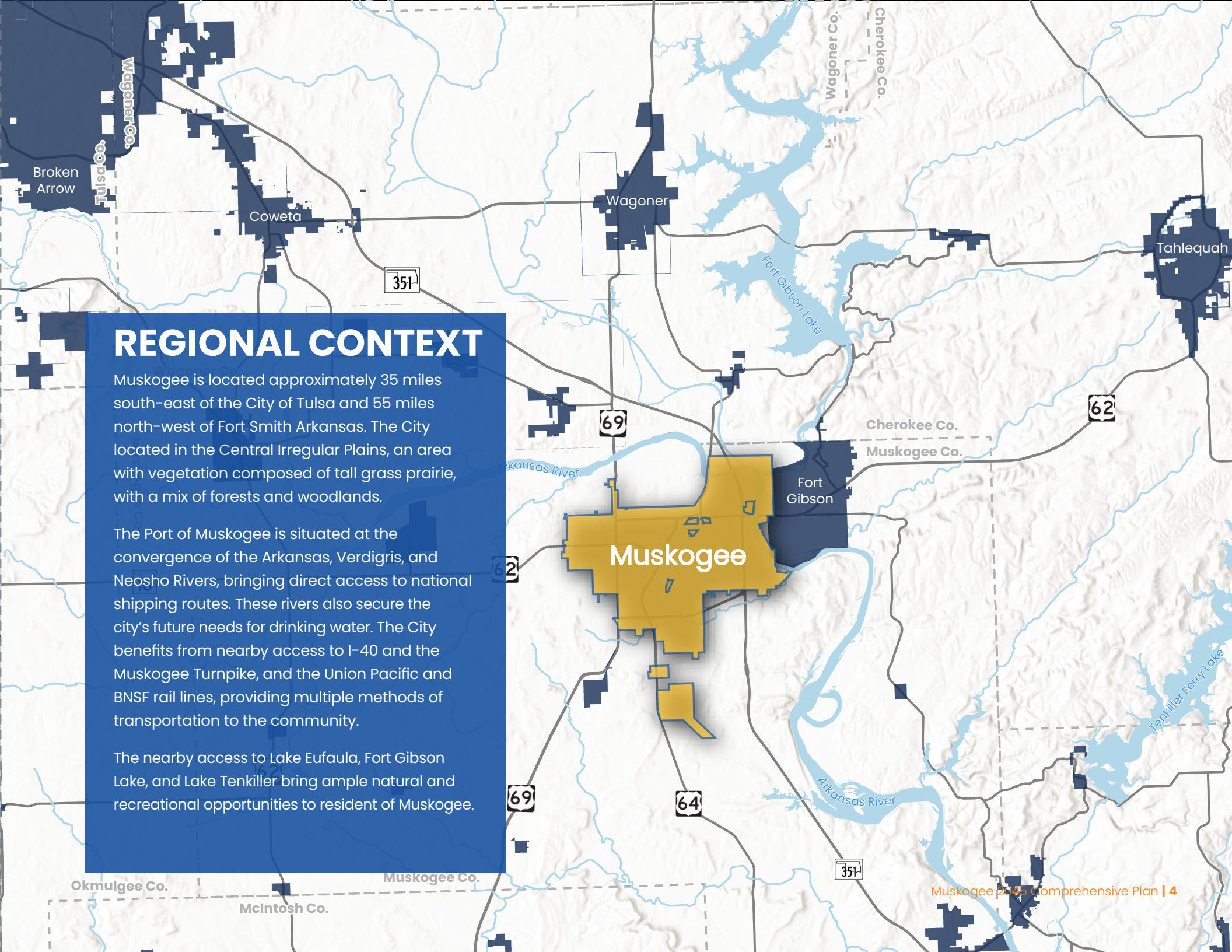


REGIONAL CONTEXT

Muskogee is located approximately 35 miles south-east of the City of Tulsa and 55 miles north-west of Fort Smith Arkansas. The City located in the Central Irregular Plains, an area with vegetation composed of tall grass prairie, with a mix of forests and woodlands.

The Port of Muskogee is situated at the convergence of the Arkansas, Verdigris, and Neosho Rivers, bringing direct access to national shipping routes. These rivers also secure the city's future needs for drinking water. The City benefits from nearby access to I-40 and the Muskogee Turnpike, and the Union Pacific and BNSF rail lines, providing multiple methods of transportation to the community.

The nearby access to Lake Eufaula, Fort Gibson Lake, and Lake Tenkiller bring ample natural and recreational opportunities to resident of Muskogee.



MUSKOGEE HISTORY

PRE-STATEHOOD

Located at the convergence of the Arkansas, Verdigris, and Neosho, **the “Three Forks Area” around Muskogee was a prime location for trade in the early years of European settlement.** The City of Muskogee is named after the Upper-Creek American Indian tribe, also known as the Muscogee (Creek) Nation. The Creeks settled in present day Muskogee after being forcibly removed from their land in northern Alabama and Georgia (known as the “Trail of Tears”) in 1814. In 1905, Muskogee hosted a gathering of the Tribes to write a constitution for the State of Sequoyah. The State of Sequoyah was denied access into the Union, and the area joined western Oklahoma when it became a state in 1907. **At the time of statehood, Muskogee was the second-largest city in Indian Territory,** and within a decade, it had ten buildings with more than five stories.



The **Creeks** settle in present day Muskogee following the “Trail of Tears.”



The US government establishes the **Union Agency for the Five Civilized Tribes in Muskogee.**



The population of Muskogee surpasses **4,000.**



Missouri-Kansas and Texas railroad becomes **the first rail line in the area.**



Muskogee **incorporates** on March 19th.

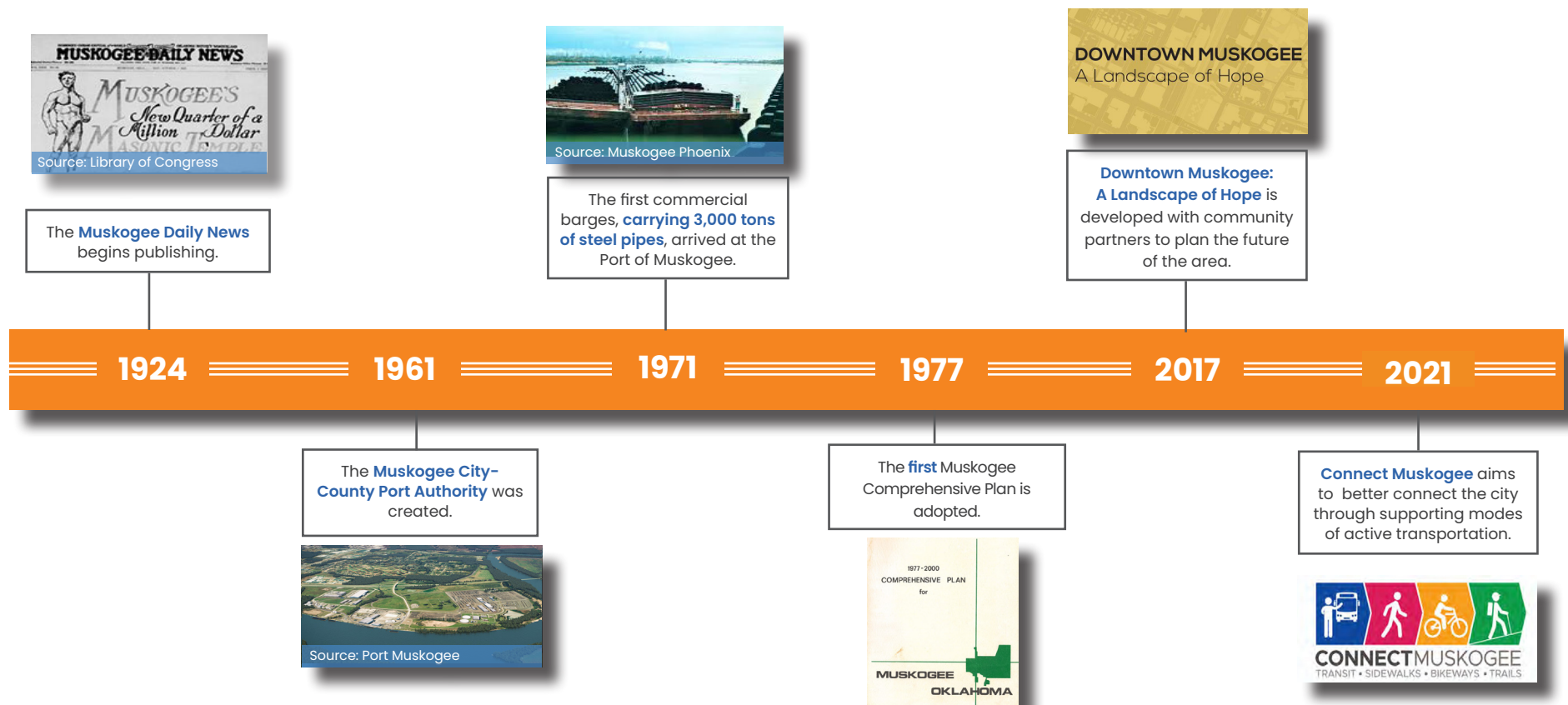


The proposed **State of Sequoyah** is denied access to the union and joins western Oklahoma to establish statehood.



PLANNING HISTORY

Muskogee's first comprehensive plan was adopted in 1977 and prepared by the Muskogee Metropolitan Area Planning Department. **The comprehensive plan was subsequently updated in 2000 and in 2012.** Since the previous comprehensive plan, Muskogee has conducted numerous planning initiatives. **Downtown Muskogee: A Landscape of Hope (2017)** suggests ways to bring new life and activity to the Downtown. **Connect Muskogee (2021)** presents recommendations to improve the various forms of transportation available in Muskogee. **Muskogee Forward (2022)** sets out a strategic action plan for community and economic development. Each plan and initiative helps to inform future ones.



DEMOGRAPHIC PROFILE

POPULATION

The population of Muskogee has seen little change over the past 100 years, with the largest increase occurring between 1940 and 1950 (15 percent increase). **The highest population was recorded in 1980 at 40,011 residents.** Since then, the population has remained between 36,000 and 40,000. The city saw a six percent decrease from 2010 to 2020, dropping from 39,223 to 36,878. This drop in population correlates to the lack of homes built in Muskogee between the years 2010 and 2019. Of the existing housing stock, **less than three percent was constructed in the decade after 2010.**



36,933

Muskogee population in 2022.

This is 55 percent of the overall County population (66,606) and approximately one percent of the State population (3,970,497).

According to the Oklahoma Department of Commerce, Muskogee County is expected to decrease in population, from 66,339 in 2020 to 60,528 in 2045, however, the overall population of the State is expected to increase from 3,962,031 in 2020 to 4,279,804 in 2045. According to community feedback, economic opportunity, and age breakdown, the population projection for Muskogee will likely follow a compound annual growth rate of 0.5 percent. **With this growth rate, the population of Muskogee is expected to reach 41,775 by the year 2045.**

AGE



**Muskogee
Median Age**



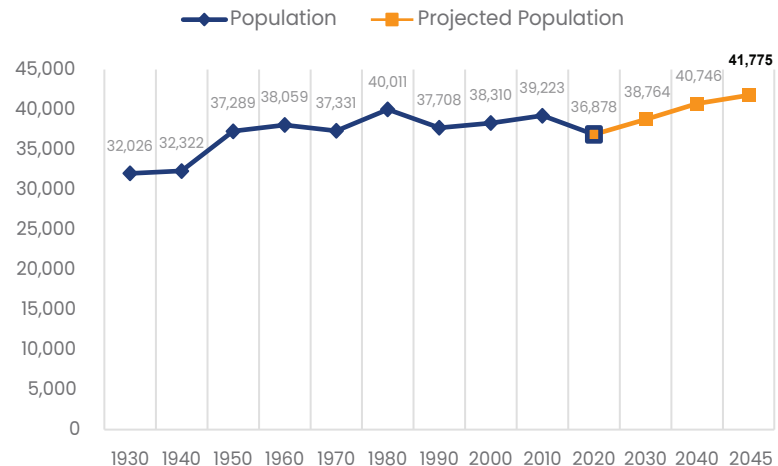
**Muskogee %
under 18**



**Oklahoma
Median Age**



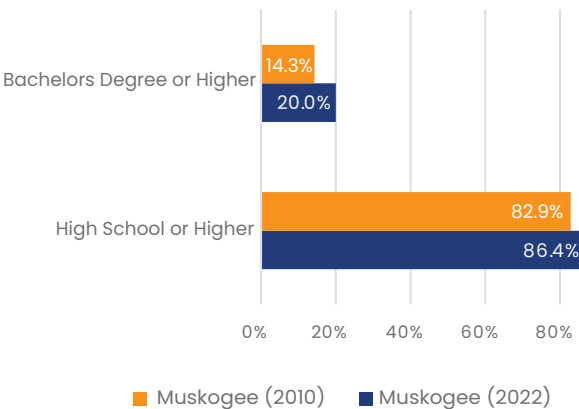
**Oklahoma %
under 18**



Source: US Census Bureau, 2022 American Community Survey 5-year Estimates

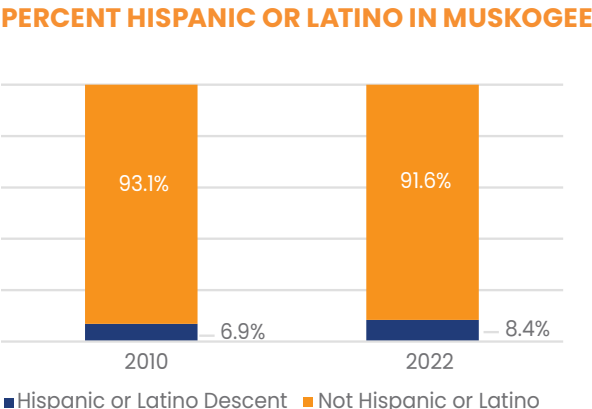
EDUCATIONAL ATTAINMENT

Educational attainment levels have been improving in Muskogee over the past decade. **Since 2010, the percentage of residents with a high school degree or higher has increased from 82.9 percent to 86.4 percent.** This increase is also seen for individuals with a bachelor’s degree or higher, raising from 14.3 percent in 2010 to 20 percent in 2022. Nationally, the percentage of adults with at least a high school diploma increased from 87.6 percent in 2010 to 90 percent in 2018, while those with a bachelor’s degree or higher rose from 29.9 percent in 2010 to 37.7 percent in 2022

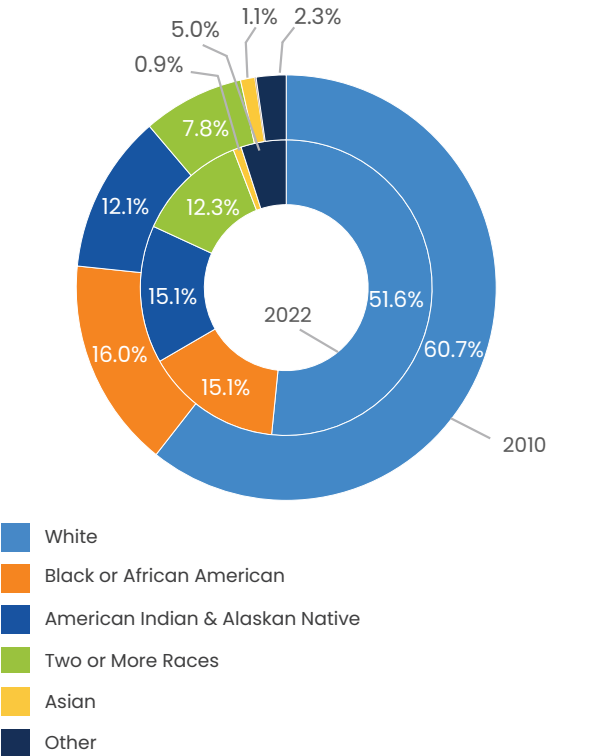


RACE AND ETHNICITY

Over the past decade, Muskogee has become more racially and ethnically diverse. Since 2010, the city has seen an increase in residents who reports themselves as a race other than White. There has been an increase in residents who are American Indian & Native America, Two or More Races, and other races not listed. There was also an increase in residents who are Hispanic or Latino, growing from 6.9 percent in 2010 to 8.4 percent in 2022. Nationally, the Hispanic or Latino population grew from 16.3 percent in 2010, to 19.1 percent in 2022.



RACE AND ETHNICITY BY YEAR IN MUSKOGEE



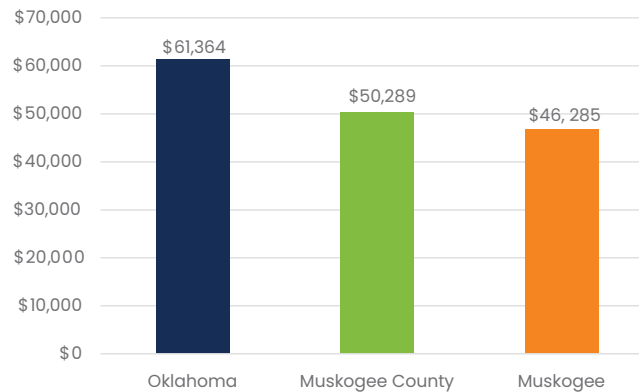
Source: US Census Bureau, 2022 American Community Survey 5-year Estimates

ECONOMY

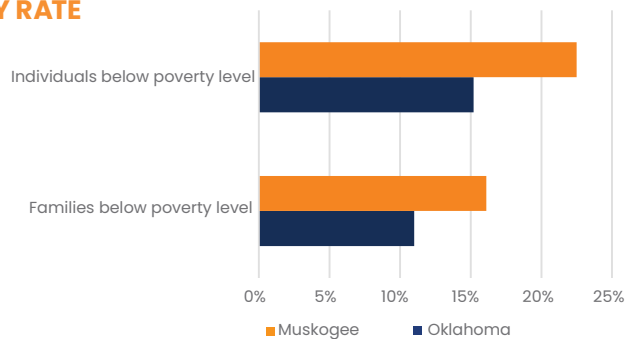
INCOME

The median household income for the City of Muskogee is \$42,588, which is lower than the state and national median incomes of \$56,854 and \$72,603. While Muskogee has competitive labor rates, the local wages across health care and social assistance, manufacturing, and retail are lower than the larger market. This income distribution affects the City of Muskogee, especially in the income range between \$35,000 and \$75,000.

MEDIAN INCOME



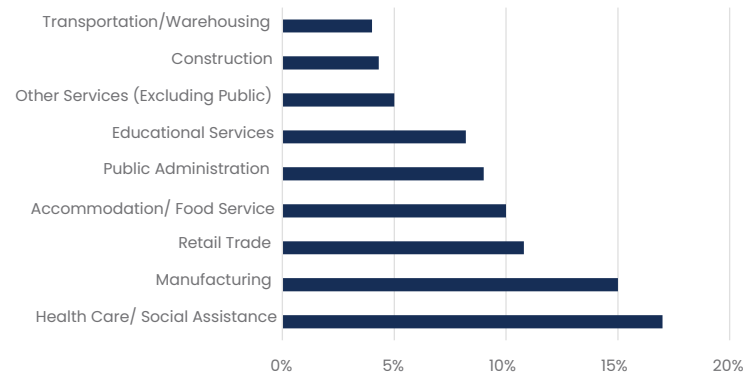
POVERTY RATE



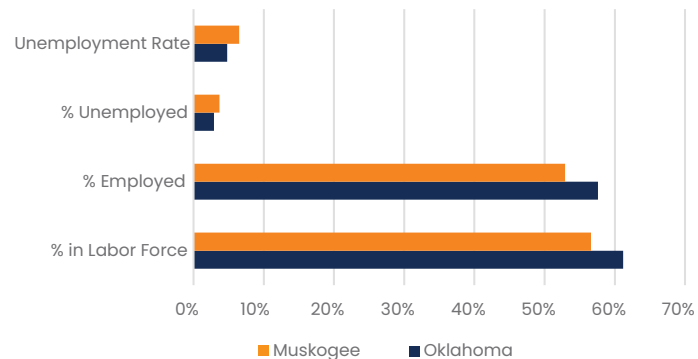
EMPLOYMENT

The largest portion of Muskogee workers are employed in health care (17%), manufacturing (15%), retail (11%), and accommodation and food services (10%). The unemployment rate in Muskogee (6.5%) is higher than the state rate (4.9%). The labor force is smaller in Muskogee (56.6%) than the state (61.2%).

EMPLOYMENT BY INDUSTRY



UNEMPLOYMENT



Source: Employment Data-Esri, 2024 Income Data-2022 American Community Survey 5-year Estimates

LOCAL INDUSTRY

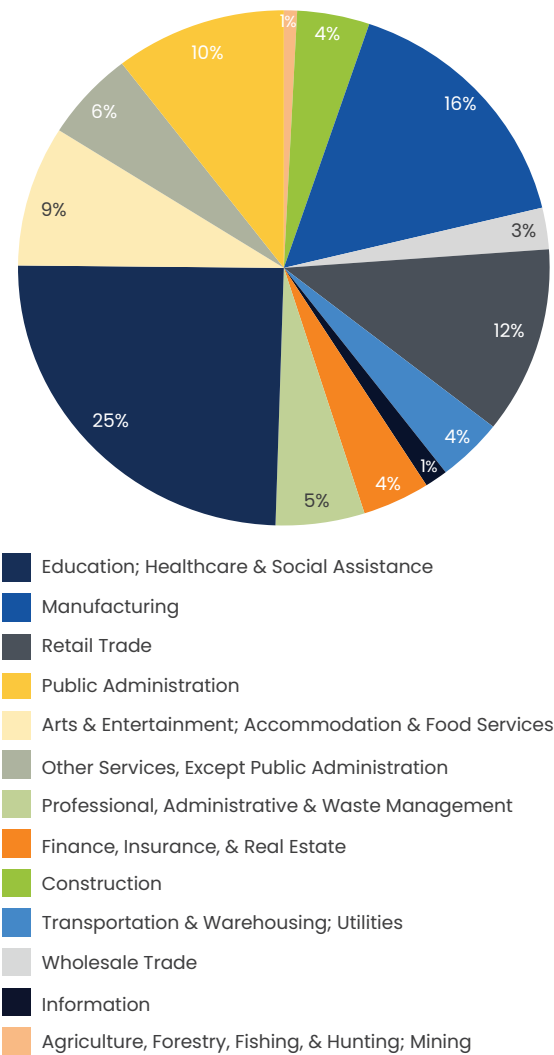
Muskogee has a diverse industrial base, with several sectors contributing to its economy, namely manufacturing, aerospace & defense, healthcare, and transportation & logistics. The largest industries in Muskogee are education; healthcare & social assistance, manufacturing, and retail trade, accounting for over half of local industry. Muskogee is the 3rd largest manufacturing community in Oklahoma, with additional companies within Muskogee County.

TOP MANUFACTURING EMPLOYERS IN MUSKOGEE COUNTY

Company	Product	Employees
Georgia-Pacific	Paper Products	760
Dal-Tile	Ceramic Tile	346
Refresco	Beverages	265
Acme Engineering	Ventilation Equipment	298
O-I	Glass Packaging	240
Captive Aire	Ventilation Manufacturing	180
Love Bottling	Beverages	130
Custom Seating	Fabricated Products	110
Advantage Controls	Advanced Manufacturing	109
Graham Packaging	Food Products	92

Source: Port Muskogee, 2024

INDUSTRY PERCENTAGES



EMERGING INDUSTRY

Muskogee has experienced **recent expansion in four distinct emerging industries**, highlighting the viability of the region as a high-tech competitive manufacturing hub.

Energy: Muskogee is centrally located in the US Wind Corridor and has proximity to oil and gas production that has long been a staple of the Oklahoma economy.

Aerospace and Aviation: Aviation is an industry that has a rich history in Oklahoma. The Muskogee-Davis Regional Airport currently has over 600 acres of developable land. In addition, Muskogee is within an hour's drive of Tulsa International Airport.

Technology: Muskogee's access to a network of postsecondary education institutions and proximity to Tulsa make it an attractive location for a tech manufacturing facility.

Battery and EV Suppliers: The State of Oklahoma is in a leading role in the manufacturing of electric vehicles. Access to low energy costs are particularly important to these manufacturers.

Source: Esri, 2024

LAND USE AND ZONING

LAND USE

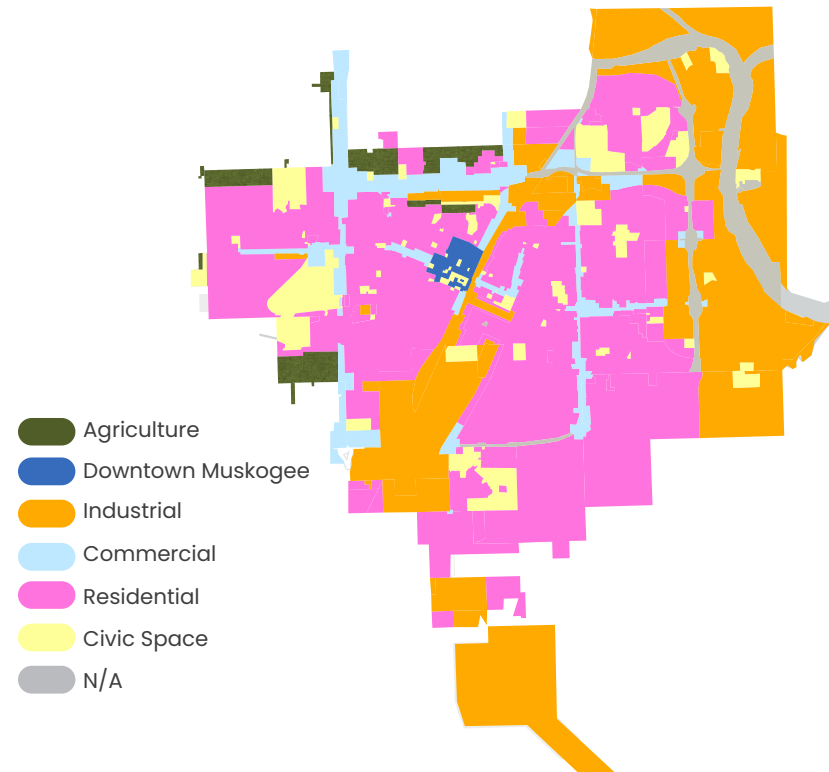
Muskogee's Land Use Plan was last updated in 2012, with the previous comprehensive plan update. **The plan established 11 land use categories to guide development according to the plan's vision and goals.** The land use categories included:

- Single-Family Residential
- Transitional Residential
- Multi-Family Residential
- Local Commercial
- Regional/Corridor Commercial
- Agricultural
- Downtown Muskogee
- Light Industrial
- Heavy Industrial
- Public and Semi-Public
- Parks and Open Space

REGULATORY FRAMEWORK

Land use is used as a guide for development, with there being multiple ways that cities regulate development. Key ways Muskogee regulates development include **subdivision regulations** (Chapter 70 in Muskogee Code of Ordinances), which govern the division of land into plots for development and ensure new subdivisions have adequate infrastructure and meet community standards for safety and quality; **construction codes** (Secs. 18-156—18-178 in Muskogee Code of Ordinances), which are standards dictating how buildings should be constructed to ensure safety, health, and welfare; and **zoning** (Chapter 90 in Muskogee Code of Ordinances), which divides a city into different zones, each with specific regulations on the types of buildings, density and activities allowed.

FUTURE LAND USE MAP, 2012



2012 LAND USE COMPOSITION

The 2012 Land Use map proposed allocating 46 percent of the land for residential purposes, 31 percent for industrial use, 7.5 percent for civic spaces, 7 percent for commercial areas, 3 percent for agriculture, and 0.6 percent for Downtown Muskogee. Current zoning deviates from this plan, particularly in the agricultural and industrial categories.

Source: City of Muskogee

ZONING

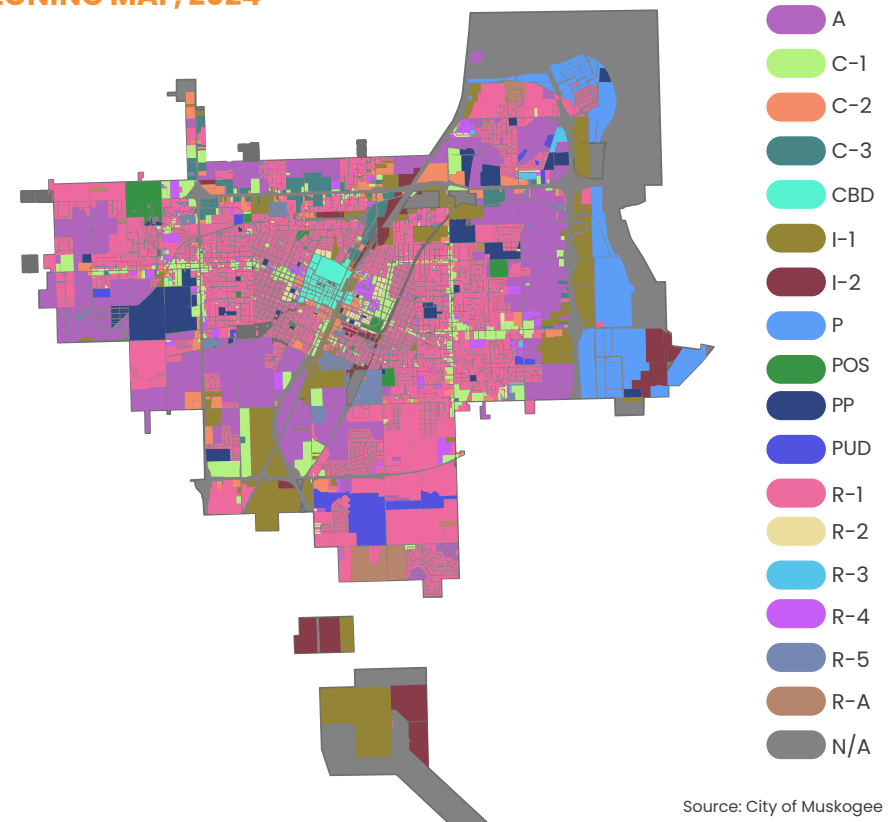
Zoning promotes public health, safety, traffic flow, and prosperity in the community. Zoning is regulated by the Muskogee Code of Ordinances (Sections 90-01-01 through 90-22-16). The largest category of zoning is residential (40%) followed by industrial (21%) and agricultural (20%). The residential areas are primarily in the central portion of town, commercial is largely along arterial corridors, and agricultural and industrial areas are on the periphery. There are 17 unique zoning districts grouped into six categories, depicted in the thumbnail map on page 16. **The largest zoning district in Muskogee is Single-Family Residential (R-1)** with over 7,200 acres, followed by Agricultural (A) at approximately 4,230 acres.

ZONING DISTRICTS

District Categories	Percent of Land	Code	Zoning District	Acres
Agricultural	20%	A	Agricultural	4,232.2
Residential	40%	R-A	Agricultural Residential	344.2
		R-1	Single-Family	7,210.4
		R-2	Two Family	106.5
		R-3	Townhouse	58.1
		R-4	Multi-Family	414.3
		R-5	Mobile Home	418.3
Commercial	11%	C-1	Local Commercial	1,171.5
		C-2	General Commercial	671.4
		C-3	Regional Commercial	407.7
Industrial	21%	I-1	Light Industrial	2,183.3
		I-2	Heavy Industrial	815.4
		P	Port Industrial	1,501.9
Central Business District	1%	CBD	Central Business District	190.9
Other	7%	PUD	Planned Unit Development	459.5
		POS	Parks and Open Spaces	276.5
		PP	Public Property	848.1

Source: City of Muskogee

ZONING MAP, 2024



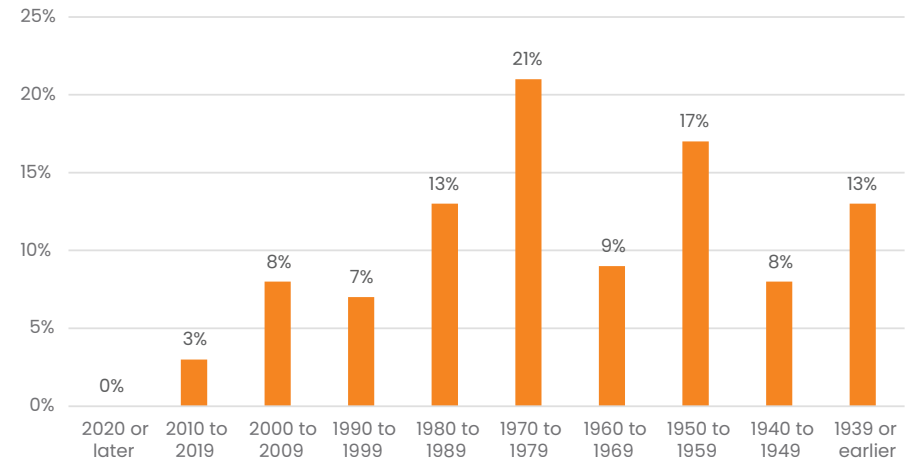
Source: City of Muskogee

HOUSING

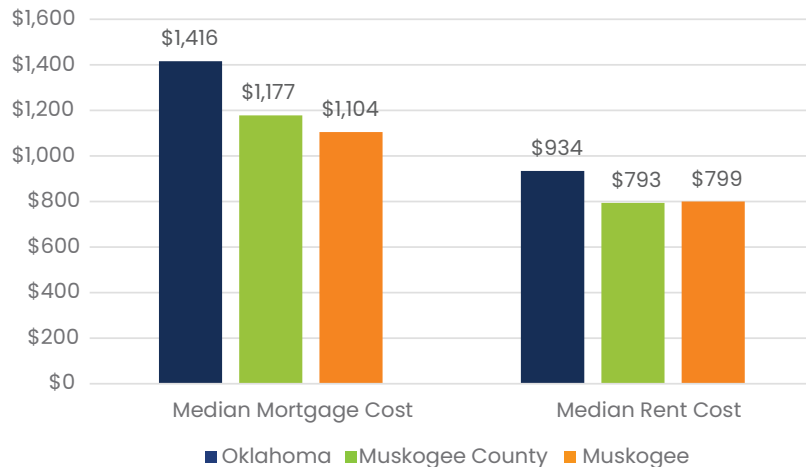
HOUSING STOCK

Of the housing stock in Muskogee, 56 percent is owner-occupied and 44 percent is renter-occupied, approximately 10 percent lower rates of homeownership than the County, State, and the United States. Most homes in Muskogee remain on the market for less than two months. However, Muskogee home prices were down 4.7 percent compared to 2023, selling for a median price of \$128,000. Due to its historical lack of population growth, Muskogee has experienced limited residential development and much of the current stock is over 50 years old. **Overall, housing in Muskogee tends to be affordable, but the stock is limited and aging.**

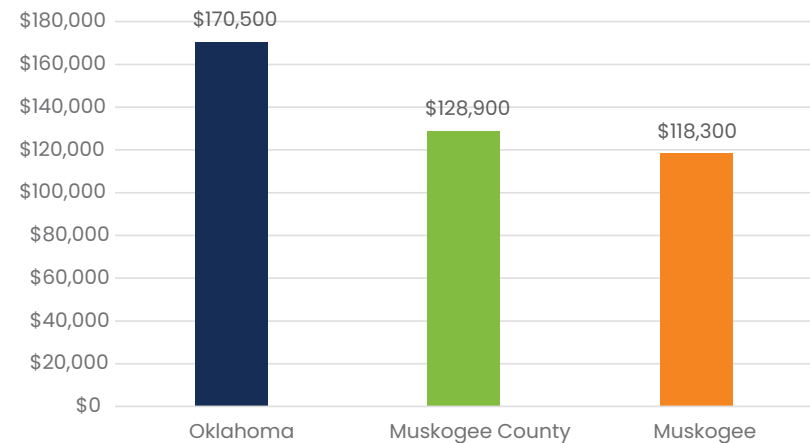
HOUSING STOCK AGE



MEDIAN RENT AND MORTGAGE



MEDAN HOME VALUE



Source: US Census Bureau, 2021 American Community Survey 5-year Estimates

INFRASTRUCTURE

WATER SYSTEM

The water system in Muskogee has been the focus of significant recent investment and improvement efforts. The goal of Muskogee Water Services is to provide high-quality personal services and grow with the community. An average of **15 million gallons of water come into the city every day**, and the system has a capacity of 30 million gallons if needed. The water treatment plant has multiple high service pump stations, two storage tanks, and over 407 miles of pipeline within the distribution system. The primary water sources are the Arkansas, Verdigris, and Grand Rivers, serving Muskogee and several other communities. Since 2017, **the City has invested \$12 million into water enhancement projects**, including replacing water lines, rehabilitating water towers, and improving the water treatment plant.

WASTE MANAGEMENT

The Solid Waste Department **serves around 13,000 customers on the residential routes in Muskogee**. The automated collection of household solid waste is done in five areas of Muskogee, based upon the collection day. For non-residential routes, the Department operates two commercial rear loader trucks that run daily to service businesses and other commercial entities. In addition to curbside service, the City of Muskogee, along with associates from INCOR, operate the Recycle Drop-Off Center in Muskogee. The center accepts paper, cardboard, plastic, aluminum cans, automotive batteries, glass, and more.



The Muskogee Water Treatment Plant has over 407 miles of pipeline within the distribution system.

HUMAN SERVICES

EDUCATION

Muskogee offers K-12 public education system through **Muskogee Public Schools** and **Hilldale Public Schools**. As of 2024, Muskogee Public Schools has 4,819 students in grades PK, K-12 with a student-teacher ratio of 18 to 1. According to state test scores, 18 percent of students are at least proficient in math and 24% in reading.

Muskogee is home to numerous higher education institutions: **Northeastern State University (NSU)** and **Connors State College**. The NSU Muskogee campus provides both undergraduate and graduate degrees, with programs in business, education, health sciences, and more. Connors State College is a two-year college that offers associate degrees and certificates in various fields, including agriculture, nursing, and business. Additionally, **Bacone College**, despite facing financial struggles, remains an important historical institution as Oklahoma's oldest Native American college.



Northeastern State University (NSU) main campus is based in Tahlequah, OK but has additional campuses in Muskogee and Broken Arrow, OK.

HEALTHCARE

Muskogee has a strong healthcare system that caters to a wide array of residents. **The Muskogee County Health Department** offers a range of medical services and programs at affordable prices for residents. Services include emergency preparedness, disease treatment and prevention, and STI testing. **Saint Francis Hospital Muskogee** is a comprehensive medical facility providing services such as emergency care, cardiac rehabilitation, cancer care, orthopedics, and women's health. **Green Country Behavioral Health Services** is a non-profit that offers comprehensive outpatient and crisis services for mental health and substance use disorders. They provide services for all ages and have a sliding fee scale based on family size and income.



Saint Francis Hospital is the largest hospital in Muskogee, with over 320 beds for patients.

COMMUNITY HEALTH

Muskogee has supported community health through programs like the Healthy Muskogee Initiative, which works to improve health outcomes by addressing factors like poverty, rural health disparities, and tribal health outcomes. In 2022, Saint Francis Hospital Muskogee conducted the Community Health Needs Assessment for the hospital's service area. This includes large portions of Muskogee County (including the City of Muskogee), McIntosh County, Haskell County, and Wagoner County. Using the data and community feedback, the Assessment identified 14 areas of opportunity:

1. Access to Health Care Services
2. Cancer
3. Diabetes
4. Heart Disease and Stroke
5. Infant Health and Family Planning
6. Injury and Violence
7. Mental Health
8. Nutrition, Physical Activity and Weight
9. Oral Health
10. Potential Disabling Conditions
11. Respiratory Disease
12. Sexual Health
13. Substance Abuse
14. Tobacco Use

TOP COMMUNITY HEALTH PRIORITIES

These areas were further prioritized based on scope and severity of the issues and the hospital's ability to impact the issue. The top four priorities include:



Heart Disease and Stroke. Heart disease is the leading cause of death in the United States, and stroke is the fifth leading cause.

In Muskogee, heart disease is the leading cause of death accounting for 28 percent of all deaths in 2020. Stroke is the sixth leading cause at 4.4 percent. There are 342.8 deaths per 100,000 population from disease of the heart in Muskogee County. This is more than double the national rate.



Mental Health. Mental health and physical health are closely connected. Mental disorders like

depression and anxiety can affect people's ability to take part in healthy behaviors. In the study, 24.3 percent of residents surveyed self-reported that their mental health condition was "Fair" or "Poor." Furthermore, 37.3 percent of residents have been diagnosed with a depressive disorder.



Access to Health Care Services.

Access to healthcare is vital to ensure health issues are addressed at early stages. A

common issue with accessing healthcare is a lack of health insurance. In the service area, 11.8 percent of residents surveyed indicated they lack health insurance, approximately three percent more than the national rate. Other prominent barriers to accessing healthcare in Muskogee include scheduling a doctor's appointment, finding a doctor, and the cost of a doctor visit. In addition, 17.6 percent of adults reported they have skipped doses or stretched a needed prescription in the past year in order to save costs.



Diabetes. More than 30 million people in the United States have diabetes, and it's the seventh leading cause of death.

The prevalence of diabetes is higher in Muskogee, with 19.9 percent of residents diagnosed compared to 13.8 percent nationally. An additional 14 percent have been diagnosed with pre-diabetes in the Muskogee area.

PARKS AND RECREATION

PARKS SYSTEM

The City of Muskogee maintains **20 parks within the city limits, comprising a combined total of 582 acres**. The Muskogee Parks Department also operates and maintains the Civic Center, Hatbox Event Park, River Country Water Park, and the Muskogee Swim and Fitness Center. City parks and facilities vary by size and use, from Hatbox Field that is over 300 acres and host major events, such as the Oklahoma Festival of Ballooning and Muskogee Comic Con, to the 1.6-acre Gulick Park that serves as a neighborhood park for the residents south of downtown.

According to the National Recreation and Park Association (NRPA), the typical parks and recreation agency manages 10.6 acres of parkland per 1,000 residents.

In Muskogee, the Parks and Recreation Department manages 15.8 acres per 1,000 residents. This is 49 percent higher than the national average.

MUSKOGEE PARKS SYSTEM ACREAGE¹

Map ID	Park Name	Acres
1	Beckham Park	3.8
2	Bill Pool Park	2.3
3	Civitan Park	38.8
4	Coody Creek Bark Park	1.3
5	Depot Green	1.7
6	Douglas-Maxey Park	1.2
7	Elliot Park	5.7
8	Grandview Park	7.4
9	Gulick Park	1.6
10	Hatbox Sports	345.1
11	Honor Heights Park	95.4
12	King Park	0.6
13	Langston Park	1.8
14	Optimist Park	2.1
15	Palmer Park	2.8
16	Robinson Park	29.9
17	Rooney Park	7.0
18	Rotary Park	3.9
19	Spaulding Park	19.8
20	Turner Hill Park	10.6
Total		582.8

1. Data provided by City of Muskogee. See map on page 18.



Adding amenities, like benches and public art, increases the quality of parks and helps draw in more visitors.

TRAILS SYSTEM

Muskogee has **16.7 miles of paved trail (multi-use and recreational) within the city**. Centennial Trail, a seven mile multi-use trail, is the backbone of the municipal trail system and connects major destinations throughout the community such as Hatbox Sports Complex, Rooney Park, and Downtown Muskogee. Muskogee's trail system outperforms communities of a similar size (20,000 to 49,999 residents). According to the NRPA, **the median trail mileage for communities of this size is 10-miles**.

24.2

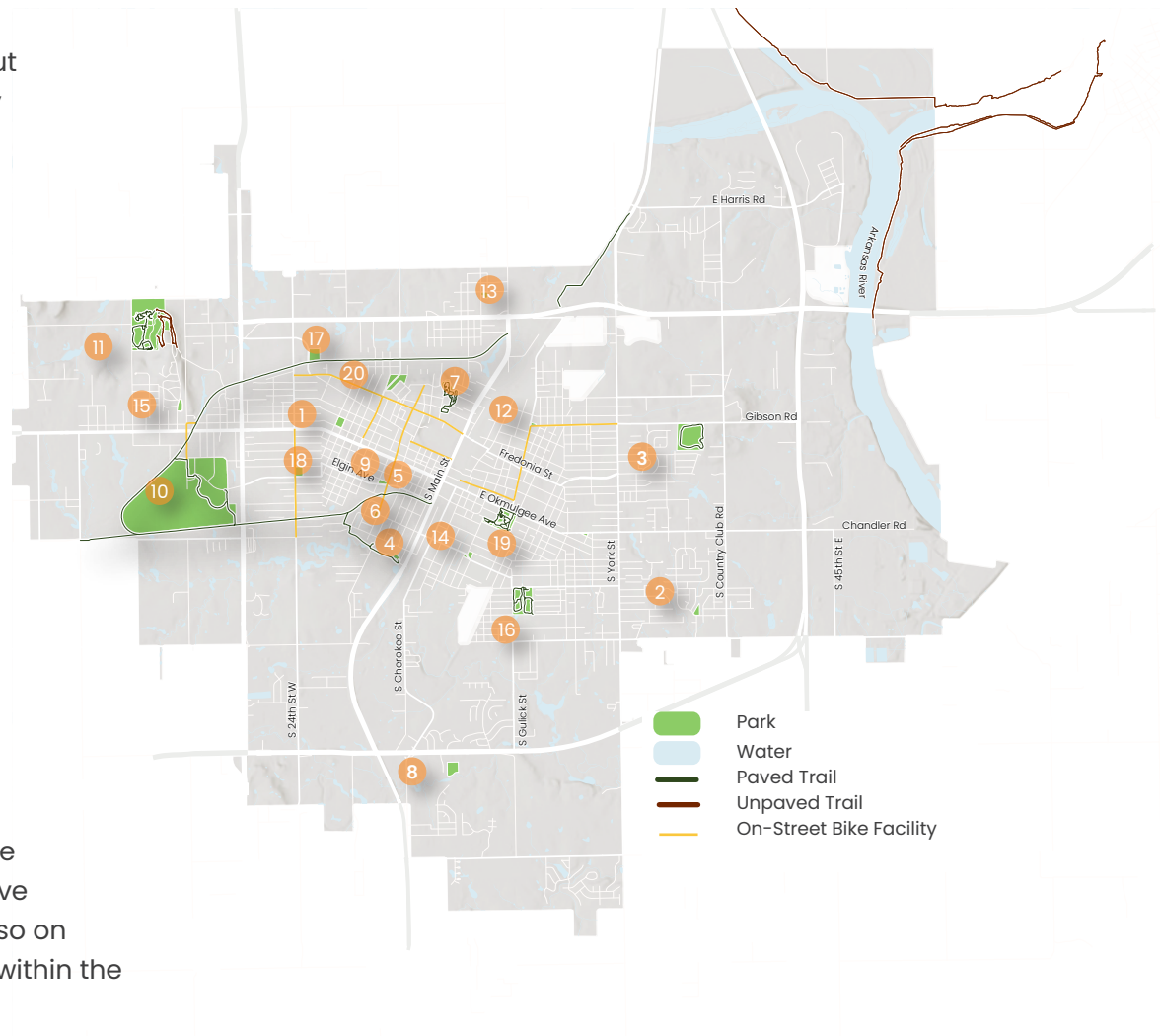
Total Muskogee
Trail Miles

10.0

Median Trail Miles
for Similar Sized
Communities

A robust trails network has been a priority for Muskogee since the adoption of the city's first trails master plan in 2004. The plan called for 26 miles of trail corridor throughout the city and has been the foundation of trail construction over the past 20 years. **The plan was retired and updated in 2021 with the Connect Muskogee plan.** Compared to the previous plan, Connect Muskogee is more comprehensive in both expanding the bikeway and trail networks but also on improving pedestrian facilities and overall connectivity within the city.

MUSKOGEE PARKS AND TRAILS SYSTEM MAP, 2024¹



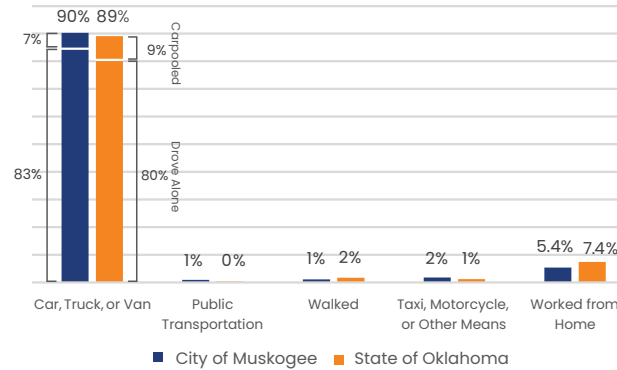
MOBILITY

MOBILITY TRENDS

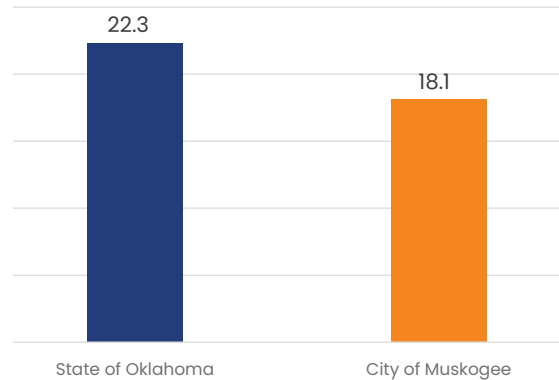
From February to May of 2024, **the average vehicle miles traveled (VMT) per capita in Muskogee was approximately 20.8 miles per week.** This is lower than the 27.5 miles per week recorded for the state of Oklahoma over the same time period. The lower VMT translates to lower traffic and quicker commute times for residents. This is substantiated through community discussions, where residents stated that **traffic in the city has not been an issue.**

Residents in Muskogee **primarily commute via single-occupancy car, truck, or van** (82.8%), higher than the state average of 79.7 percent. Residents carpool at a lower rate than the state average (7.5 percent compared to 9.4 percent, respectively) and use public transportation at a higher rate than the state (0.9 percent compared to 0.3 percent). Residents walk, bicycle, or ride a motorcycle at comparable rates to the state and work from home less than state averages.

COMMUTE BY TRANSPORTATION MODE



COMMUTE TIME, IN MINUTES



Routine road maintenance like filling potholes and street cleaning is the highest priority transportation issue in Muskogee, with 93 percent of survey respondents viewing it as a high priority.

Source: VMT Data-Replica, 2024; Commute Data-2022 American Community Survey 5-year Estimates

MULTIMODAL TRANSPORTATION

Multimodal transportation has been a growing priority in Muskogee over the past decade. **In 2016, the city adopted a nationally recognized Complete Streets policy.** The policy applies to all streets maintained by the city and establishes design criteria and requires that all roadway projects be designed with motorists, bicyclists, pedestrians, and transit users in mind. Further planning for multimodal addressed in Connect Muskogee, a sidewalks, bikeways, transit, and trails planning document.

SIDEWALKS

There are approximately 250 miles of sidewalk in Muskogee. Existing sidewalk is concentrated in central Muskogee and historic areas. Like many communities in Oklahoma, Muskogee lacks sidewalk in locations that were constructed after the 1950's.

TRANSIT

The city transit service, Muskogee County Transit (MCT), has three routes that serve the northwest, southwest and east side of the community. The fixed-route service runs Monday through Friday from 9:00 a.m. to 4:00 p.m. and begins and end at Arrowhead Mall. Each route is approximately an hour long and has a two-dollar fare. In addition to fixed-route service, on-demand curbside service is offered for four dollars per ride. This service is available Monday through Friday from 6:00 a.m. to 5:30 p.m. The MCT also offers SoonerRide, which will arrange to take residents to non-emergency, medically necessary services covered by SoonerCare. This network of bikeways and trails link major destinations, such as the downtown, Depot Green, Hatbox Sports Complex, Rooney Park, and residential areas. **When paired with the transit system, Muskogee's existing bikeways and trail network links many key areas of the city.**

BIKEWAYS

There are 7.3 miles of on-street bikeways in Muskogee and 9.5 miles of multi-use trail connecting municipal neighborhoods with community destinations. Major destinations that may be accessed by the city's bikeways and multi-use trails network include the downtown, Depot Green, Hatbox Sports Complex, Rooney Park, and residential areas. The Muskogee Bikeshare service provides rentable bikes through the "Muskogee E-Bike" app. It costs \$1 to unlock the bike, and \$0.15 per minutes after, providing an accessible option for residents to utilize the bikeways and trails.



The Muskogee Bikeshare service station is located at Depot Green, and is sponsored by Saint Francis Hospital Muskogee.

CITY SERVICES

City services are designed to ensure a clean, safe, and vibrant environment, fostering a high quality of life for everyone in Muskogee. From maintaining the city's infrastructure and public spaces to ensuring public safety and promoting economic development, Muskogee's city services are integral to the community's well-being and growth.



PUBLIC WORKS

Through the **Public Works Department**, the City builds and maintains roadways and traffic signals, manages storm water and solid waste, and provides clean drinking water. The Department also manages the **Muskogee-Davis Regional Airport**. Recent initiatives include upgrading the water treatment facilities and enhancing storm water management systems. The **Streets division** maintains and repairs the city's roadways, ensuring they are safe and navigable. This includes filling potholes, repaving roads, maintaining traffic signals and streetlights, and snow and ice removal. The **Water Supply and Distribution department** manages the city's water treatment plant, which provides clean drinking water to residents. The plant treats an average of 17,686,000 gallons of water per day from Fort Gibson Lake. The **Environmental Control department** focuses on maintaining the city's natural resources and ensuring compliance with environmental regulations.

CITY ADMINISTRATION

Through the **Planning Department**, the City is responsible for developing, revising and administering the zoning and subdivision regulations for new development and new construction within the city limits. The Planning Department also prepares and administers community development grant applications and leads long range planning initiatives. **Facilities Management** ensures the safety and quality of buildings. **Media Relations** distributes information to the public through press releases, social media, and press conferences.

The **Muskogee Redevelopment Authority** is a city trust authorized to conduct economic development activities.

PUBLIC SAFETY

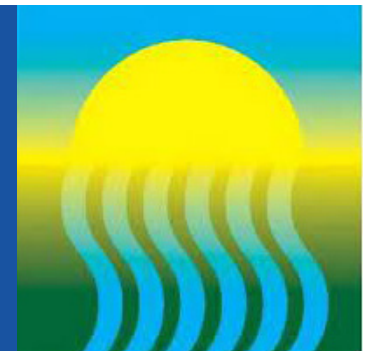
The City provides comprehensive public safety services through the Police Department, Fire Department, and Emergency Management Office. The **Police Department** is comprised of 93 full-time staff who are committed to preventing and reducing crime within the community. Officers engage in community policing and work to build strong relationships with citizens through programs like their annual Camp Out for Kids. The **Fire Department** responds to fire emergencies and ensures the safety of buildings by monitoring construction and occupancy standards, conducting regular inspections, and enforcing fire codes. Muskogee Firefighters complete more than 240 hours of training per year to ensure that they are skilled. Additionally, the Fire Department provides educational programs to inform residents about fire prevention and safety measures. The **Emergency Management Office** develops and implements comprehensive preparedness plans, conducts regular training exercises, and collaborates with local, state, and federal agencies to ensure a coordinated response to emergencies.

PARKS AND RECREATION

The **Parks and Recreation Department** plays a pivotal role in maintaining and enhancing the city's parks and recreational facilities. The Department is divided into three key sections: the parks subdivision, the recreation subdivision, and the enterprise fund. The **parks subdivision** is responsible for the upkeep and maintenance of all park areas. This includes tasks such as landscaping, maintenance of playground equipment, and ensuring the safety and cleanliness of all park facilities. The **recreation subdivision** focuses on organizing and facilitating a wide range of events and activities for the community. This includes sports leagues, community events, and special programming. The subdivision also oversees the operation of the River Country Water Park, employing numerous part-time and seasonal staff. The **enterprise fund** is a crucial component of the department's financial structure. It consists of revenue generated from memberships, facility rentals, and other fee-based recreational opportunities. This fund helps to support the ongoing operations and improvements of the parks and recreation facilities, such as the Hatbox Event Park.

CITY OF MUSKOGEE FOUNDATION

The City of Muskogee Foundation works closely with the city and serves as a major funding source for various community initiatives. The foundation was established in 2008 for the purpose of developing, supporting, promoting, and improving programs and facilities in and around Muskogee. Funding is distributed for services relating to education, culture, community revitalization, social services, economic development, infrastructure, housing, and recreation.



COMMUNITY SERVICES

In addition to municipal operated services, there are many community led non-profit organizations and governmental partners that are filling various needs in Muskogee. According to the Muskogee Chamber of Commerce, there are more than 75 non-profits serving Muskogee. Some of the most prominent organizations are described herein.

COMMUNITY AND ECONOMIC DEVELOPMENT



Managed by the Muskogee City-County Port Authority, **Port Muskogee** is a 450-acre industrial complex located on the Arkansas River. It offers year-round access to 20 states and global seaports via the Gulf of Mexico. The port is a significant economic driver, facilitating trade and industry expansion.



A More Beautiful Muskogee is a community led non-profit with the goal of improving the environment in Muskogee through promoting its beautification and hosting volunteer events.



Muskogee Main Street (MMS) aims to “bring to life the Heart and Soul of Downtown Muskogee by creating a revitalized, livable, family-focused and entertainment-rich historic and economically-vibrant downtown.” Through the utilization

of a “four-point approach” that focuses on design, promotion, organization, and economic vitality, MMS assists in building a strong, unique downtown that both reflects and strengthens the community.



The **Exchange Club of Muskogee** has raised over \$1,500,000 through their “Chili & BBQ Cook-offs”, with the money being donated to various charities and organizations within the community.



Eastern Oklahoma Development District provides planning and development services to communities in Eastern Oklahoma, including Muskogee. They focus on economic development, community planning, and infrastructure improvements.

HUMAN AND HOUSING SERVICES



INCOR enhances the well-being of individuals with developmental disabilities through training in employment and/or daily living. They provide services to over 150 individuals with disabilities including access to

affordable housing and training for employment and daily living skills. In 2014, a consignment store was opened to provide employment.

Muskogee County Community Action Foundation, Inc. (MCCAF)



works with low to moderate income individuals and families to improve their quality of life and achieve a better standard of living by providing quality affordable housing. MCCAF increases access to affordable housing for low- or moderate-income residents through two rental programs: Single-family Home or the Hilldale Springs Townhome rentals.



Neighbors Building Neighborhoods

(NBN) works to improve the quality of life in Eastern Oklahoma through education, organizational support, and coalition building. Their programming focuses on community revitalization, substance abuse prevention, and youth programming. Various local and state

funded grants enable NBN to work with schools, organizations, and the community at large to reduce substance use/abuse. Programs include the Drug-Free Communities, Partnership's for Success, and the Community Based Prevention Services. Youth Programs include the Dream Team After School and Summer Learning, the Community Treasures Summer Camp, and the Summer Food Service Program. In 2023, NBN worked with 15 organizations throughout Oklahoma and was awarded 45 grants totaling \$2,725,924.



Muskogee Bridges Out of Poverty assists low-income families to radically change their lives by discovering and overcoming barriers to success. Over the course of ten years, over 400 families have graduated from the program, with 73% of them

becoming self-sufficient/off social services. In 2024, Muskogee was named the National Bridges Out of Poverty Community of the Year.



Gospel Rescue Mission provides shelter, meals, and support services to homeless individuals and families in Muskogee. They offer programs aimed at helping residents achieve self-sufficiency, including job training, counseling, and life skills education.



Muskogee Habitat for Humanity

is part of a global, non-profit housing organization. Their mission is to eliminate substandard housing by constructing, rehabilitating, and preserving homes.

They also advocate for fair housing policies and provide training and resources to help families improve their living conditions. Since its establishment in 1993, Muskogee Habitat for Humanity has built 37 homes in the city for families in need.



Green Country Behavioral Health

Services (GCBHS) is a private, non-profit organization in Muskogee. They provide comprehensive outpatient and crisis

services for individuals of all ages, including mental health and substance use disorder services. GCBHS is a Certified Community Behavioral Health Clinic (CCBHC) and offers a range of services such as crisis intervention, mobile response, and facility-based crisis stabilization.



Fostering Hope Muskogee supports children in foster care by providing essential items and a safe environment during transitions. Key programs include Bag Full of Hope, Fostering Hope House Birthday Boxes, Teen Board, along with numerous leadership and volunteer opportunities for high school students. Since 2016, they've served over 2,000 children within the foster system.

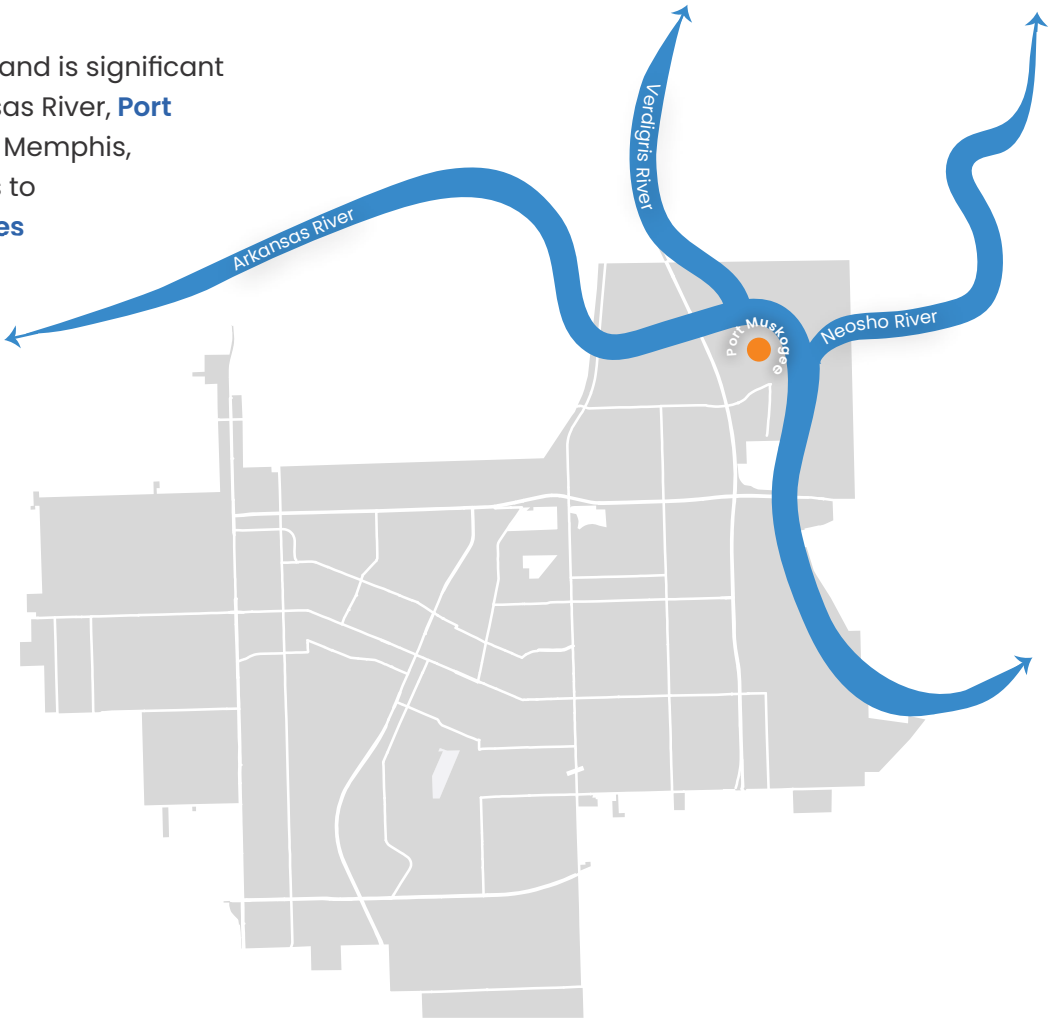
NATURAL FEATURES

ARKANSAS RIVER

The Arkansas River is a primary environmental features of Muskogee and is significant to the history and economy of the community. Located on the Arkansas River, **Port Muskogee** provides access to 20 states and reaches major cities like Memphis, St. Louis, Baton Rouge, New Orleans and Pittsburgh. The Port connects to international ports through the Gulf of Mexico. **This connectivity makes it vital part of the local and state economy.** In 1971, President Nixon dedicated the **McClellan-Kerr Arkansas River Navigation System (MKARNS)**, which was the largest civil works project in the U.S. at the time. The Three Forks Harbor is a multi-use development located at 392.2 of the MKARNS and features a 10,000 square foot events center and plaza. The Harbor is popular for outdoor activities, and hosts events such as the Kids Fishing Rodeo, River Rumba, Cardboard Boat Regatta and Bassmaster Opens.



Port Muskogee leverages the site at the confluence of the cities three rivers.



Source: Port Muskogee, 2024

ECOLOGY

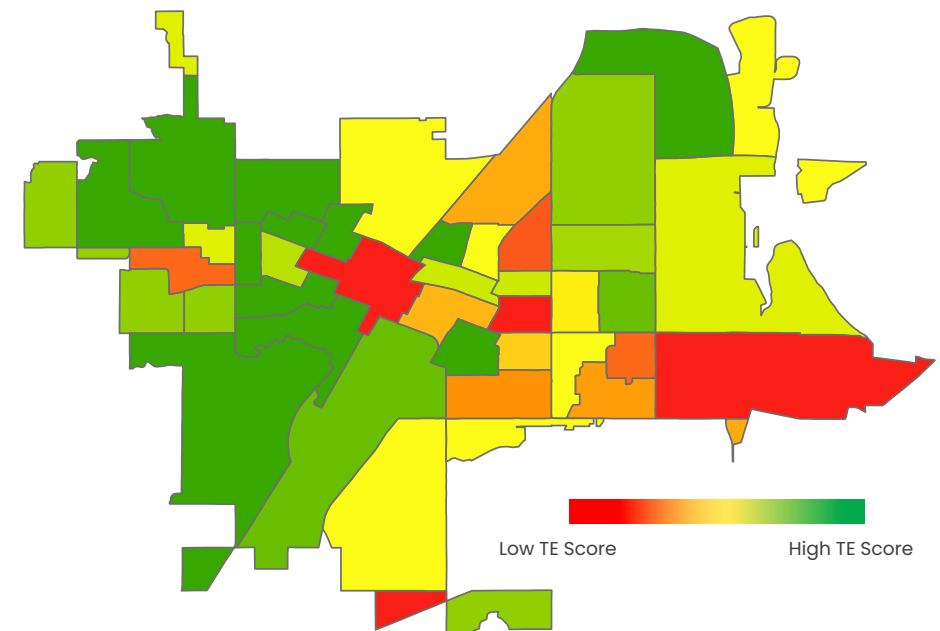
The City of Muskogee is within the **Central Irregular Plains eco-region**. This eco-region is composed of a mix of land use is topographically more varied than other plains regions in the area. The natural vegetation of this eco-region is a mix of grassland and forest with wider forested strips along the streams compared to other plains regions. The mix of land use activities in the Central Irregular Plains includes mining operations of high-sulfur bituminous coal. The presence of these geological features often leads to more industrial and mining activity. The wildlife in the area includes white-tailed deer, black bear, bobcat, gray fox, raccoon, cottontail rabbit, gray squirrel, fox squirrel, eastern chipmunk, white-footed mouse, pine vole, short-tailed shrew, and cotton mouse.

TREE CANOPY

Tree canopy is a significant factor of a community's ability to mitigate heat and improve public health. The equitable distribution of trees in Muskogee was reviewed through the Tree Equity Score, a tool from American Forests, a national non-profit that works to create health and resilient forests cities and natural landscapes. The Tree Equity Score measures how well the benefits of urban tree canopy are reaching those who need them most. The score establishes an equity-first standard to guide investment in communities living on low incomes, communities of color and all those disproportionately affected by extreme heat, pollution and other environmental hazards.

In Muskogee, **the largest disparity in tree equity is in the city center and towards the southeast side of the city.** The western portion of Muskogee scores high in tree equity, as does the north part of town. The low scoring areas should be considered higher priority when planting street trees and reforesting parkland and other natural areas.

TREE CANOPY IN MUSKOGEE MAP, 2024



Source: TreeEquityScore.org, 2024

The background features a faded image of a brick building with a large mural that reads "ROADWAY THROUGH THE BEST TOWN CITY". A large, bold, dark blue number "2" is overlaid on the left side of the image. A thick, dashed yellow arc curves across the top and right side of the page.

2

ADVANCING MUSKOGEE

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ADVANCING MUSKOGEE

“We will encourage and guide development in a manner that builds upon existing community character and assets.”

INTRODUCTION

Muskogee 2045 guides community development practices and patterns to align with the vision and guiding principles of this plan.

Advancing Muskogee contains two major components: the Future Development Plan and the Future Thoroughfare Plan. As per the requirements 11 O.S. § 43-103, comprehensive plans should be designed to provide the groundwork to:

- Lessen congestion in the streets
- Promote health and the general welfare
- Promote historical preservation
- Prevent the overcrowding of land
- Facilitate the adequate provision of transportation, water, sewerage, schools, parks and other public requirements.

The Future Development Plan and Future Thoroughfare Plan support efforts to create a built environment that reflects these objectives and directs the physical framework of the city's development.

FUTURE DEVELOPMENT PLAN

The Future Development Plan and its corresponding map designate specific place-types for properties throughout Muskogee. Place-types identify the preferred land use, architectural styles, and site design characteristics on property to create a built environment that enhances the existing and intended developments. These place-types are thoughtfully integrated within broader context areas, ensuring a cohesive and well-planned approach to development.

FUTURE THOROUGHFARE PLAN

The Future Thoroughfare Plan and corresponding Future Thoroughfare Map outline the layout of future roadways and corridors in Muskogee. The Plan promotes the extension and interconnectivity of major thoroughfares with the goal of creating a more complete transportation system in the city. Leveraging the underlying context areas and intended development, the Plan guides roadway design and roadside amenities, ensuring they complement the existing or planned development patterns on surrounding properties.

FUTURE DEVELOPMENT PLAN

PLACE-BASED APPROACH

Muskogee 2045 employs a place-based approach for the 46 square mile planning area as outlined in the Future Development Plan. This strategy comprises three hierarchical components to illustrate various land uses and development types. **Context Areas** define the intended development character (rural, suburban, traditional, or miscellaneous) for extensive parts of the city. **Place-types** define recommended development parameters for the intensity, character, and variety of land uses across Muskogee. **Overlays** provide additional context-specific guidance for special corridors and districts.

Areas of Special Consideration were highlighted by residents for having have cultural significance, high redevelopment potential, or environmental concern. More information and a map can be found on pages 35–36.

PUBLIC/PRIVATE INTERFACE

The City's ability to deliver public services and ensure access to private spaces is a fundamental aspect of the Future Development Plan. This plan highlights the importance of public spaces, such as roadways, parks, and schools, and their interactions with private property. Additionally, the context areas and place-types are designed to encourage compatibility with the recommended roadway designs in the Future Thoroughfare Map.

DEVELOPMENT COMPATIBILITY

Amendments to the Future Development Map should be initiated when the City aims to promote a development pattern different from Muskogee 2045. Future development proposals must be evaluated for compatibility with the place-type shown in the Future Development Map.



CONTEXT AREAS

Context areas outline a broad vision for future land use across large areas of Muskogee. These categories provide a framework that groups specific character areas according to the anticipated intensity of future development. The context areas and their associated place-types are detailed below.

RURAL

Land intended to be sparsely developed with significant open space, including agriculture, or ranching. Rural areas feature very low-density residential development with minimal public infrastructure investment expected. **Place-types include: rural residential.**

SUBURBAN

Areas of development where land uses are dispersed among distinct residential neighborhoods, retail centers, office parks, and industrial uses. Suburban context areas favor segmented land uses with transitions between development types on a parcel-by-parcel basis rather than the blending of differing uses within a single development site or building. **Place-types include: suburban residential, and regional/corridor commercial.**

TRADITIONAL

Areas including historic downtowns and center-city neighborhoods with a mix of residential building types and supporting commercial services. Areas blend a wide variety of land uses within individual districts, development sites, and buildings to promote compact development and walkable environments. **Place-types include: traditional residential, local commercial, and downtown.**






MISCELLANEOUS

Properties such as large business and industrial parks, government and institutional campuses, transportation facilities, extensive public utilities, parks of a regional scale, and other areas that are difficult to classify. **Place-types include: light industrial, heavy industrial, civic and educational, and parks and open space.**



CONTEXT AREAS MAP

LEGEND

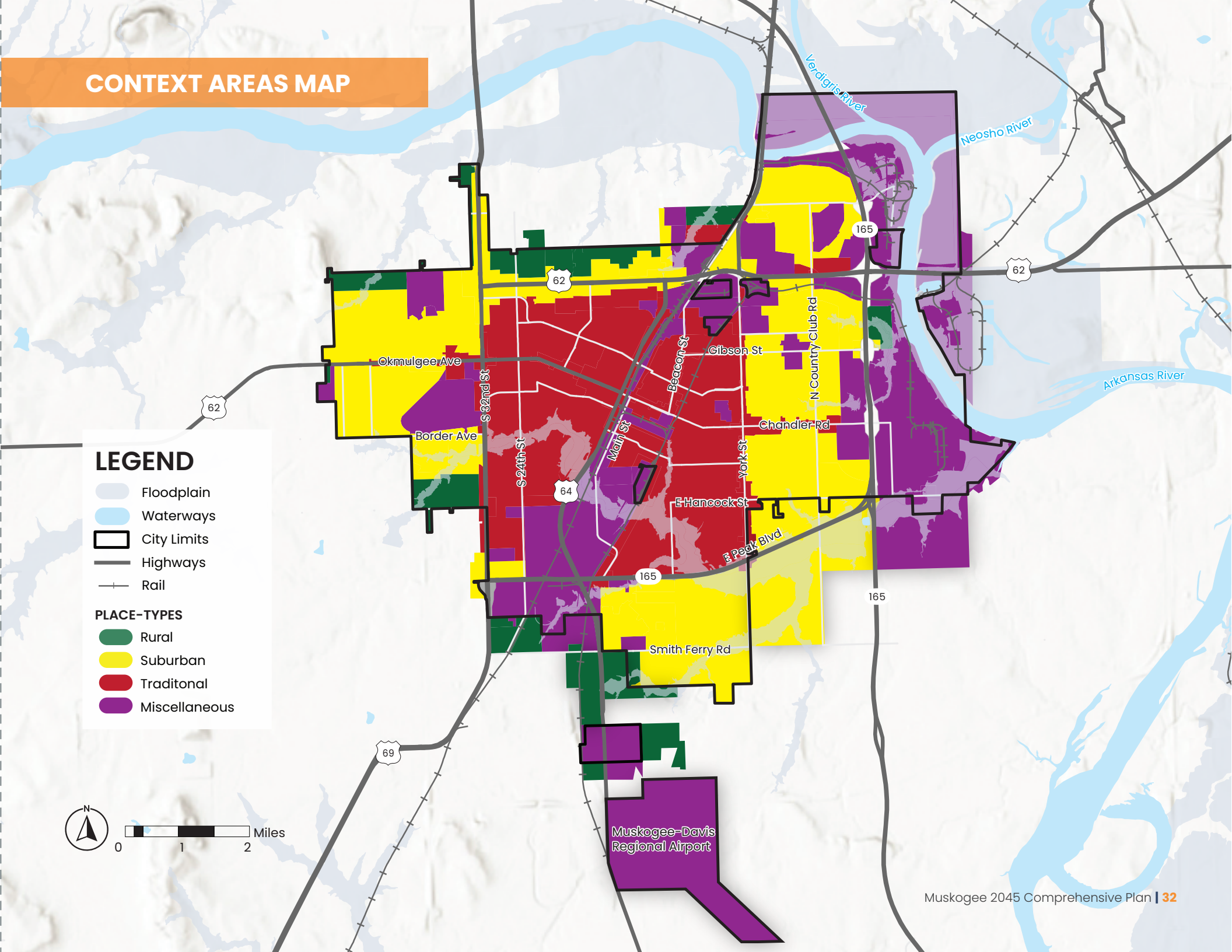
-  Floodplain
-  Waterways
-  City Limits
-  Highways
-  Rail

PLACE-TYPES

-  Rural
-  Suburban
-  Traditional
-  Miscellaneous



0 1 2 Miles



FUTURE DEVELOPMENT MAP

The Muskogee 2045 Future Development Map, found on page 34, outlines the preferred development patterns within the city limits, aligning with the community's vision and guiding principles. This map aims to preserve existing assets while accommodating future growth. Place-type boundaries are conceptual and approximate, allowing the City to exercise discretion in applying development parameters to small parcels that straddle or are adjacent to multiple character areas.

INTERPRETING THE PLAN

Fixed Geographic Features: Place-type boundaries that follow defined features, such as rivers, drainage channels, major roadways, and railroads should be viewed as fixed and not subject to interpretive judgment.

Large Tract Development: Large tracts of land that contain areas with more than one place-type should be developed according to the applicable place-type that is depicted by the Future Development Map on that portion of the tract. Intra-tract boundaries are not rigid and the City may exercise discretion in character area extents when considering a development proposal's overall compatibility to the Future Development Plan.

Parcel Overlap: Portions of a parcel that encroach into an adjacent place-type should develop in accordance with the characteristics of the predominant place-type, unless the characteristics of the secondary area better support the vision and guiding principles of this plan.

Zoning and Special Districts: The Future Development Map does not alter or supersede established zoning or special districts in the Muskogee Municipal Code. While the zoning map and code is not changed as a result of the Muskogee 2045 Comprehensive Plan, the adopted plan may be used by the Planning Commission and City Council to rule on proposed zoning changes to meet the intent of the Plan.

Overlays: The location of each overlay is representative and not intended to be fixed by a specific geographic boundary. The overlays are meant to illustrate the general locations and extents where compact mixed-use development concepts may be warranted. This may extend between 1/8 and 1/4 mile radius, depending on the context of the particular area.






CHARACTER AREA COMPOSITION

Context Classification	Character Areas	Percent of City Limits
Rural	Rural Residential	7.0%
Suburban	Suburban Residential	26.7%
	Regional/Corridor Commercial	4.1%
Traditional	Traditional Residential	19.4%
	Local Commercial	3.7%
	Downtown	0.9%
Miscellaneous	Light Industrial	7.7%
	Heavy Industrial	18.7%
	Civic and Educational	8.0%
	Parks and Open Space	3.8%
	Total	100%

Source: Half

FUTURE DEVELOPMENT MAP





LEGEND

-  Floodplain
-  Waterways
-  City Limits
-  Highways
-  Rail

PLACE-TYPES

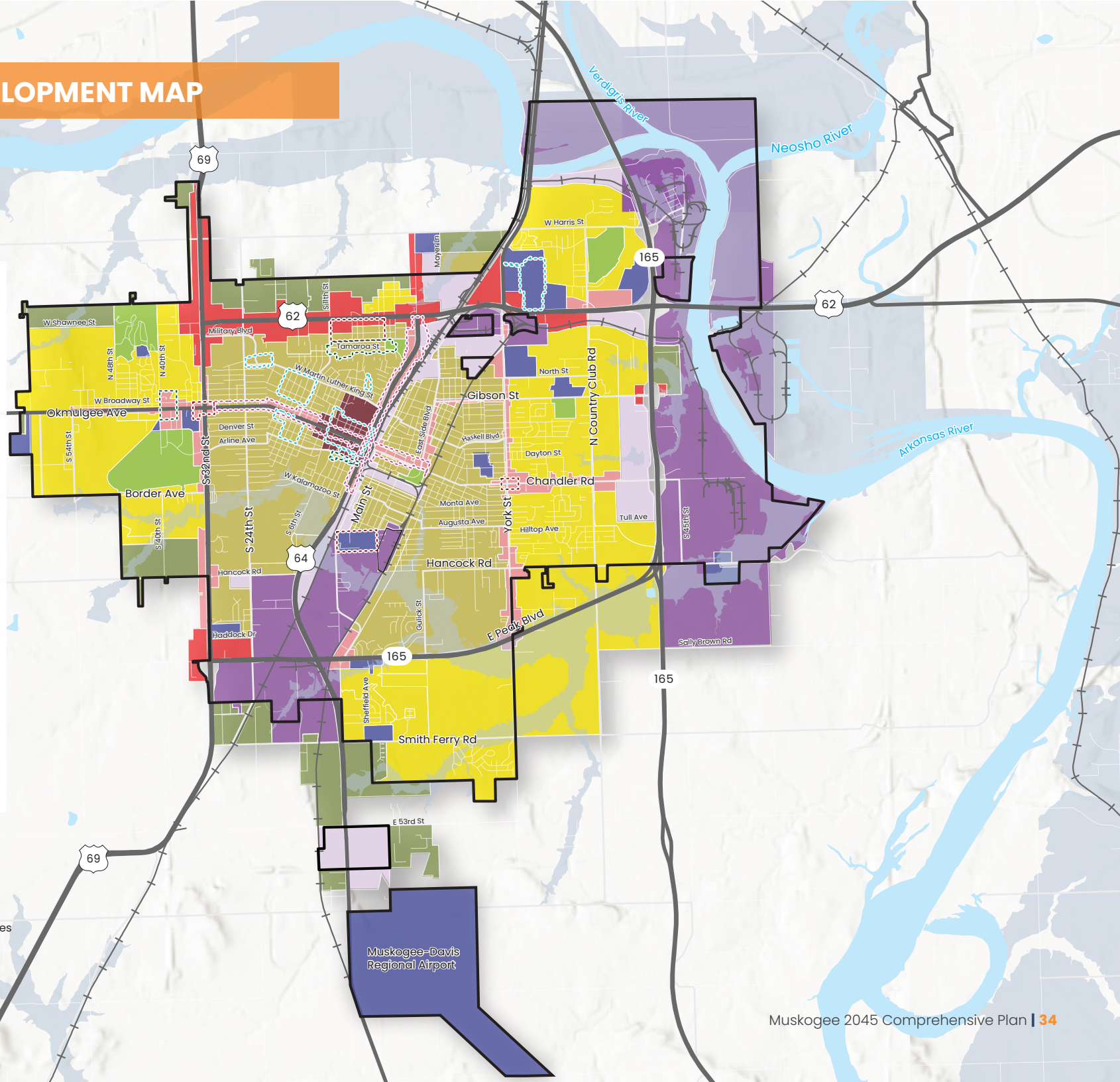
-  Parks and Open Space
-  Rural Residential
-  Suburban Residential
-  Traditional Residential
-  Local Commercial
-  Regional/Corridor Commercial
-  Light Industrial
-  Heavy Industrial
-  Downtown
-  Civic and Educational

OVERLAYS

-  Historic District
-  Mixed-use Center
-  Mixed-use Corridor
-  Trail-Oriented Development



0 1 2 Miles



AREAS OF SPECIAL CONSIDERATION

Although discretion is required when determining the appropriateness of a development proposal on all property within the Muskogee municipal limits, there exist specific “Areas of Special Consideration”, where built or natural conditions may alter how future development incorporates place-type development parameters. Areas of Special Consideration were determined through a series of open house map activities, allowing residents to highlight these significant places. A ward-based map exercise was conducted as well to ensure that the whole of Muskogee was represented within the Areas of Special Consideration map.



Residents were able to use sticky dots and post-it notes to emphasize spots in Muskogee that have unique needs.

AREAS OF ENVIRONMENTAL CONCERN

Floodplains: Areas of Muskogee that are prone to 100-year floods, as identified by FEMA, may face additional building restrictions. Some residential zones that experience frequent flooding might no longer be suitable for future development.

Southside Industrial Park: A significant site for manufacturing and technological development in Muskogee; the park is set to be the home of a battery-grade lithium refinery.

AREAS OF CULTURAL SIGNIFICANCE

National Historic District: Areas within Muskogee that are listed on the National Register of Historic Places, including Bacone College and Depot Green.

Love-Hatbox Park: Notable for its history as an airfield and its regional draw, the area includes the Sports Complex and Event Park.

Honor Heights Park: The 132-acre park is notable for its amenities like the Papilion Butterfly House and gift shop, and for hosting the Azalea Festival and Garden of Lights.

Downtown Muskogee: The areas' boundaries are determined by the City, and is notable for its cultural activity and historic landmarks.

AREAS WITH REDEVELOPMENT POTENTIAL

Muskogee Fairgrounds: The Fairgrounds host numerous community events including the historic Thunderbird Speedway and would benefit from revitalization.

Arrowhead Mall: This underutilized mall is in a prominent location close to downtown, offering significant potential for redevelopment.





Cherokee St. Corridor: This corridor is the site of large, out-of-use heavy industry, presenting opportunities for revitalization and new uses.

Shawnee St. Corridor: Along the site of the Urban Renewal Authority's project area which is bounded by N. Frontage Rd. and Talladega on the North and South, and N. 11th St. and Chicago to the East and West. This area includes the historic Reeves Addition.

Okmulgee St. Corridor: This corridor has seen recent residential development and is noted for its need for infrastructure improvements.

AREAS OF SPECIAL CONSIDERATION MAP



LEGEND

-  Waterways
-  City Limits
-  Highways
-  Rail





CONTEXT AREAS

-  Rural
-  Suburban
-  Traditional
-  Miscellaneous







AREAS OF ENVIRONMENTAL CONCERN

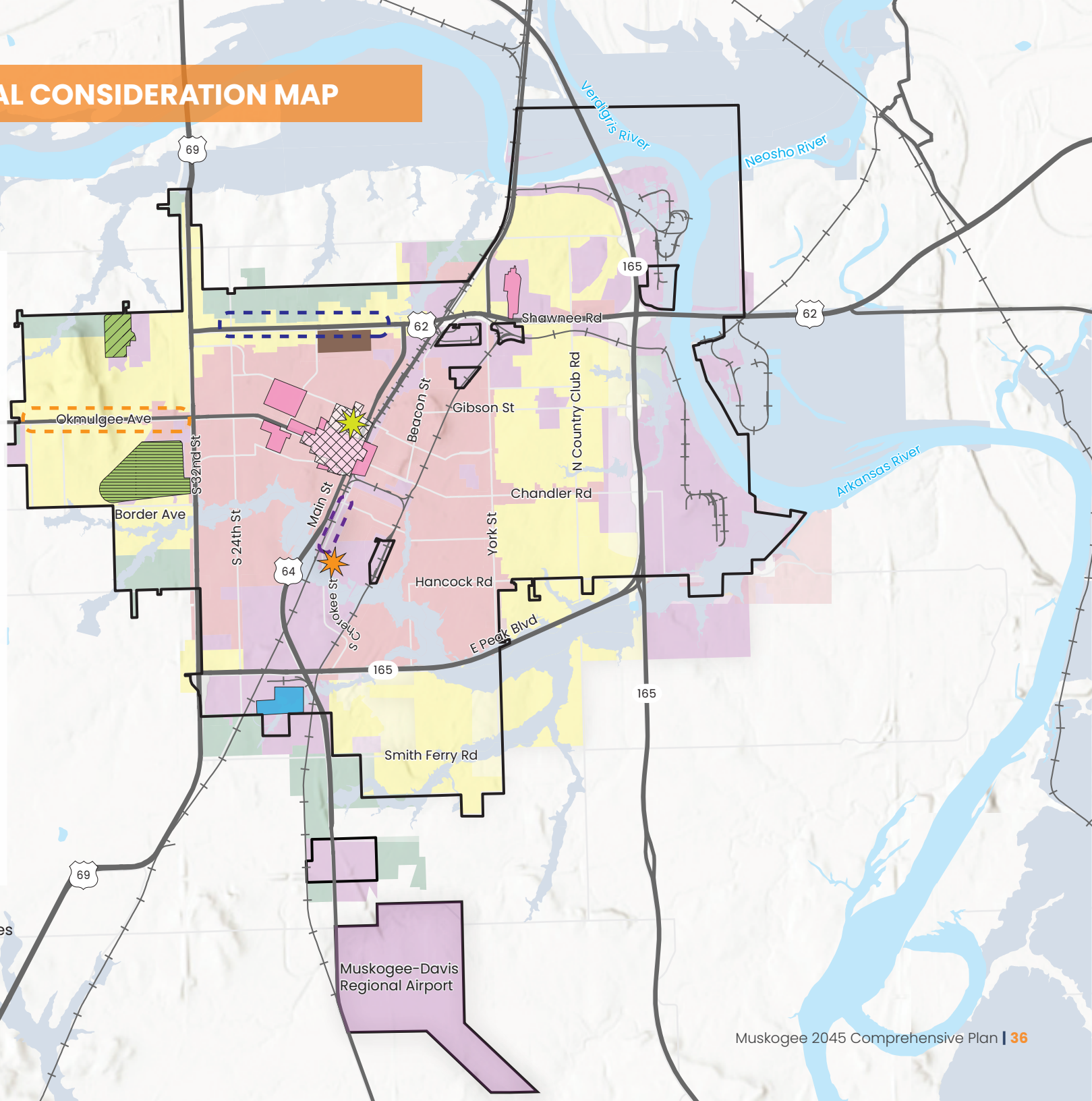
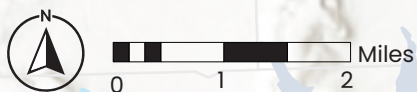
-  Floodplain
-  Southside Industrial Park

AREAS OF CULTURAL SIGNIFICANCE

-  National Historic District
-  Love Hatbox Park
-  Honor Heights Park
-  Downtown Muskogee

AREAS WITH REDEVELOPMENT POTENTIAL

-  Cherokee St. Corridor
-  Shawnee St. Corridor
-  Okmulgee St. Corridor
-  Muskogee Fairgrounds
-  Arrowhead Mall
-  Urban Renewal Project Area



PLACE – TYPES

CATEGORY DESCRIPTIONS

The following pages include defining attributes and decision-making guidance for each of the ten place-types and four overlay categories. The information presented forecasts the intent of each of these future places and is intended as a helpful guide when considering future development. The descriptions and representative imagery can help decision making regarding land uses, site features, and building features.

The place-types and overlays are described in detail on pages 38 through 60. Zoning compatibility for each place-type can be found below. These zoning types are suggestive to current zoning types and are subject to change.

PLACE-TYPE COMPONENTS

Attributes	Description
Representative Land Uses	Suggestions for primary uses that may be appropriate in certain areas. These are not all inclusive.
Land Uses	A brief list of potential land uses suitable for the place-type, following recommended development guidelines. These lists are examples; other uses may be considered if they align with the area's overall intent.
Site Features	Features within developments that will assist in building off existing community character and assets.
Building Features	Specific recommendations regarding architectural development.

ZONING MATRIX

Context Classification	Character Area	Zoning Types
Rural	Rural Residential	SF Residential, Low-Intensity Commercial
Suburban	Suburban Residential	SF Residential, MF Residential, Commercial (multiple)
	Regional/Corridor Commercial	Commercial (multiple), Office, Light Industrial
Traditional	Traditional Residential	SF Residential, MF Residential, Commercial
	Local Commercial	SF Residential, MF Residential, Commercial, Office
	Downtown	Central Business District
Miscellaneous	Light Industrial	Industrial (multiple), High-Intensity Commercial
	Heavy Industrial	Industrial (multiple)
	Civic and Educational	Commercial (multiple), Office, Public property
	Parks and Open Space	Public Property, Open Space, Park
Overlays	Historic District	Varies
	Mixed-Use Center	MF Residential, Commercial (multiple)
	Mixed-Use Corridor	MF Residential, Commercial (multiple)
	Trail-Oriented Development	SF Residential, MF Residential, Commercial (multiple)

Source: Halff

RURAL RESIDENTIAL

DESCRIPTION

Rural Residential place-types provide for low-density residential and limited agricultural land uses including ranches, themed subdivisions, and large-lot single-family subdivisions. Large areas within this place-type are reserved for floodplain or conserved open space while urban services, such as water and sewer, are not expected.

REPRESENTATIVE LAND USES

- Agricultural
- Single-family residential
- Open space

DEVELOPMENT STRATEGIES

LAND USES

- Work to preserve agricultural land uses by reducing encroachment of high intensity residential or commercial uses directly adjacent to existing agricultural or open space uses.
- Promote cluster development techniques for residential development to reduce impacts to existing agricultural or open space.

- Limit the scale and intensity of commercial services and places of assembly to those that address the needs of the surrounding population.
- Allow small-scale hobby farms as accessories to residential dwelling units and promote opportunities for agritourism.

SITE FEATURES

- Limit extensions of public water and sewer infrastructure to that which is necessary to serve small-scale nodes of development proximate to suburban place-types.
- Minimize grading activity and design new development in a manner that serves to preserve the topography and natural features of the land.
- Build structures such as barns, pens, sheds, or others that support agricultural uses away from property lines to minimize potential nuisances to adjacent properties.
- Avoid development within 100-year floodplains where present.

BUILDING FEATURES

- Minimize outdoor lighting and utilize full cutoff lighting fixtures to reduce glare on adjacent properties or natural spaces.

REPRESENTATIVE IMAGES¹



1. Mix of local and non-local representative images.

SUBURBAN RESIDENTIAL

DESCRIPTION

Suburban Residential place-types include a mix of residential and limited commercial land uses, including single-family and multi-family developments and space for retail, office, parks, and educational uses. Residential building types and densities are dispersed across separate development sites, while most development, including limited commercial services and civic uses, is largely reliant on arterial roadways to connect residents to community destinations.

REPRESENTATIVE LAND USES

- Single-family residential
- Multi-family residential
- Commercial services

DEVELOPMENT STRATEGIES

LAND USES

- Provide a mix of residential building types, lot sizes, density ranges, and architectural styles.
- Provide transitions between developments with residential lots and buildings of varying size, heights, and scale.
- Locate uses that generate high traffic volumes along major thoroughfares.

- Allow limited accessory commercial uses and home based businesses via conditional use.
- Arrange multi-building developments so that buildings frame the street and create interest from the street.
- Distribute areas of multi-family development to promote mixed-residential neighborhoods and support a wide range of housing needs.
- Use natural spaces to assist in transitions between developments of differing land uses and scale where possible.
- Provide a continuous system of natural and recreational open space throughout new development subject to appropriate zoning categories.
- Locate multi-family development near employment, activity centers, transit, and accessible trail corridors.
- Reserve land for parks, schools, churches, and other civic/institutional uses; and, distribute to provide vehicular access via major thoroughfares, and pedestrian access from residential areas within a quarter mile walkshed.
- Allow commercial development nodes of small scale depending on thoroughfare classification, level of street interconnectivity, and compatibility with the scale and character of surrounding land uses.

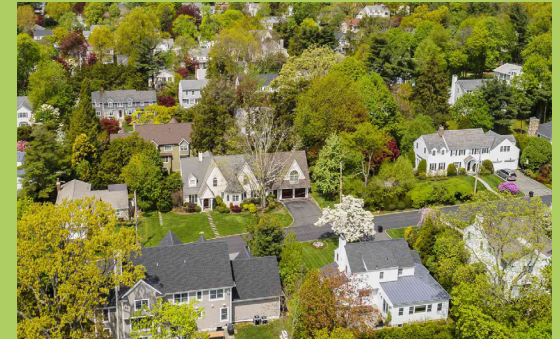
SITE FEATURES

- Minimize grading activity and design new development in a manner that best utilizes existing topography.
- Preserve major thoroughfare corridors through multi-building development sites and arrange buildings, parking areas, and driveway aisle to provide for future street extensions.
- Manage vehicular access to multi-building and multi-unit developments – and between developments – through consolidated curb-cuts, cross-access easements, and driveway throat length.
- Provide a system of interconnected streets that provides maximum accessibility between developments and to nearby community destinations.
- Use landscaped areas, pedestrian walkways, and buffers to divide large parking lots into smaller areas.
- Maximize tree cover along pedestrian corridors and in association with public gathering spaces. Incorporate common areas, amenity centers, or other privately maintained social spaces into multi-building or multi-unit development.
- Mitigate stormwater impacts through green street design and apply similar low impact design to parking areas and other expanses of large impervious surfaces.

BUILDING DESIGN

- Design new structures in a manner that complements the height, scale, and massing of adjacent development and that provides context appropriate transitions between different development types.
- Incorporate building form elements such as facade and roof line articulation, access, fenestration, and variable building materials, to provide visual interest in subdivision developments.
- Promote variation in housing typologies within new development to offer a greater range of housing options and meet a variety of needs.
- Locate utility banks and HVAC units out of direct line of sight from the street or provide screening where necessary to mitigate visual impacts.

REPRESENTATIVE IMAGES¹



1. Mix of local and non-local representative images.

REGIONAL/CORRIDOR COMMERCIAL

DESCRIPTION

Regional/Corridor Commercial place-types are composed of large-scale retail and multi-tenant office or commercial buildings. These areas are primarily located along arterial or other high-trafficked roadways and attract visitors from across the City of Muskogee and beyond.

REPRESENTATIVE LAND USES

- General retail
- Shopping centers
- Commercial services
- Office Space

DEVELOPMENT STRATEGIES

LAND USES

- Permit master planned redevelopment that generates pedestrian-friendly mixed use (residential and non-residential) development on repurposed commercial sites and out lots.
- Transition non-residential land uses and development scale from residential areas based on potential building size, hours of operation, and trip generation.

- Promote adaptive reuse opportunities for underutilized commercial properties.
- Provide separation between outdoor supply and sales and surrounding residential areas.
- Provide separation between commercial uses generating negative externalities such as noise or excessive light in respect to nearby residential uses.

SITE FEATURES

- Arrange multi-building developments so that some or all buildings frame the street to create visual interest from the public realm.
- Preserve major thoroughfare corridors through development sites and arrange buildings, parking areas, and driveway aisles to provide for future street extensions.
- Require retail, restaurant, and commercial establishments to take principal access from arterial thoroughfares.
- Manage vehicular access to multi-building and multi-unit developments – and between developments – through consolidated curb-cuts, cross access easements, and driveway throat length.
- Provide a system of convenient pedestrian and bicycle facilities to create internal connectivity on the site and adjacent public facilities in the public ROW.
- Incorporate common areas, amenity centers, or other privately maintained social spaces into multi-building or multi-unit development.
- Mitigate storm water and environmental impacts through green infrastructure design and bioretention features.
- Maximize tree cover along pedestrian corridors and in association with public gathering spaces.
- Implement maximum and minimum candle foot lighting requirements and area coverage for commercial developments and associated facilities.



BUILDING DESIGN

- Leverage commercial design standards to specify predominate desired building materials for facades visible from public spaces.
- Apply a uniform architectural style to buildings (including out-parcels), and uniform design to signage, landscaping and other associated site features.
- Incorporate building form elements such as facade and roof line articulation, access, fenestration, canopies, and variable building materials, to provide visual interest.
- Design non-residential buildings that abut residential areas to be to a scale and style that mimics and compliments the quality and character of adjacent residences.
- Screen air conditioning units, rooftop mechanical, and other utility appurtenances from public view in commercial and residential areas with high quality materials such as ornamental metal or other comparable screening systems.
- Screen drive-thru facilities in a manner that mitigates visual and acoustic impacts from the street and adjacent residential areas.

REPRESENTATIVE IMAGES¹



1. Mix of local and non-local representative images.

TRADITIONAL RESIDENTIAL

DESCRIPTION

Traditional Residential place-types include a mix of residential intensities and accessory commercial services. This place-type is defined by connected and walkable roadways and the integration of small scale commercial and services development alongside residential development.

REPRESENTATIVE LAND USES

- Single-family residential
- Multi-family residential
- Commercial services
- Office space and professional services

DEVELOPMENT STRATEGIES

LAND USES

- Permit a diverse mix of single-family detached housing types including variations in lot sizes, build-to lines, and other spatial characteristics.
- Promote higher intensity development along major thoroughfares.
- Provide transitions between developments with buildings of varying heights, sizes, and scale.

- Allow accessory dwelling units (ADUs) or “granny flats” to add density and offer additional affordable housing options.
- Locate multifamily residential developments near activity centers, employment, and trail corridors.
- Limit drive-thrus and other auto-oriented uses.
- Incorporate small-scale commercial uses or mixed-use buildings on significant thoroughfares.
- Allow small commercial development nodes that support the scale of the adjacent roadway and surrounding residential uses.
- Permit the conversion of underutilized residential structures to non-residential uses on major thoroughfares.
- Limit curb cuts to minimize disruptions to pedestrians and bicyclists within the roadside area.
- Provide a functional system of public or private alleys and promote shared access to reduce curb cuts on the street and access shared parking.
- Maximize the use of native and Oklahoma-proven shade trees along trails, sidewalks, and other active transportation corridors.

SITE FEATURES

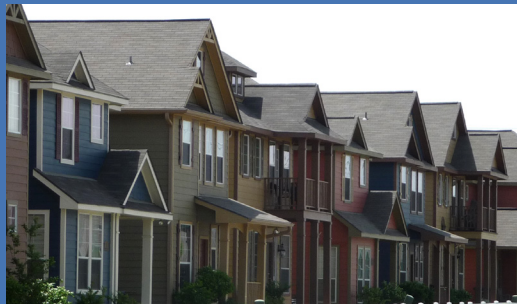
- Provide shallow building setbacks using build-to zones and wide roadside areas to support active transportation.
- Maintain historic lot and block sizes where appropriate. Reference original plat for context where available.
- Maintain and promote street grid interconnectivity and small block sizes.
- Conceal non-residential and multi-family parking areas behind building facades.
- Design roadways with dedicated multi-modal facilities.



BUILDING DESIGN

- Leverage missing middle housing types for infill development where appropriate to increase the range of available options at a multitude of price points.
- Establish minimum building frontage requirements to frame the street and other public spaces.
- Replicate historic building styles and design features where applicable.
- Design new structures in a manner that compliments the height, scale, and massing of adjacent development and that provide appropriate transitions between different development types.
- Incorporate building form elements such as facade and roof-line articulation, access, fenestration, and variable building materials, to provide visual interest from the street or other public spaces.
- Utilize building elements such as awnings, canopies, and balconies to delineate between distinct building quadrants or bays, and horizontally to distinguish ground-floor space from upper stories.
- Locate utility banks and HVAC units out of direct line of sight from the street or provide screening where necessary to mitigate visual impacts.

REPRESENTATIVE IMAGES¹



1. Mix of local and non-local representative images.

LOCAL COMMERCIAL

DESCRIPTION

Local Commercial place-types provide daily services, goods, and entertainment to the nearby residential areas. Development should be smaller in scale and provide a mix of commercial and residential uses. These areas should be walkable and directly accessible from the surrounding neighborhoods.

REPRESENTATIVE LAND USES

- Multi-family residential
- General retail
- Commercial services

DEVELOPMENT STRATEGIES

LAND USES

- Transition non-residential land uses and development scale from residential areas based on potential building size, trip generation, and hours of operation.
- Allow small commercial development nodes that are compatible in scale with surrounding residential areas.
- Allow for centers of employment (office and other professional services) along major corridors.

SITE FEATURES

- Arrange multi-building developments so that buildings frame the street.
- Preserve major thoroughfare corridors through development sites and arrange buildings, parking areas, and driveway aisles to provide for future street extensions.
- Manage vehicular access to multi-building and multi-unit developments – and between developments – through consolidated curb-cuts, cross-access easements, and driveway length.
- Require retail, restaurant, and other commercial service establishments to take principal access from arterial thoroughfares. Coordinate on appropriate classification per thoroughfare plan and designated areas.
- Provide a system of convenient pedestrian and bicycle facilities to ensure connectivity between parking, adjacent streets, and all on-site facilities.
- Maximize the use of native and Oklahoma-proven shade trees along trails, sidewalks, and other active transportation corridors.
- Incorporate significant native and drought-tolerant landscape areas along site frontages, within parking areas, and adjacent to public gathering areas.



BUILDING DESIGN

- Design non-residential buildings that abut residential areas to be designed to an appropriate scale and style that mimics the quality and character of adjacent residences.
- Provide visual interest by incorporating building form elements such as facade and roof-line articulation, access, fenestration, and variable building materials.
- Leverage commercial design standards to specify predominate desired building materials for facades visible from public spaces.
- Apply a uniform architectural style to buildings and a uniform design to signage, landscaping, amenities, and other features.
- Limit the size, height, and acceptable lighting levels of sign structures.
- Screen air conditioning units, mechanical, waste bins, and other accessory features from public view.

REPRESENTATIVE IMAGES¹



1. Mix of local and non-local representative images.

DOWNTOWN

DESCRIPTION

Downtown includes a mix of residential, commercial, and civic land uses that are associated with a walkable city center.

The place-type supports compact and traditional development patterns with multi-story buildings that feature commercial units on the ground floor and residential on upper floors.

REPRESENTATIVE LAND USES

- Public administration
- Multi-family residential
- Commercial services
- Hospitality and tourism
- General retail

DEVELOPMENT STRATEGIES

LAND USES

- Permit civic, commercial (including professional office space), lodging, recreational, residential, and retail land uses.
- Construct mixed-use buildings with upper floor residential and ground floor flex space for residential and non-residential uses.

- Identify areas where land can be banked for the development of additional small-scale green spaces for social and recreational use.

SITE FEATURES

- Carry out the recommendations and proposed improvements set forth within the Broadway District Plan to further establish Broadway as an anchor for Downtown Muskogee.
- Design roadways with large pedestrian right-of-ways for pedestrian activity.
- Provide a functional system of alleys.
- Conceal parking areas behind buildings and within structures.
- Maximize tree cover along pedestrian corridors and in association with public gathering spaces.
- Ensure functional pedestrian scale lighting throughout downtown.
- Utilize decorative lighting elements to activate spaces like alleyways and any vacant or underutilized properties within the downtown core to create a more inviting atmosphere for pedestrians.

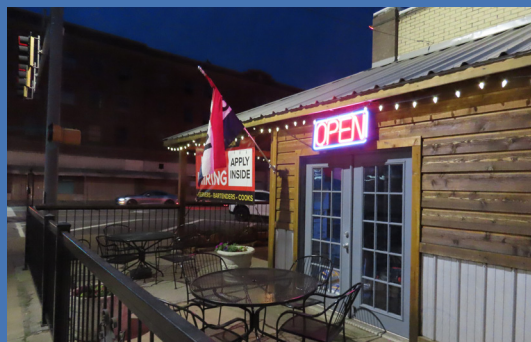
BUILDING DESIGN

- Implement targeted development codes such as form-based code to establish the physical framework for future growth in downtown.
- Establish minimum building frontage requirements for lots to frame the street.



- Maintain facade build-to lines for existing street walls, referencing plats for historical context where available.
- Orient buildings in order to provide direct pedestrian access from street-facing facades where feasible.
- Line streets and other public spaces with building facades that incorporate windows, and architectural features for visual interest.
- Provide horizontal transitions in building materials, with heavier materials laid at lower facade elevations, to add visual interest and delineate transitions between floors.
- Provide material transitions in vertical elements to emphasize articulation between facade bays and parapets and enhance columns and building corners.
- Utilize building elements such as awnings, canopies, and balconies to delineate between distinct building quadrants or bays, and horizontally to distinguish ground-floor space from upper stories.
- Incorporate shop front frontage types for all ground floor retail uses.
- Establish an acceptable framework for permitted encroachment of pedestrian right of way by restaurant patios and other small social spaces.

REPRESENTATIVE IMAGES¹



1. Mix of local and non-local representative images.

LIGHT INDUSTRIAL

DESCRIPTION

The Light Industrial place-type is an area reserved for trade, transportation, warehousing, logistics, research, manufacturing, or other industrial and office uses that are low-intensity. Industrial and office at this scale has minimal impact on nearby residential or commercial areas.

REPRESENTATIVE LAND USES

- Low-intensity industrial
- Office
- Warehousing
- Transportation and logistics

DEVELOPMENT STRATEGIES

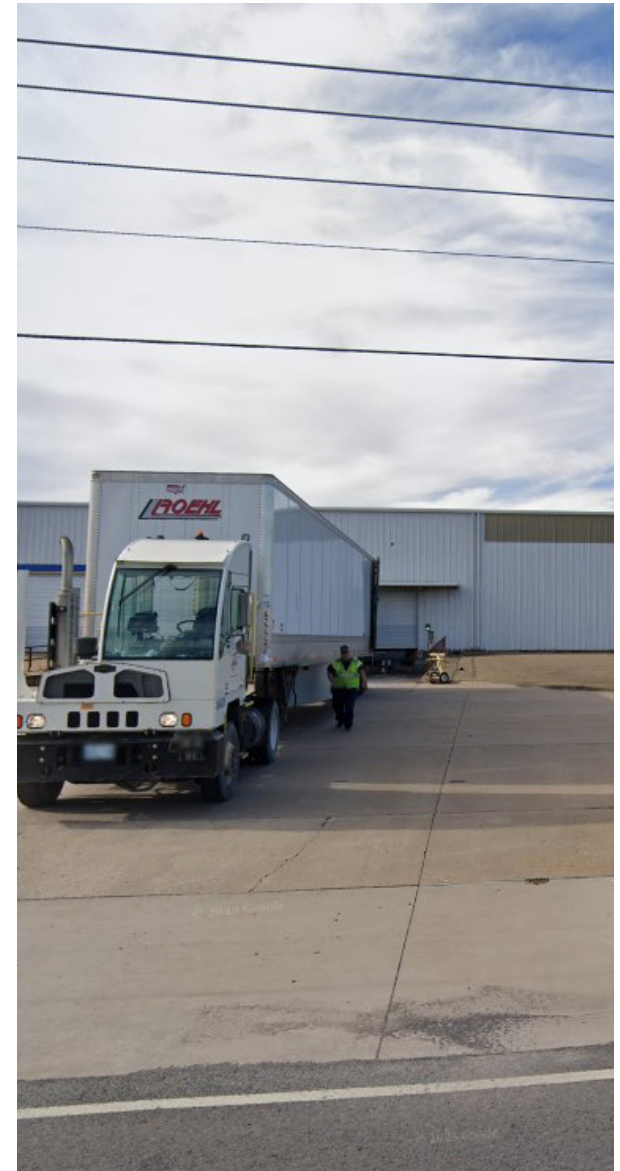
LAND USES

- Transition non-residential land uses and development scale from residential areas based on potential building size, trip generation, and hours of operation.
- Locate industrial/warehousing land uses in the Muskogee Industrial Park and in other areas not directly adjacent to neighborhoods, and that can be accessed directly from freeways or major arterial thoroughfares.

- Locate industrial and warehousing land uses away from sensitive environmental areas.

SITE FEATURES

- Include common areas, amenity centers, or other privately maintained social spaces into multi-building or multi-unit development.
- Provide primary vehicular access points from major thoroughfares.
- Design public streets and multi-modal facilities with ample median and parkway widths to provide visual and physical separation between large vehicles, bicyclists, and pedestrians.
- Preserve major thoroughfare corridors through development sites and arrange buildings, parking areas, and driveway aisle to provide for future street extensions.
- Manage vehicular access to and between multi-building and multi-unit developments through consolidated curb-cuts, cross-access easements, and driveway throat length.
- Provide a system of convenient pedestrian and bicycle facilities to ensure connectivity between parking, adjacent streets, and all on-site facilities.
- Incorporate landscape areas of water wise plantings along site frontages, within parking areas, and adjacent to public gathering areas.



- Mitigate stormwater and other environmental impacts through green infrastructure design including bioretention features and increasing or maintaining existing tree canopy where feasible.
- Establish additional landscape buffering requirements for industrial uses adjacent to open spaces, agricultural, residential, and commercial properties where negative impacts from noise or air pollution may be present.

BUILDING DESIGN

- Establish minimum building frontage requirements to frame the street and other public spaces.
- Utilize architectural features such as awnings, window treatments, and vertical and horizontal fenestration to provide variation in building facades visible from public areas.
- Promote articulation and variation of building massing to create visual interest by incorporating requirements for maximum uninterrupted lengths of facades.

REPRESENTATIVE IMAGES¹



1. Mix of local and non-local representative images.

HEAVY INDUSTRIAL

DESCRIPTION

The Heavy Industrial place-type is an area reserved for high-intensity trade, transportation, warehousing, research, or manufacturing. Industrial and office at this scale would be assumed to have a significant impact on nearby residential or commercial areas, and therefore should be limited in proximity to these uses where feasible.

REPRESENTATIVE LAND USES

- High-intensity industrial
- Office
- Warehousing
- Transportation and logistics

DEVELOPMENT STRATEGIES

LAND USES

- Locate industrial/warehousing land uses in the Muskogee Industrial Park and in other areas which do not present potential negative impacts to residential uses, and that can be accessed directly from freeways or major arterial thoroughfares.
- Locate heavy industrial land uses away from sensitive environmental areas.

SITE FEATURES

- Include common areas, amenity centers, or other privately maintained social spaces into multi-building or multi-unit development.
- Design public streets and multi-modal facilities with ample median and parkway widths to provide visual and physical separation between large vehicles, cyclists, and pedestrians.
- Preserve major thoroughfare corridors through development sites and arrange buildings, parking areas, and driveway aisle to provide for future street extensions.
- Provide a system of convenient pedestrian and bicycle facilities to ensure connectivity between parking, adjacent streets, and all on-site facilities.
- Establish additional landscape buffering requirements for industrial uses adjacent to open spaces, agricultural, residential, and commercial properties where negative impacts from noise or air pollution may be present.

BUILDING DESIGN

- Utilize architectural features such as awnings, window treatments, and vertical and horizontal fenestration to provide variation in facades visible from public areas.



1. Mix of local and non-local representative images.

CIVIC AND EDUCATIONAL

DESCRIPTION

The Civic and Educational place-type is composed of land owned by governmental, institutional, or other public organizations. They are often large tracts of land that may support public schools, university campuses, civic centers, or government buildings.

REPRESENTATIVE LAND USES

- Public administration
- Educational services
- Places of assembly

DEVELOPMENT STRATEGIES

LAND USES

- Transition non-residential land uses and development scale from residential areas based on potential building size, trip generation, and hours of operation.

SITE FEATURES

- Cluster campus buildings where possible to reserve land as common area and general open space.
- Incorporate variations in building scale to provide a transition between adjacent low-density development.

- Incorporate common areas, amenity centers, or other privately maintained social spaces into multi-building or multi-unit development.
- Provide a system of convenient pedestrian and bicycle facilities to ensure connectivity between parking, adjacent streets, adjacent development and neighborhoods, and all on-site facilities.
- Maximize tree cover along pedestrian corridors and in association with public gathering spaces.
- Mitigate stormwater and other environmental impacts through green infrastructure design including bioretention features and increasing or maintaining existing tree canopy where feasible.

BUILDING DESIGN

- Apply a uniform architectural style to buildings, and uniform design to signage, landscaping, and other site features to provide continuity throughout new development.
- Ensure architectural compatibility of buildings in massing and scale in respect to those in the immediate area.
- Utilize architectural features such as awnings, window treatments, and fenestration to provide variation in facades visible from public areas.

REPRESENTATIVE IMAGES¹



1. Mix of local and non-local representative images.

PARKS AND OPEN SPACE

DESCRIPTION

Parks and Open Space place-types include land that is reserved primarily for natural or recreational uses. Land in these areas should preserve the natural features of the landscape and vegetation. Development within the area should be limited and center on recreational or natural preservation purposes.

REPRESENTATIVE LAND USES

- Public administration
- Open space
- Parks and recreation

DEVELOPMENT STRATEGIES

LAND USES

- Permit facilities that support essential community-wide public infrastructure.
- Allow facilities that support public access to parks and open space lands for recreation, education, and research.
- Promote a comprehensive network of green spaces and public parks throughout the city, interconnected by trail systems or within a quarter mile walkshed of the surrounding neighborhoods.

- Assemble and consolidate substantial areas of land with limited development potential for public open space.
- Conserve open space within Muskogee's identified trail corridors through private acquisition and other acceptable conservation methods.

SITE FEATURES

- Minimize development within 100-year floodplains where present and utilize green infrastructure and site design practices.
- Minimize outdoor lighting and limit lighting fixtures to those that are designed to reduce glare and negative effects on natural habitats.
- Mitigate stormwater and other environmental impacts through green infrastructure design including bioretention features and increasing or maintaining existing tree canopy where feasible.
- Limit buildings and structures to those that are accessory to outdoor recreation and habitat preservation activities.

BUILDING DESIGN

- Design structures of limited size, and that blend seamlessly with the surrounding natural landscape and define open spaces as places of public shared use.
- Incorporate sustainable building materials and construction methods where possible to mitigate impacts on natural spaces.

REPRESENTATIVE IMAGES¹



1. Mix of local and non-local representative images.

HISTORIC DISTRICT

DESCRIPTION

Historic Districts are those that have been designated as a National Historic District by the National Park Service or those which have been identified to carry significant local cultural and historical value within the community. These locations have additional requirements for development and should maintain the existing historic character of the area.

REPRESENTATIVE LAND USES

- Varies

DEVELOPMENT STRATEGIES

LAND USES

- Safeguard the heritage of Muskogee by preserving districts, landmarks, and properties included within that embody important elements of its culture and history.
- Champion the use and conservation of historical districts, landmarks, and properties for education and enrichment.
- Work in partnership with relevant local, state, and federal historical preservation groups or entities to secure funding and resources for the ongoing preservation of historical assets within Muskogee.

SITE FEATURES

- Ensure regulatory framework is present to prevent or mitigate negative effects of site work on historical properties and/or associated landmarks which may alter the historical character.
- Work to preserve continuity of historical character for any new development occurring within or immediately adjacent to preservation districts and historical properties.

BUILDING DESIGN

- Retain the character of historical properties by preventing the removal of historical materials or alteration of features and spaces that characterize these properties.
- Work to preserve distinctive features, finishes, construction techniques, and craftsmanship that characterize existing properties.
- Ensure new additions, exterior alterations, or related new construction does not destroy historic materials and is compatible with the original massing, scale, and architectural features to protect the historic integrity of properties.

Additional recommendations pertaining to historic preservation can be found on pages 107–108.

REPRESENTATIVE IMAGES¹



1. Mix of local and non-local representative images.

MIXED-USE CENTER

DESCRIPTION

A Mixed-Use Center overlay includes a variety of residential and commercial uses that overlap to create a walkable and vibrant hub or centralized node of activity. These areas support cultural, employment, and entertainment uses in tandem with residential living options.

REPRESENTATIVE LAND USES

- Multi-family residential
- Commercial services
- General retail

DEVELOPMENT STRATEGIES

LAND USES

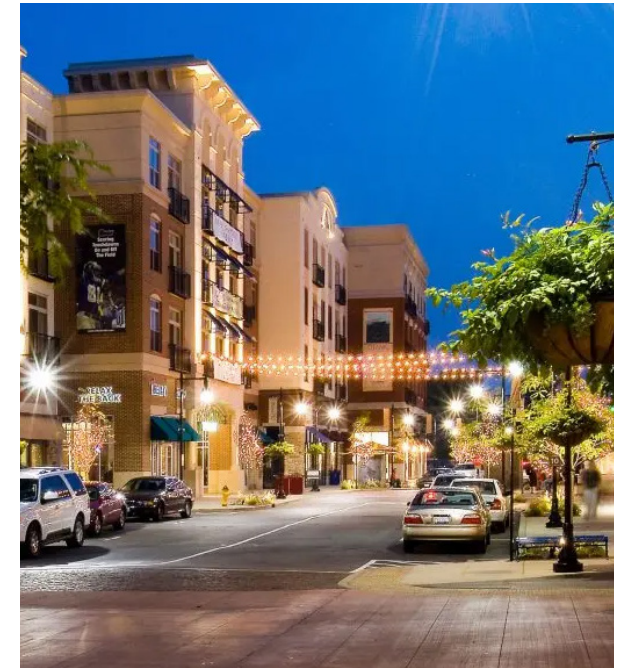
- Construct mixed-use buildings with upper floor residential and ground floor flex space for residential and non-residential uses near major intersections.
- Create a development character that mixes land uses within individual parcels/ buildings.
- Limit land uses that are dependent on large outdoor displays or drive-thrus.
- Allow for centers of employment along major corridors.

- Locate development along transit and trail corridors to promote transit-oriented and trail-oriented development.
- Incorporate civic parks for public gathering and relaxation.

SITE FEATURES

- Create and maintain small block sizes to promote enhanced walkability throughout new development.
- Provide shallow building setbacks using build-to zones and ensure ample pedestrian right-of-ways between building facades and any multi-modal travel lanes.
- Provide an interconnected street grid between major thoroughfares and adjacent developments.
- Provide a functional system of public or private alleys to minimize curb cuts and access shared parking.
- Construct urban streets that accommodate all users by limiting traffic speeds and incorporating active roadside features.
- As applicable, incorporate trailheads and transit-supporting features to encourage multiple travel options.
- Provide a system of convenient pedestrian and bicycle facilities to ensure connectivity between parking, adjacent streets, and all on-site facilities.

- Limit curb cuts to minimize disruptions to pedestrians and bicyclists within the roadside area.
- Reduce off-street parking requirements using on-street parking spaces and shared parking provisions.
- Conceal parking areas behind buildings or within structures.
- Mitigate stormwater and other environmental impacts through green infrastructure design including bioretention features, native plantings, and increasing tree canopy.



BUILDING DESIGN

- Orient buildings to provide direct pedestrian access from street-facing facades.
- Establish minimum building frontage requirements to frame the street and other public spaces.
- Line streets and other public spaces with building facades that incorporate windows, and architectural features that provide visual interest.
- Utilize building elements such as awnings, canopies, and balconies to delineate between distinct building quadrants or bays, and horizontally to distinguish ground-floor space from upper stories.
- Provide material transitions in vertical elements to emphasize articulation between facade bays and parapets and enhance columns and building corners.
- Provide horizontal transitions in building materials, with heavier materials laid at lower facade elevations, to add visual interest and delineate transitions between floors.
- Promote building height to thoroughfare width ratios of 1:2 to 1:3 as measured from the building façade.

REPRESENTATIVE IMAGES¹



1. Mix of local and non-local representative images.

MIXED-USE CORRIDOR

DESCRIPTION

The Mixed-Use Corridor overlay supports a melding of residential and commercial land uses oriented along key roadways in a linear fashion. This place-type often resembles the development form of a traditional downtown street and arranges development to face the roadway with narrow setbacks and ample pedestrian spaces.

REPRESENTATIVE LAND USES

- Multi-family residential
- Commercial services
- General retail

DEVELOPMENT STRATEGIES

LAND USES

- Construct transitional high-density residential development along roadways that provide access to lower-density single-family development.
- Construct mixed-use buildings with upper floor residential and ground floor flex space for residential and non-residential uses near major intersections.
- Incorporate civic parks for public

- Design projects to facilitate walking or biking to jobs, shopping, entertainment, and recreation.
- Provide transitions in development scale between the major thoroughfare and surrounding neighborhoods.

SITE FEATURES

- Locate building and site features to maintain and promote the connectivity of intersecting streets.
- Provide shallow building setbacks using build-to zones and wide active roadside areas to support pedestrian activity.
- Modify existing roadway frontages to provide ample multi-modal facilities for pedestrian activity.
- Create and maintain small block size to promote enhanced walkability and pedestrian safety.
- Limit curb cuts to minimize disruptions to pedestrians and bicyclists within the roadside area.
- Provide an interconnected street grid between major thoroughfares and adjacent neighborhoods.
- Conceal parking areas behind buildings and within structures.
- Reduce off-street parking requirements using on-street parking spaces and shared parking provisions.

- Construct urban streets that accommodate all users by limiting traffic speeds and incorporating multi-modal facilities.
- Provide a functional system of public or private alleys to minimize curb cuts and access shared parking.
- Provide a system of convenient pedestrian and bicycle facilities to ensure connectivity between parking, adjacent streets, and all on-site facilities.
- Locate development along transit and trail corridors to promote transit-oriented and trail-oriented development opportunities.
- As applicable, incorporate trailheads and transit-supporting amenities such as bus shelters and bike racks to encourage multiple travel modes.



BUILDING DESIGN

- Orient buildings to provide direct pedestrian access from street-facing facades.
- Establish minimum building frontage requirements to frame the street and other public spaces.
- Line streets and other public spaces with building facades that incorporate windows, and architectural features that provide visual interest.
- Utilize building elements such as awnings, canopies, and balconies to delineate between distinct building quadrants or bays, and horizontally to distinguish ground-floor space from upper stories.
- Provide material transitions in vertical elements to emphasize articulation between facade bays and parapets and enhance columns and building corners.
- Provide horizontal transitions in building materials, with heavier materials laid at lower facade elevations, to add visual interest and delineate transitions between floors.
- Promote building height to thoroughfare width ratios of 1:2 to 1:3 as measured from the building facade.

REPRESENTATIVE IMAGES¹



1. Mix of local and non-local representative images.

TRAIL-ORIENTED DEVELOPMENT

DESCRIPTION

The Trail-Oriented Development overlay encourages development along Muskogee's multi-use trail system to incorporate trails and active transportation into the site design. This includes designing for convenient access to the adjacent trail system as well as adding supporting trailside amenities.

REPRESENTATIVE LAND USES

- Single-family residential
- Multi-family residential
- Commercial services
- General retail

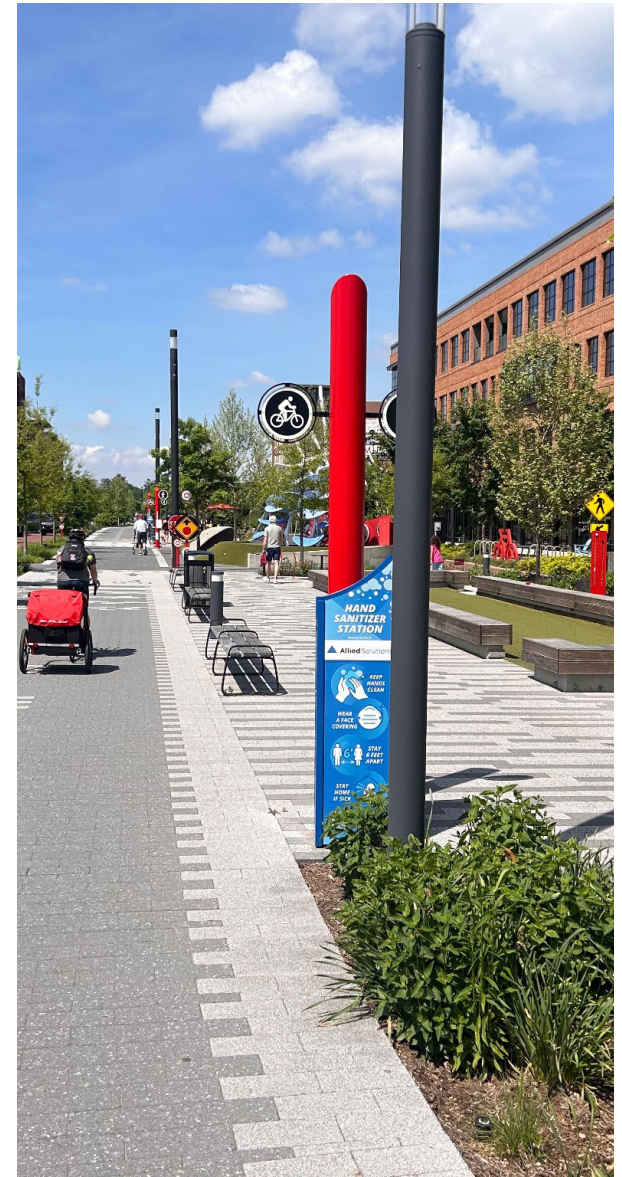
DEVELOPMENT STRATEGIES

LAND USES

- Identify and capitalize on potential redevelopment opportunities for underutilized tracts of land or existing buildings along trail corridors and adjacent to high activity nodes.
- Promote moderate to high density, compact, mixed-use development at trail heads and high activity nodes.

SITE FEATURES

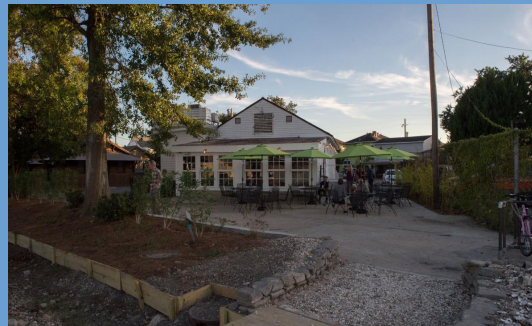
- Promote trail facing pedestrian-scale signage and wayfinding.
- Develop pathways or signage that direct trail users to nearby shops, cafes, and restaurants, supporting local commerce.
- Increase aesthetics, safety and security with pedestrian scale lighting elements.
- Utilize unique place markers or features to create branding and identity of place.
- Provide landscaped areas and outdoor seating along trail frontage to create a welcoming transition between public and private realms.
- Eliminate minimum parking requirements.
- Locate necessary parking facilities or circulation behind or beside building frontages and consolidate into shared areas to optimize pedestrian environments. Consider utilizing low impact permeable paving design where feasible.
- Integrate trail-oriented amenities such as bike parking, bike-share facilities, water fountains, and bicycle repair stations.
- Capitalize on opportunities for public art such as murals and installations, drawing from the historical and cultural narrative or the surrounding area.



BUILDING DESIGN

- Promote architectural features such as canopies and covered patios along trail frontage to provide shade and create an inviting atmosphere for passing pedestrians and cyclists.
- Design building facades to provide visual interest to facilitate access to the trail frontage via articulations, materials, windows, and other openings.
- Require that infill buildings respond to the existing architectural context of the surrounding neighborhood.
- Promote accessibility for all users, including those with disabilities, by incorporating ramps, wide doorways, and other universal design features.
- Provide that the trail is actively engaged by development through connections to the trail and direct visibility from primary buildings to the trail.
- Include appropriate screening for meters of utility, mechanical, dumpsters, and grease disposal in areas visible from the trail.

REPRESENTATIVE IMAGES¹



1. Non-local representative images.

FUTURE THOROUGHFARE PLAN

INTRODUCTION

Adherence to Muskogee's Future Development Plan requires a corresponding network of streets that effectively balances mobility and accessibility with variable design features to adapt to a wide range of development contexts. **The Muskogee Future Thoroughfare Plan is the City's guiding document for determining the location and character of future thoroughfares.** The Future Thoroughfare Plan considers improvements or expansions to existing streets and the location of future roadways based on projected future growth patterns.

Future thoroughfare plans in many communities have historically classified different types of streets and roads based solely on function. The Muskogee Future Thoroughfare plan expands beyond roadway function alone and additionally considers the design of roadways based on the current context or intended character of the surrounding built-environment. This plan recognizes the "transportation-land use connection" - the connection between buildings and the street - as a critical component in maintaining or creating neighborhoods, districts, and corridors of unique character.



View of W. Okmulgee Avenue leading into Downtown Muskogee.

FUNCTIONAL ROADWAY CLASSIFICATIONS

The functional classifications of streets identifies a roadway hierarchy that prioritizes motor vehicle traffic flow and access to land. The functional classification system provides a base for roadway design, but does not historically consider other users of the public right of way, such as pedestrians, bicyclists, and transit users. The system also has not traditionally comprehensively considered the context of adjacent land uses and the relationship of roadway design with surrounding development. Advancing Muskogee builds upon the functional classification system of roadways to consider all roadway users and the context of the built environment.

Per the Oklahoma Department of Transportation (ODOT), there are four functional classifications of roadways that exist in Muskogee currently:

Principal Arterial: Mobility within the city.

Minor Arterial: Serve intra-city trips connecting neighborhoods with other community destinations.

Major Collector: Collect traffic from local streets in residential neighborhoods and channels into the arterial system.

Local Streets: Provide direct access from collector and arterial streets to individual properties.



Road conditions within Downtown Muskogee, represented by traditional road contexts that eventually move primarily into suburban contexts.

COMMUNITY CONTEXT

The Future Development Map (page 34) identifies multiple character areas that define the intended development patterns of Muskogee districts, neighborhoods, and corridors. These existing and potential future development patterns are influenced by the design of adjacent and internal roadways. **To achieve the development character introduced in the Future Development Plan, Advancing Muskogee recommends distinct roadway standards for each of Muskogee's context classifications (Rural, Suburban, Traditional, and Miscellaneous).**

CONTEXT CLASSIFICATIONS

The distinctions between the Rural, Suburban, and Traditional context classifications are fluid. For instance, Suburban and Rural streets may incorporate design elements of Urban streets to respond to the context of adjacent development. General distinctions are described below:

Rural Streets

Streets within the Rural area are primarily designed for low traffic volumes where the distances between land uses generate little pedestrian activity. Impacts on the surrounding landscape are intended to be minimal.



Suburban Streets

Streets within the Suburban area resemble standard street sections common in older residential neighborhoods of Muskogee today, but with a focus on updated design features for multi-modal mobility.



Traditional Streets

Streets in the Traditional area balance the needs of motorized and non-motorized users to create a comfortable environment that encourages bicyclist and pedestrian activity.



THOROUGHFARE COMPONENTS

ROADWAY

The roadway includes motor vehicle travel lanes and adjacent elements that control or influence vehicle movements, such as medians, parking lanes, designated bicycle facilities within the pavement section, and curb and gutters.

ROADSIDE

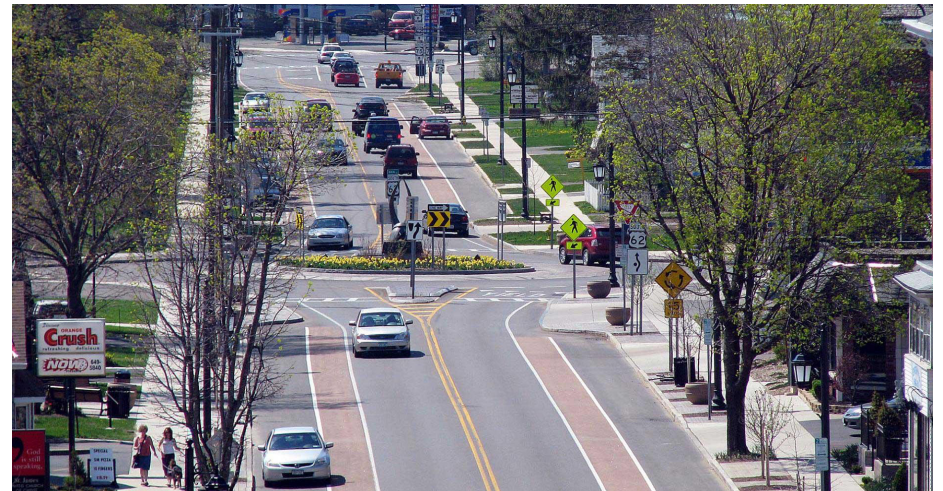
Includes zones outside of the roadway edge that support bicycle and pedestrian activity, including furnishing zones, sidewalks, and accessory zones between the primary pedestrian pathway and building frontages.



Roundabouts improve traffic flow, reduce collisions, and enhance pedestrian safety in the majority of cases. These should be placed in context-appropriate areas with consideration for pedestrian and bicyclist safety and comfort.

CONNECTIVITY

A well-connected transportation system efficiently and safely moves traffic. **The Future Thoroughfare Plan promotes the extension and interconnectivity of major thoroughfares to create a more complete transportation system.** Additionally, the plan recommends standard spacing between thoroughfares. Within existing developed areas, street connectivity may be enhanced through the introduction of regulation relating to maximum block sizes or correcting misaligned street offsets, which may present dangerous conditions for pedestrians or bicyclists. Connectivity also applies to local streets. There are currently many local through-streets in Muskogee that have been blocked or do not connect effectively to surrounding areas.



There are many ways to incorporate safe options for pedestrians and bicyclists ranging in cost and effectiveness. Often, these may be initially introduced in a temporary fashion via paint and tools such as flexible delineators as a pilot prior to full implementation through more permanent improvements.

LIVABLE STREETS

The Livable Streets concept is a systems design approach for streets to be planned, designed, operated, and maintained to deliver safe, convenient, and comfortable travel for users of all ages and abilities. The Future Thoroughfare Plan encourages the use of **complete streets, safe streets, and active roadside principles** to promote the use of the city's roadway network as both comfortable transportation corridors and important spaces of public gathering.

COMPLETE STREETS

- Roadways will have clearly defined accommodations for multiple transportation modes within the right-of-way.
- Equal consideration of accommodations for pedestrians, bicyclist, and transit users as vehicles.

SAFE STREETS

- Roadways will be designed to promote efficient motor vehicle flow at rates that reflect the posted speed limits.
- Traffic calming methods such as reduced travel lane widths, street scape features, and others, will be integrated into design.
- Streets will be designed in a manner that promotes pedestrian safety.

STREETS FOR PEOPLE

- Roadsides will be activated with furnishing zones, sidewalks, and accessory zones between the roadway and building frontages to promote public gathering and pedestrian activity.
- These areas will serve as a valuable economic asset and generate revenue for business through quality place making.



TRAFFIC CALMING

Traffic calming measures and interventions work to promote safe speeds in areas where there are frequent interactions between vehicles, pedestrians, bicyclists and transit. While these approaches should ideally be incorporated into initial roadway design, many of these treatments can be retrofitted to existing facilities in a cost effective manner, allowing the City to pilot or test the effectiveness of a proposed solution prior to full implementation.



Left: Bulb-outs are a cost effective intervention for decreasing speeds and reduce crossing distance for pedestrians.

Right: Raised crosswalks offer enhanced safety for pedestrian crossing at both intersection and mid-block scenarios, as well as promoting safer vehicle speeds.

GREEN INFRASTRUCTURE

Green infrastructure can effectively collect and treat runoff from roadways, sidewalks, and adjacent parking areas while offering a low impact option from an environmental standpoint. Advantages include improved water quality, reduced storm water runoff, and less stress placed on municipal facilities. Examples include bioswales, permeable pavement, and rain gardens.



Left: Permeable pavers are a great option for reducing stormwater runoff. They may be used for sidewalks, parking areas, and pedestrian furnishing areas.

Right: Bioswales can be effective facilities for slowing storm water runoff while serving the secondary benefit of recharging the underlying water table.

ROADWAY CONTEXT

Consistent with the Future Development Plan's character areas and character area overlays, the Future Thoroughfare Plan's roadway context classifications serve as the basis upon which Muskogee will build a network of thoroughfares and local streets that compliment development of varying place-type and intensity. **Muskogee residents have consistently expressed their desire to incorporate more beautification and roadside elements into the overall roadway network.**

As outlined by the Institute of Transportation Engineers (ITE) in the Designing Walkable Urban Thoroughfares guidebook, there are several features that can create an active and walkable context along roadways. These features include: land use; site design features such as building orientation, setbacks, parking, and block length; and building design features such as height, width, scale, and entries. To encourage the type of development outlined in the Future Development Plan's character area descriptions, the aforementioned context classifications and features must be considered as they relate to the city's roadways. This can be achieved through the application of the street design policies described on pages 64 through 66. **Context-specific recommendations on these applications are described on the following pages.**



Sidewalks in a downtown area serve a dual purpose, providing a comfortable experience for pedestrians as well as contributing to a healthy street activity and surrounding local economy.



A primary roadway in a commercial corridor may pass through several place-types or context zones throughout it's total length, requiring specific design or interventions where necessary for areas of high pedestrian activity.



Context specific projects for traffic calming can be completed with relatively low cost materials. Beyond the immediate improvements to pedestrian safety, these solutions create a stronger sense of place or branding for districts or neighborhoods.

RURAL STREETS

Streets within this zone are primarily designed for mobility in rural areas with low-impact design (LID) in mind. Key considerations of rural streets and where they would be appropriate in Muskogee are outlined in the column to the right.

The application of rural streets assumes that low-density residential development, agricultural land uses, or other dispersed land uses would remain with no reasonable expectation that additional infill would significantly increase traffic volumes. The use of rural streets should be an option selectively employed by the City.

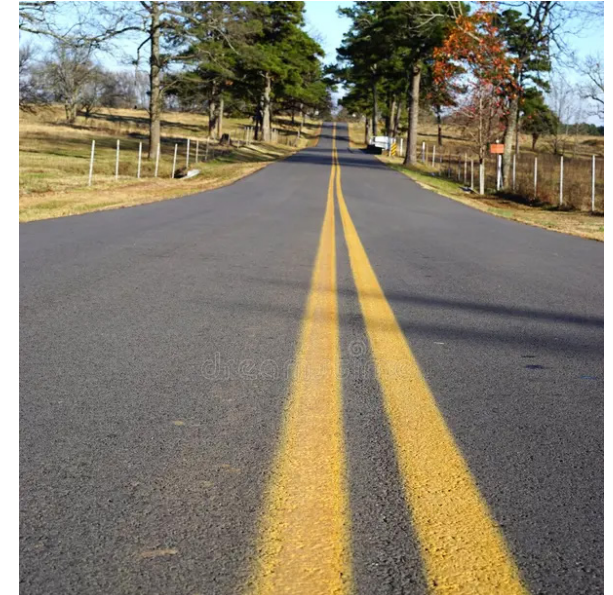
REPRESENTATIVE PLACE-TYPES

- Rural Residential



KEY CONSIDERATIONS

- Provide connectivity to employers or residential areas outside of the traditional and suburban areas
- Low-impact design features incorporating surface-level storm drainage.
- May apply ribbon curb rather than standard curb and gutter.
- Optional soft-surface sidewalks and bicyclist accommodations
- Landscaping not required.
- Dirt or gravel roads may be appropriate in very low-density, agricultural areas.



RURAL STREET ATTRIBUTES

Attribute	Collector Street	Local Street
Function	Access to property	Access to property
Relationship	Connects local streets to arterials	Within large land tracts
Typical Spacing	1/4 to 1/2 miles	Varies
Travel Lanes	2 lanes	2 lanes
On-Street Parking	No	No
Curb and Gutter	Optional based on context	Optional based on context
Roadside Features	Pedestrian facilities optional	Pedestrian facilities optional

SUBURBAN STREETS

Suburban streets most closely resemble the typical street sections seen in Muskogee today. Because suburban land use patterns are generally lower density, with greater distance between destinations, roadways in this context will be designed for efficient motor vehicle travel. This should be accompanied with safe and dedicated pedestrian and bicycle facilities for multimodal travel options.

REPRESENTATIVE PLACE-TYPES

- Suburban Regional
- Regional/Corridor Commercial
- Light Industrial
- Heavy Industrial



KEY CONSIDERATIONS

- Incorporate Complete Street features to comfortably accommodate bicycling, walking, and transit use.
- Maximize street interconnectivity with an emphasis on small block sizes.
- Create greater separation between motor vehicle travel lanes and parallel pedestrian pathways.
- Improve motor vehicle flow and reduce conflict points through access management design features.
- Incorporate enhanced traffic stops that separate buses from the travel lane.



SUBURBAN STREET ATTRIBUTES

Attribute	Major Arterial	Minor Arterial	Collector Street	Local Street
Function	Mobility	Mobility	Connectivity	Access to property
Relationship	Defines district and neighborhood boundaries	Traverses neighborhoods and defines boundaries	Internal and traverses neighborhoods	Internal to neighborhood
Typical Spacing	2 miles	1-2 miles	1/4 to 1/2 miles	Varies
Travel Lanes	2 lanes	2-4 lanes	2 lanes	2 lanes
On-Street Parking	No	No	Optional	Yes
Curb and Gutter	Yes	Yes	Yes	Yes (ribbon curb optional)
Roadside Features	Pedestrian facilities, landscaped	Pedestrian facilities, landscaped	Pedestrian facilities, landscaped	Pedestrian facilities, landscaped

TRADITIONAL STREETS

Traditional streets should be designed to provide a safe, comfortable, and aesthetically pleasing environment that encourages bicyclist and pedestrian activity. **Traditional streets should include active roadsides that serve as public gathering spaces.**

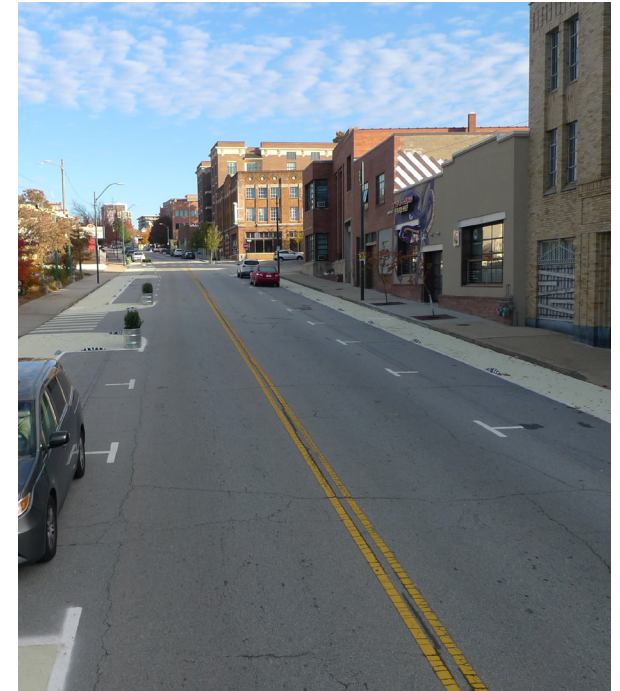
REPRESENTATIVE PLACE-TYPES

- Traditional Residential
- Local Commercial
- Downtown
- Overlays



KEY CONSIDERATIONS

- Incorporate Complete Street features to promote and encourage bicycling, walking, and transit use.
- Design the roadway to slow traffic and align with the posted speed limit.
- Incorporate components of active roadsides for public gatherings in areas where pedestrian activity is expected.
- Reduce lane widths in areas where design capacity exceeds traffic volumes during non-peak periods.
- Frame the street with adjacent buildings and promote on-street parking.
- Maximize street interconnectivity with an emphasis on small block sizes.
- Create a parallel system of motor vehicle access through the use of alleys and cross-access easements.



TRADITIONAL STREET ATTRIBUTES

Attribute	Major/Minor Arterial	Collector Street	Local Street
Function	Mobility	Connectivity	Access to property
Relationship	Defines district and neighborhood boundaries	Internal and traverses neighborhoods	Internal to neighborhood
Typical Spacing	2 miles	660-1,320 feet	Up to 660 feet (block length)
Travel Lanes	4-6 lanes	2 lanes	2 lanes
On-Street Parking	No	Yes	Yes
Curb and Gutter	Yes	Yes	Yes
Roadside Features	Pedestrian facilities, hardscaped	Pedestrian facilities, hardscaped	Pedestrian facilities, hardscaped

FUTURE THOROUGHFARE MAP

The Future Thoroughfare Map depicts where roadway extensions or new roadways are needed to accommodate the city's anticipated growth and development.

This map was developed in coordination with the Future Development Map presented on page 34. The map represents the recommended future thoroughfare network within the City of Muskogee boundaries, as well as select roadways that extend beyond the boundary. The City should work with Muskogee County and the Oklahoma Department of Transportation (ODOT) to ensure surrounding road networks seamlessly transition to Muskogee's overall road network. The following guidelines should be considered when interpreting and implementing the Future Thoroughfare Map:

Existing Functional Classification: Existing thoroughfares in Muskogee as classified by (ODOT).

Context Areas: The location of underlying context classification areas based on the Future Development Map. These areas inform the design considerations for the roadways and thoroughfares contained within.

Proposed Thoroughfares: Potential thoroughfare locations based on land use, geographic limitations, and spacing.

Local Streets: While future local streets are not identified on the Future Thoroughfare Map, the City has the freedom of discretion as to how local streets are designed. The spacing of local streets varies but should inevitably support walkable neighborhood block sizes. Appropriate traffic calming measures and roadway design to promote adherence to posted speed limits should also be employed.

Trail Network: The Future Thoroughfare Map depicts existing trail corridors as identified within the Connect Muskogee Plan. Other multi-modal facilities, such as on-street bicycle facilities and sidewalks, are not depicted, but should connect to the trail facilities identified on the Future Thoroughfare Map.



Protected bike lanes enhance safety and encourage more people to bike as a mode of transportation.



Streets can be transformed through design and placemaking elements, such as decorative lighting and pavement design.

FUTURE THOROUGHFARE MAP

LEGEND

- Floodplain
- Waterways
- City Limits
- Local Roads

CONTEXT AREAS

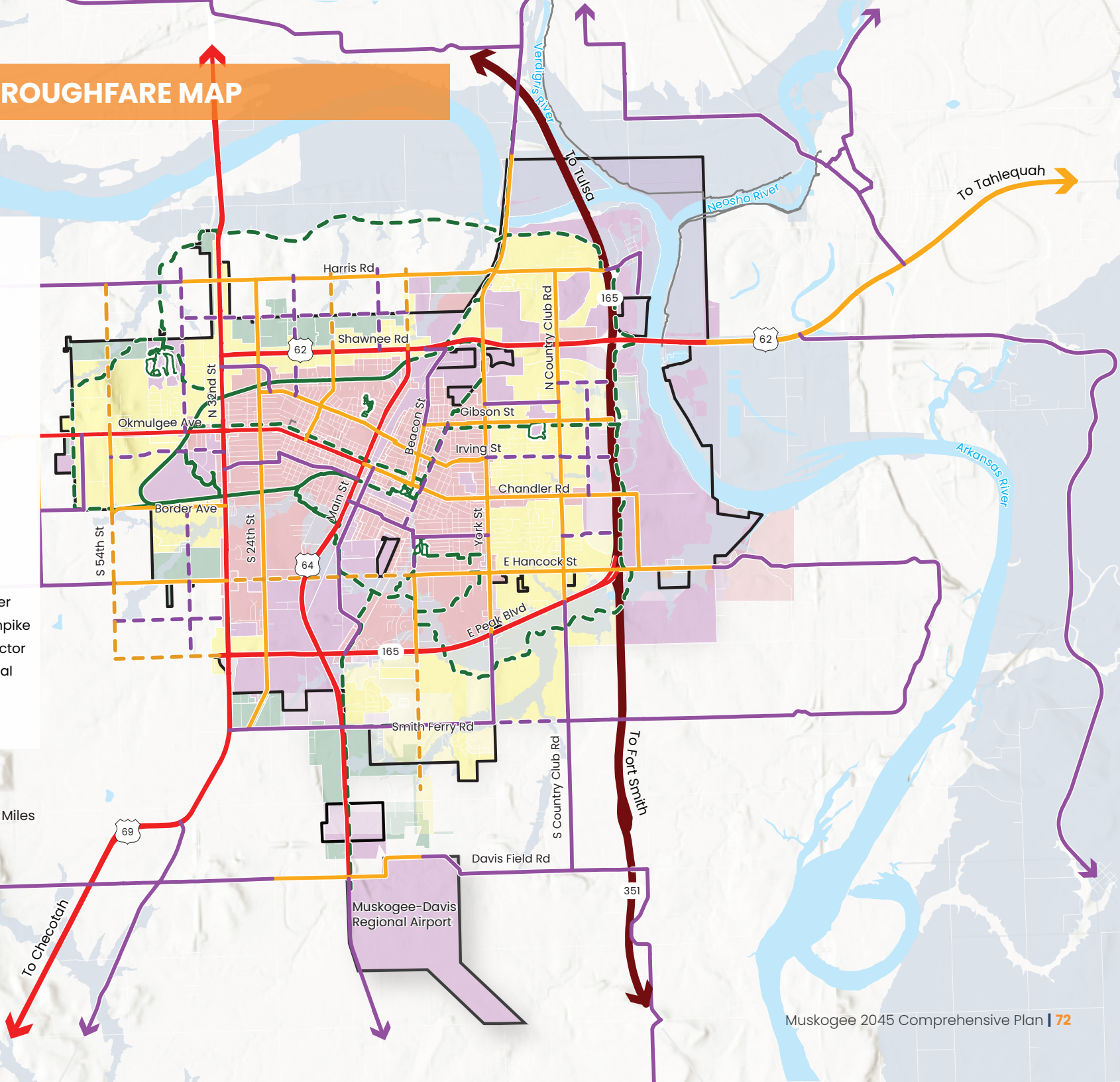
- Rural
- Suburban
- Traditional
- Miscellaneous

ROAD CLASSIFICATIONS

- Major Collector
- Minor Arterial
- Principal Arterial-Other
- Principal Arterial-Turnpike
- Proposed Major Collector
- Proposed Minor Arterial
- Existing Trail
- Proposed Trail



0 1 2 Miles

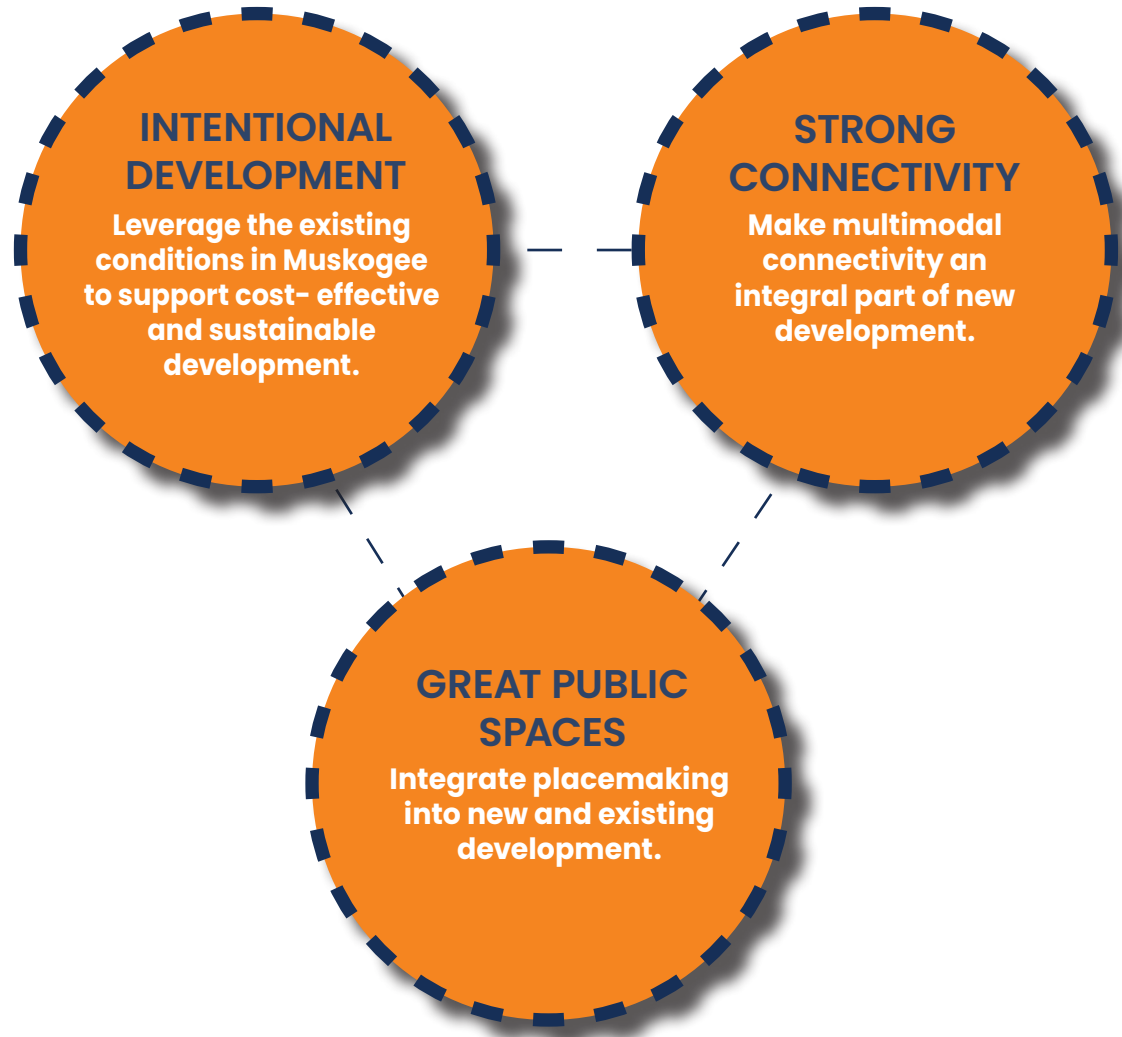


ADVANCING MUSKOGEE POLICY

Muskogee 2045's Future Development Plan and Future Thoroughfare Plan establish a strategic framework that outlines the desired form and function of future development in Muskogee over the next 20 years. The policies, principles, and development guidelines within these plans must be implemented in a coordinated manner to realize the community's vision for growth and prosperity.

The Advancing Muskogee Policy Plan identifies **61 actions** that the City and its partners should take to ensure the effective implementation of the Future Development Plan and Future Thoroughfare Plan. These actions fit within three overarching themes: **intentional development, strong connectivity, and great public spaces**. Each theme encourages a range of policies, regulations, studies, operational changes, and investments that are necessary to set Muskogee up to achieve long-term success.

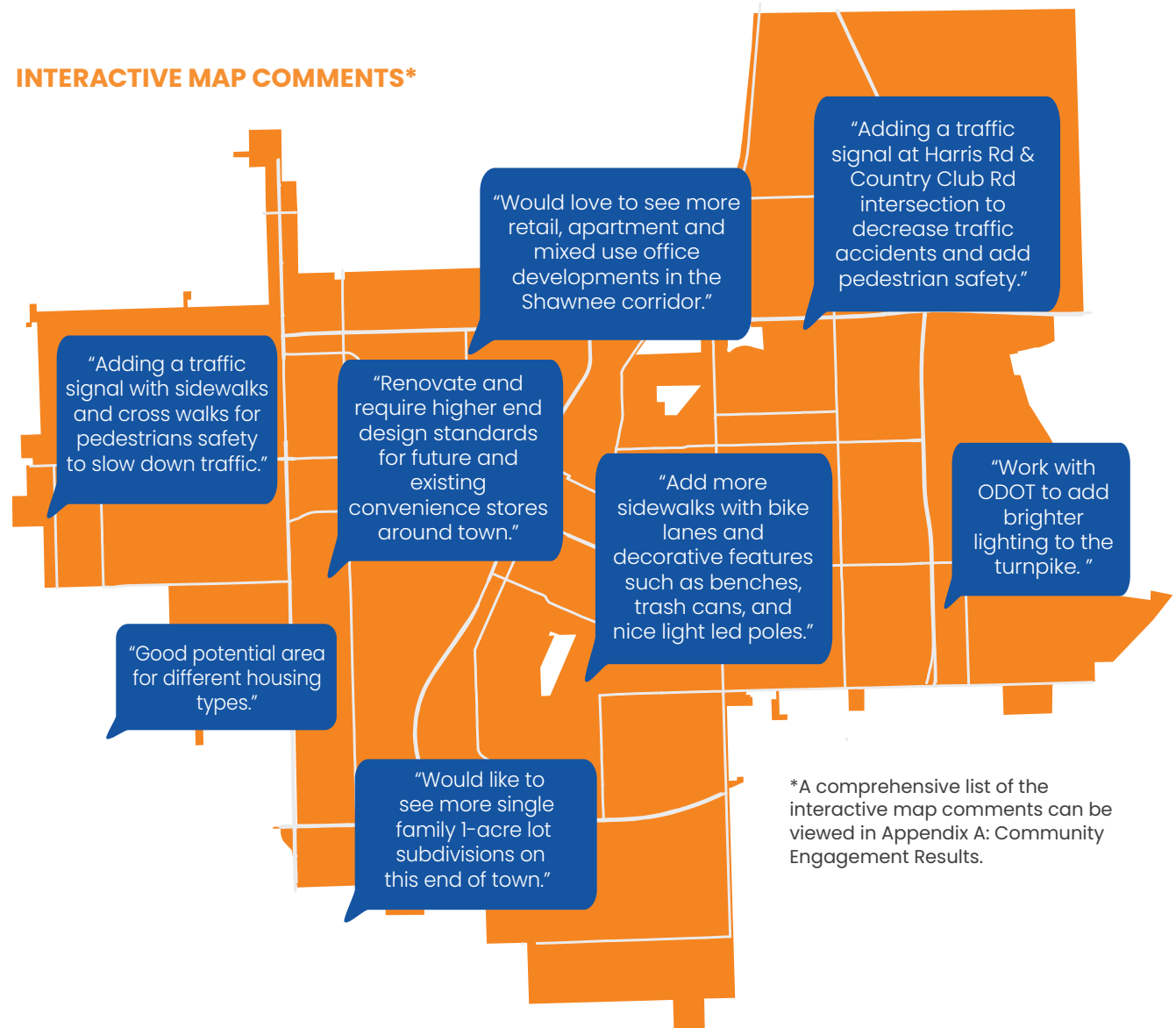
ADVANCING MUSKOGEE THEMES AND GOALS



IDENTIFYING POLICY PLAN THEMES

How do the Advancing Muskogee themes support what residents say they want for the future development in Muskogee? Our Online interactive comment map gave residents the opportunity to highlight areas by theme, such as housing, transportation, and economic development. Feedback from the interactive map found that residents wanted to encourage development that brings economic prosperity, increase safety for on the roadways, and beautify public spaces. These themes address many of the core concerns and aspirations that residents have for Muskogee.

INTERACTIVE MAP COMMENTS*



INTENTIONAL DEVELOPMENT

Leverage the existing conditions in Muskogee to support cost-effective and sustainable development.

Intentional development focuses on fostering high-quality development that enhances the overall cohesion and aesthetic appeal of the town. By prioritizing development within already established areas, we can maximize the use of current existing services and infrastructure, avoiding unnecessary and costly service extensions. This strategy not only conserves resources but also strengthens existing neighborhoods. A growth and development initiative should align with Muskogee's vision statement and guiding principles, enabling each action to contribute to a cohesive and vibrant Muskogee.



Existing conditions on Broadway Street.

STRATEGY AM-1.1: DEVELOPMENT REGULATIONS

Action AM-1.1.1 Complete a comprehensive code assessment to establish the framework for land development code reform.

Action AM-1.1.2 Ensure consistency between the Future Development Plan and Muskogee development regulations. **Prepare revised or new development code(s) to implement Muskogee 2045's Future Development Plan and Future Thoroughfare Plan.**

Action AM-1.1.3 Promote the use of the Future Development Map by landowners, prospective builders, and other entities, and **educate the public of the intended land uses, development features, and zoning regulations for specific areas.**

Action AM-1.1.4 Consider implementing a **form-based code**, specifically for place-types such as traditional, downtown, mixed use corridors and centers.

STRATEGY AM-1.2: INFILL DEVELOPMENT

Action AM-1.2.1 Encourage infill development by consistently applying well aligned policies and making program adjustments for continuous improvement. Place special attention and consideration on infill development within context appropriate areas.

Action AM-1.2.2 Explore supporting the development of infill through incentive tools and policies, such as density bonuses or waiving certain development requirements and fees.



It is important for infill development to consider and respond to the existing built environment of the immediate area, drawing from a compatible architectural style and local vernacular.

STRATEGY AM-1.3: REVITALIZATION

Action AM-1.3.1 Encourage the revitalization and reuse of underutilized properties.

Action AM-1.3.2 Conduct a feasibility study on Arrowhead Mall in order to assess redevelopment opportunities.

Action AM-1.3.3 Target public infrastructure investments in areas with high potential for redevelopment to encourage private investment opportunities.

Action AM-1.3.4 Partner with local businesses and community organizations to identify potential uses for vacant properties that align with community needs and goals.



The Muskogee Brewing Company is a successful example of adaptive reuse in Downtown Muskogee, with the conversion of a firehouse into a restaurant

Action AM-1.3.5 Implement a streamlined permitting process for adaptive reuse projects to reduce barriers like zoning and expedite redevelopment efforts.

STRATEGY AM-1.4: DOWNTOWN CORE

Action AM-1.4.1 Promote Downtown Muskogee as the city's urban core. More strategies for the downtown core are found on pages 93 through 96.

Action AM-1.4.2 Use the recommendations outlined in the Muskogee Broadway District Master Plan to further develop Broadway as an anchor for the redevelopment of Downtown Muskogee.

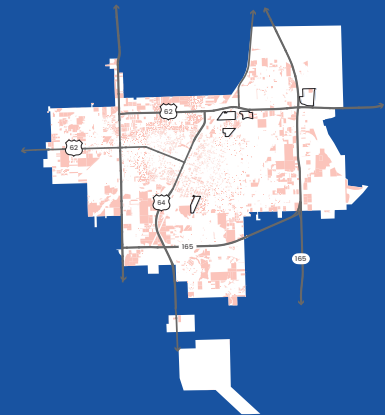
Action AM-1.4.3 Limit barriers to businesses that want to enhance their storefronts with outdoor merchandising, furniture, projecting blade signs, window displays, or sandwich board signs.

Action AM-1.4.4 Encourage new developments to accommodate clear sidewalk and pedestrian-oriented amenities such as awnings and street trees.

Action AM-1.4.5 Organize regular community events and markets in the downtown area to increase foot traffic and support local businesses.

LAND ANNEXATION

A build-out analysis was conducted to explore the potential benefits of annexing additional land into Muskogee. The analysis found that with the projected population growth and demand for housing, at most, 460 acres of land is needed. This need can be accommodated within the existing municipal boundaries. As such, the Future Development Plan does not encourage annexation, and instead recommends the infill development actions outlined in Strategy AM-1.2.



According to county assessor data, there were 2,332.5 acres of land determined to likely be vacant or underdeveloped.

STRONG CONNECTIVITY

Make multimodal connectivity an integral part of new development.

Connectivity has a substantial bearing on a number of factors, including motorist speed, retail environment, overall walkability, and greater access to the amenities and services we utilize on a daily basis. The functionality of complete neighborhoods is reliant upon highly interconnected local street networks and small block sizes. These networks must respond to the context areas they intersect. An individual street may pass through a multitude of context zones throughout its full length, moving from a commercial corridor to a neighborhood, and eventually to a rural context. With this considered, it is critical that the design responds to these individual needs on a block to block basis.



Road conditions within Downtown Muskogee.

STRATEGY AM-2.1: CONNECTIONS TO NODES OF ACTIVITY

Action AM-2.1.1 Develop street networks that provide connectivity within and between residential areas and supporting centers of activity.

Action AM-2.1.2 Establish minimum street connectivity requirements between neighborhoods to reduce traffic on congested thoroughfares.

Action AM-2.1.3 Discourage the construction of cul-de-sacs unless necessary to preserve significant natural features.

Action AM-2.1.4 Amend municipal code and technical specification manuals to incorporate context-based street designs.

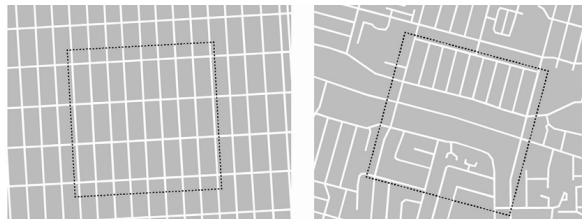


Figure shows a traditional grid pattern (left) versus the typical modern suburban form of street networks (right).

STRATEGY AM-2.2: BLOCK SIZES

Action AM-2.2.1 Develop context-suitable block sizes. Aim for maximum block sizes with around a 1,000 foot perimeter in traditional context areas, and a 2,000 foot perimeter in suburban context areas.

Action AM-2.2.2 Where possible, avoid large gaps in connectivity created by campus style developments, such as medical and school facilities. Ensure walkable design is considered in any expansions and is responsive to the needs of the surrounding neighborhood.

STRATEGY AM-2.3: STREET CONTINUITY

Action AM-2.3.1 Encourage street continuity by integrating connectivity principles into both existing and future developments. As development occurs, existing streets should be extended, and if adjacent areas are undeveloped, the right-of-way layout should allow for future continuation of the street.

Action AM-2.3.2 Promote cross access easements and internal mobility as development occurs to reduce overall curb cut access.

Action AM-2.3.3 Capitalize on opportunities for pedestrian trail connections for new development adjacent to existing or planned trail facilities in coordination with the Connect Muskogee plan.

Action AM-2.3.4 Leverage infill development to fill gaps in continuity, both for roadside sidewalk systems and potential cross connections to adjacent neighborhoods.

Action AM-2.3.5 Consider establishing an owner-assistance program to redesign excessive curb cuts in existing developments.

Action AM-2.3.6 Co-locate Trail-Oriented Development (TOD) in tandem with areas of high pedestrian activity to capitalize on opportunities for mixed-use, commercial, and residential developments which rely on walkability.

STRATEGY AM-2.4: MULTI-MODAL TRANSPORTATION

Action AM-2.4.1 Design streets that support a multitude of transportation needs including public transportation.

Action AM-2.4.2 Further integrate bicycle and pedestrian specific facility design recommendations into revised street design requirements.

Action AM-2.4.3 For traditional context areas, provide ample right-of-way for comfortable pedestrian travel and contribute to public gathering and local commerce.



Focus on filling in smaller sidewalk gaps and other roadside facilities to improve last mile connectivity between neighborhoods and critical destinations like places of work and schools.

Action AM-2.4.4 Promote shared access for new development and seize opportunities for consolidating excessive curb-cuts in commercial corridors in tandem with road improvement projects.

STRATEGY AM-2.5: CONTEXT-SPECIFIC STREETS

Action AM-2.5.1 Implement livable streets principles. Design streets which respond directly to the levels of pedestrian activity and surrounding built environment for a block by block approach.

Action AM-2.5.2 Amend municipal street design requirements to create different cross-sections for streets in traditional, suburban, and rural development contexts.



Promoting neighborhood connections to the larger trail system ensures a greater number of residents have access to these facilities and increases the number of daily users.

STRATEGY AM-2.6: PROMOTE STREET SAFETY

Action AM-2.6.1 Design and retrofit streets in urban and suburban context areas to promote safe speeds, creating a safe environment for both pedestrians and drivers.

Action AM-2.6.2 Utilize reduced travel lane widths to retrofit existing roadways with excessive ROW widths or typical motorists speeds which are in excess of the posted speed limits.

Action AM-2.6.3 Make context specific interventions, such as speed tables, raised crosswalks, bulb-outs, and chicanes where these will enhance safety.



Keeping accessibility for those with disabilities at the forefront of street design will ensure walkability for all.

Action AM-2.6.4 Amend the Master Street Plan to require plantings in medians and between sidewalk and back of curb.

STRATEGY AM-2.7: INTEGRATE LOW-IMPACT DESIGN (LID)

Action AM-2.7.1 Promote the use of green infrastructure technologies, such as bio-retention and bio-filtration planters, bioswales, and permeable pavers by developers. This may include the implementation of specific incentives determined by the City.

Action AM-2.7.2 Consider green infrastructure design solutions in new development and for existing stormwater issues.



Rain gardens are one of many options for green infrastructure along roads in Muskogee. These typically provide a lower initial cost than gray infrastructure.

STRATEGY AM-2.8: CREATE ACTIVE ROADSIDES

Action AM-2.8.1 Utilize active roadsides in urban areas to support active public spaces and support small businesses.

Action AM-2.8.2 Leverage permitted City right-of-way encroachments, like patios and small parklets, to maximize retail opportunities for small businesses and extend public space.

Action AM-2.8.3 Use pedestrian scale street lighting and street trees in urban areas to help define the public realm from the roadway and create a more comfortable atmosphere.

Action AM-2.8.4 Leverage on-street parking facilities, such as parallel and angled parking, to allow ease of access to storefronts.

Action AM-2.8.5 Standardize amenities, like benches, planters, and trash receptacles, for the public realm in urban areas to provide greater continuity throughout the City.

COMMUNITY IDENTITY

During public outreach, concerns were raised about the sense of pride among Muskogee residents and the city's public image. Issues such as the condition of buildings, employment opportunities, public safety, and the availability of shopping and entertainment options were highlighted. However, there is much that people love about Muskogee, including the parks and trails, passionate and caring residents, and the affordability. Focusing on the city's strengths and building on these assets can create a strong community identity that helps draw in new residents and visitors.



WHAT MAKES YOU PROUD OF MUSKOGEE?

Love the small-town feel. People are wonderful

People and organizations that care!

Big enough to support better salaried employers; small enough to support independent retailers

Depot District, MLK Center, Muskogee Little Theater, Honors Heights Park, and the schools

It is original, historic, and it is lovable. The people are great, the bike lanes are amazing!

Muskogee has a lot to offer. The port, rail system, industrial park, Davis field, and HWY 69. A lot of opportunities to sell Muskogee to the world.

Muskogee is my home and has been the home of my family for generations. It's the people!

History and celebrating our culture

We have so many natural resources!

GREAT PUBLIC SPACES

Integrate placemaking into new and existing development.

Not all public spaces are created equally. For a place to thrive and meet its full potential, it must integrate elements such as comfort, walkability, and visual interest. Interesting places are full of people, and in order to bring people there, concerted efforts need to be made to ensure these qualities are intrinsic throughout them. Many of these factors relate to the form new development takes, and its relation to the public realm.



By using local artists, public art can paint a picture of Muskogee. “The Monarch” mural on the visitor center at Honor Heights Park was painted by a graduate of Muskogee High School.

STRATEGY AM-3.1: PROMOTE PUBLIC GATHERING

Action AM-3.1.1 Incorporate public civic space or other shared social spaces that promote public gathering into new development.

Action AM-3.1.2 Ensure accessibility of public spaces such as parks. Ensure that there is at least one (1) municipal park space within 1/4 mile of all residential units, in coordination with Action LM-3.1.4.

Action AM-3.1.3 Amend land development regulations to incorporate common areas, public amenities, or other privately owned social spaces into mixed-use, residential, and commercial spaces.

Action AM-3.1.4 Include specifications and standard details for required public amenities, such as benches, tables, bike racks, and other public furnishings required in land development regulations.

STRATEGY AM-3.2: LIGHTING SPACES

Action AM-3.2.1 Use lighting to keep spaces active at night. Pay special attention to maximum/minimum candle feet and ensure lighting meets the context of the environment.

Action AM-3.2.2 Ensure pedestrian scale lighting for pedestrian environments. Pedestrian scale fixtures typically range between 10-14 feet in height.

Action AM-3.2.3 Increase frequency of lighting fixture spacing when moving from suburban into urban context areas. Spacing in urban areas can span anywhere from 20-50 feet.

Action AM-3.2.4 Use decorative lighting as a cost effective way to light alleyways and other spaces.



Decorative lighting illuminates spaces that are uncomfortable or intimidating to pedestrians after dark.

STRATEGY AM-3.3: BUILDING DESIGN

Action AM-3.3.1 Implement code requirements for minimum opening percentages or transparency on building facades that face the sidewalk or other public spaces.

Action AM-3.3.2 Limit repetition in building facades and make effort to visually break up long stretches into individual segments.

Action AM-3.3.3 Activate frontage zones for retail through sidewalk dining, benches, and small parklets.

Action AM-3.3.4 Use short setbacks or build-to lines, front porches, balconies and other architectural elements to create interest from the street in residential developments.

Action AM-3.3.5 Limit instances of front parking and strive to conceal areas in the rear of buildings to let frontages to frame the street and maintain the street wall where possible. Parking areas often lead to effective “gaps” in the continuity and walkability of urban areas.

STRATEGY AM-3.4: PUBLIC ART

Action AM-3.4.1 Use public art such as murals to create interest on blank walls, parking garages, and other spaces which do not provide visual interest from the street.

Action AM-3.4.2 Work with organizations, such as the Muskogee Art Guild, to implement additional murals throughout the community.



The Muskogee Guitars located throughout the city are an effective form of public art, presenting its history and culture. The guitars pay homage to the city's connection to Merle Haggard's 1969 song referencing Muskogee.

STRATEGY AM-3.5: PILOT PROJECTS

Action AM-3.5.1 Activate underutilized parking facilities. Use underutilized city parking facilities to experiment with activating public spaces through temporary furnishing areas or parklets. The nature of these allow the city to observe how pedestrians interact with the space and make changes to improve their success. In some cases, these may become permanent.

Action AM-3.5.2 Consider using pilot projects to test potential streetscape improvements before moving forward with more costly investments such as curbs, sidewalk widening, and stormwater facilities.



Parklets can effectively extend the function of the sidewalk, offering additional space for dining, bike storage, and other uses.



3

THRIVING MUSKOGEE

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THRIVING MUSKOGEE

“We will generate economic growth and prosperity by cultivating a positive environment for people and industries to develop and succeed.”

INTRODUCTION

Thriving Muskogee sets forward the idea that Muskogee will be a city of public and private collaboration. Business investment will be leveraged with related social initiatives to ensure that all residents can experience the positive impacts of a healthy local economy. There has been consistent agreement during the planning process that Muskogee must also ensure programs and policies are in place to attract and retain economic drivers and industry in the community. To support this goal, the local educational system and network of human service organizations should be equally funded and intentionally catered to provide for the daily well-being and long-term growth of Muskogee. A significant piece of this picture depends on **the ability of the City of Muskogee to position itself as an attractive and vibrant place for professionals and their families to call home**. Through redevelopment of the city's core, or downtown, the city not only stands to strengthen its local economy and provide opportunities to foster small business, but also create a thriving community which appeals to the workforce needed to bring in new industries and strengthen those existing.



Three Forks Harbor, located at the intersection of the Arkansas, Grand, and Verdigris Rivers, provides a multi-faceted economic asset to the City of Muskogee, offering a full service year around marina in addition to the 10,000 sq. ft. multi-purpose event center serving local and national interests.

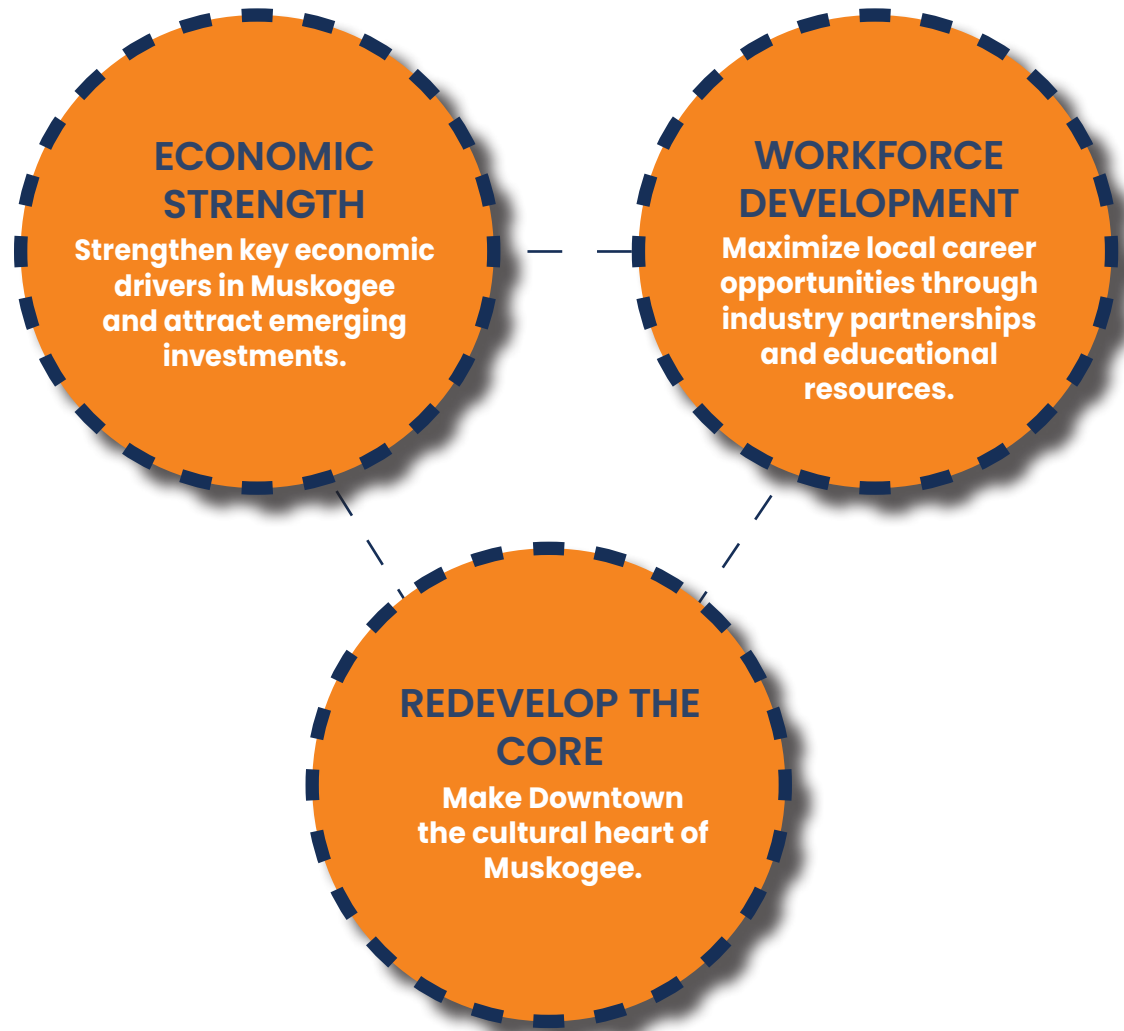
THEME OVERVIEW

The Thriving Muskogee Policy Plan identifies **seven strategies and 30 actions** that fit within three overarching themes: economic strength, workforce development, and redevelop the core.

Ultimately, it is vital that Muskogee is be able to provide the educational resources to fill existing and emerging industries, attract new ones, and offer a quality of place and social environment that retains local talent.



The Port of Muskogee's continued ability to attract investment showcases it's overall appeal as a centralized and profitable location for manufacturing and industrial progress. Muskogee County currently is fifth in the State for overall capital investment efforts.



ECONOMIC STRENGTH

Strengthen key economic drivers in Muskogee and attract emerging investments.

Although the City of Muskogee has seen a population decline in recent years, market analysis predicts a future increase in population. This increase is correlated to the successful efforts of the City and community partners to attract new industries to Muskogee and retain existing businesses.

Key recommendations and opportunities for economic strength include:

STRATEGY TM-1.1: MARKET MUSKOGEE

Action TM-1.1.1 Expand job attraction leveraging community assets. Muskogee has the unique commerce advantage of both hosting a port and an airport. The City can emphasize the use of these locations for regional partners including industries based in neighboring cities.

Action TM-1.1.2 Continue community development. Residents and stakeholders have said the charm, history, heritage, and small-town feel of Muskogee are all reasons they like calling the city home. Protecting and investing in existing amenities, such as Downtown, should be paired with further investment in projects that provide community-oriented spaces (such as venues, parks, placemaking, and other community gathering places).

Action TM-1.1.3 Revitalize aging commercial. Muskogee has a significant amount of aging commercial development. Under-performing assets are challenging to maintain and may create a stigma for the market. Incentives and other policies to address under-performing assets can help reposition these properties, increase the tax base, and improve quality of life.

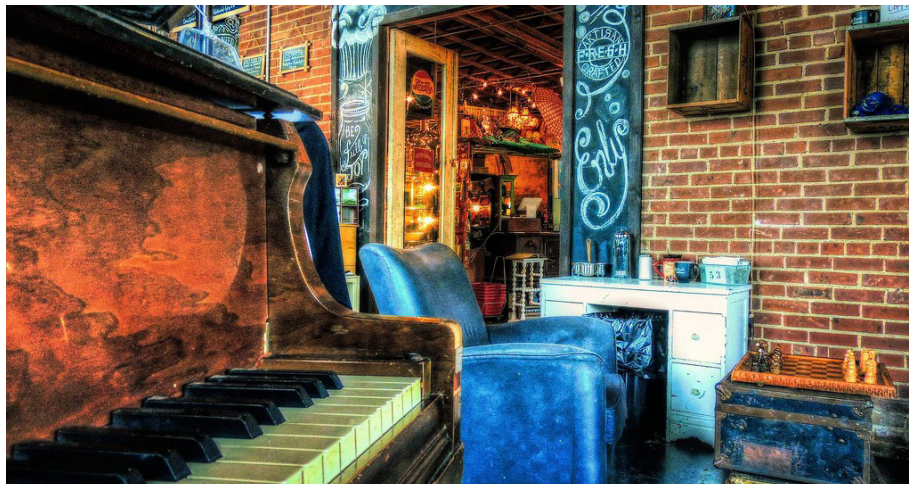
Action TM-1.1.4 Market Muskogee's unique assets. The city can leverage its historic roots and local amenities as a destination by marketing these unique attributes. Marketing can build awareness and increase exposure to future residents, tourists, and employees. This can be combined with internal marketing focused on residents, such as shop local or neighborhood pop up events, that can increase support for existing small-businesses and promote economic resiliency.



One of the Port's greatest strengths lies in its proximity to a variety of transportation options, including rail, freight, water, and access to nearby airports.

Action TM-1.1.5 Expand emerging targeted industries. Muskogee is one of the top destinations in Oklahoma for technology and energy related companies. The Port Muskogee and access to the airport create unique synergies for distribution and accessibility to an international network, creating appeal for emerging industries such as aerospace, data centers, and electric vehicle suppliers.

Action TM-1.1.6 Continue targeted recruitment efforts and retention activities for the Port of Muskogee. Continue marketing efforts for business attraction tailored towards key emerging industries backed by active monitoring of significant trends. This includes partnering with the Muskogee Chamber of Commerce to directly pursue potential tenants via incentives and further strengthening strategic marketing efforts.



Small businesses go beyond their immediate local economic impact by providing places for community gathering and collaboration.

MAKING SMALL BUSINESS WORK

Increasing support systems for small businesses and offering intentional services to proprietors can have a significant impact on their ability to be successful. According to a study by the Institute for Local Self-Reliance, for every \$1,000,000 in sales, independent retail stores generate \$450,000 in local economic activity, compared to just \$170,000 for chains. From family owned machine and automotive repair shops to the corner grocery and small brewery that support our neighborhoods, these are undoubtedly key pieces in the fabric of Muskogee.

Equally important is the ability of the community to support individuals wishing to start a business. Communities can support entrepreneurs by ensuring that the City permitting and licensing process is clearly communicated and easy to navigate from a permitting and licensing perspective.

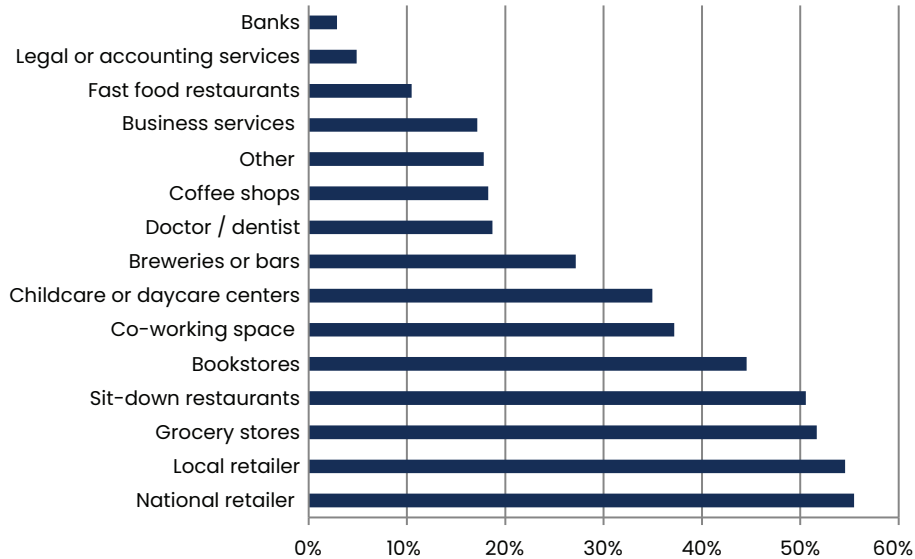
Community groups and non-profits can also support entrepreneurs through initiatives like the Muskogee Foundation's Catalyst Project which supports an entrepreneurial ecosystem within Muskogee. Other examples include co-working spaces, events, conferences, tailored programming, technical assistance, and investment

Action TM-1.1.7 Continue working relationships between the City of Muskogee, Muskogee County, Muskogee Foundation, Port of Muskogee, and the Muskogee Area Chamber of Commerce. With a consistent unified vision and approach for employer attraction, retention, and quality of life for residents, Muskogee will stand to provide a positive impact across many key indicators for economic success. Although each one of these entities or agencies is a valuable partner in their own right, regular communications and efforts to align goals and priorities across agencies will ensure the greatest benefit for the residents of Muskogee.



Recent developments within the Port, such as Polaris’s \$100 million dollar data center investment, represent a new horizon of opportunities outside of longtime industrial and manufacturing sectors for both the Port as well as Muskogee.

COMMUNITY COMMERCIAL DEVELOPMENT PREFERENCES



The most preferred commercial development types in Muskogee are in retail and dining. Respondents to the Online survey expressed strong interests in more retail stores, both national and local, grocery stores, sit-down restaurants, book stores, and childcare or daycare centers. Those who responded “other” mentioned bringing in wholesale retailers, such as Sam’s or Costco’s, as well as more entertainment/activity businesses such as movie theaters, sports facilities, and live music spaces.

MUSKOGEE MEDICAL DISTRICT

Local healthcare plays a vital role in communities, serving the health needs of residents within the city, while acting as a hub for employment opportunities, workforce development, and community outreach. As one of the primary sectors of employment within Muskogee, focusing on opportunities to strengthen public collaboration with groups like the Muskogee Medical Center Authority and Saint Francis Hospital, offer an avenue to explore where positive impacts can be made to accelerate the economic footprint of this area.

This may take the shape of small targeted placemaking projects, enhanced connectivity and pedestrian safety, or marketing efforts to strengthen a unified identity for the medical district through branding efforts and collaboration between anchor institutions in the area. In similar efforts like that within the Memphis Medical District, non-profits effectively spurred growth by supporting small businesses, such as coffee shops, restaurants, and markets, that serve the needs of the medical community. The subsequent benefits created a more enjoyable daily routine for workers within the district, and increased the amount of individuals which choose to both live and work within this area, keeping dollars within the local economy.

STRATEGY TM-1.2: ESTABLISH A MEDICAL DISTRICT

Action TM-1.2.1 Establish a dedicated program to support the economic and social success of the city's medical district, including Saint Francis Hospital, Jack C. Montgomery VA Medical, and the surrounding areas. This may include efforts toward increased branding, placemaking projects, small business support, and other identified initiatives.

CASE STUDY MEMPHIS MEDICAL DISTRICT

In 2016, the Memphis Medical District Collaborative was established to promote the economic and cultural potential of the then under served Medical District. Despite a number of prominent anchor institutions, like the UT Health Science Center, LeBonheur Children's Hospital, and the Southern College of Optometry, this area had lagged in redevelopment efforts in comparison to adjacent neighborhoods in Midtown and Downtown Memphis.

Through creative efforts in placemaking, pedestrian safety enhancements, small business support, and strategic partnerships, the collaborative successfully increased local spending by \$103 million and spurred over \$300 million in private sector real estate investments within the district during their first five years.



An early placemaking and pedestrian safety projects sponsored by the Memphis Medical Collaborative to enhance an underutilized corridor.

WORKFORCE DEVELOPMENT

Maximize local career opportunities through industry partnerships and educational resources.

WORKFORCE TRANSIT

Availability of efficient public transportation options plays a distinct role in the capability of employers to maintain the necessary workforce on a day-to-day basis. Important considerations to ensure these transportation systems are readily utilized and meet the needs of residents can include primary factors, such as route availability and their convenience in respect to employers, overall service ranges, frequency intervals, and diversity of options.

STRATEGY TM-2.1: ENHANCE PUBLIC TRANSPORTATION OFFERINGS SERVICING MUSKOGEE'S WORKFORCE

Action TM-2.1.1 Increase public transportation options offered throughout Muskogee. Build on the diversity of public transportation offerings provided by Muskogee County Transit by further increasing availability of existing services such as "Curb-to-Curb" on demand alternatives outside of fixed route transit offerings.

Action TM-2.1.2 Ensure route alignment and availability with key employment centers. Any public transportation system can benefit from consistently appraising the ridership of existing routes and making intentional effort to adapt to changes in trends through tools such as surveys and third party analysis.

Action TM-2.1.3 Increase the service frequency for highly utilized routes. Overall ridership ultimately depends on the capability of the public transportation system to provide a convenient and effective option for residents. One of the most critical elements that determines this is often frequency. The difference between an hourly, half-hour, or even fifteen minute service frequency can greatly effect whether it is realistic for a rider to depend on this option for daily transportation.



As Muskogee's sole provider of public transportation services, Muskogee County Transit plays a critical role in workforce transportation within the City.

WORKFORCE EDUCATIONAL RESOURCES

As originally highlighted by the Muskogee Foundation's **Muskogee Forward** report, Muskogee's high percentage of inbound commuters points towards a trend of many high demand career opportunities being fulfilled by workers residing outside of the City limits.

In order to increase the percentage of these opportunities to be filled by local talent, a concerted effort must be made to enhance local educational pipelines which directly cater to these occupations and trades.

STRATEGY TM-2.2: STRENGTHEN COLLABORATIVE PARTNERSHIPS

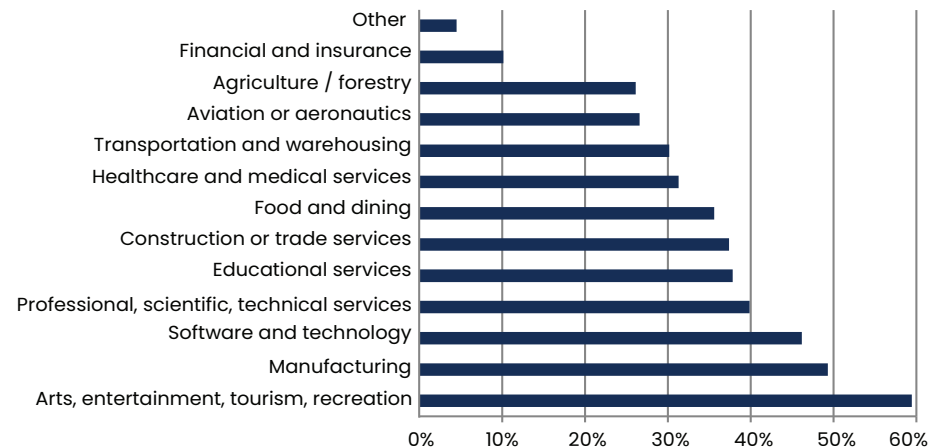
Action TM-2.2.1 Strengthen partnerships with key employers in the area. Partner with key industries within Muskogee, such as healthcare and manufacturing employers, to create pipelines or early career tracks for students in the area.

Action TM-2.2.2 Further public partnerships with target sectors. Build on existing partnerships with groups like the Muskogee County Center of Workforce Excellence to enhance resources available for both students and those interested in high skill technical career changes later in life.

Action TM-2.2.3 Work to identify barriers for access to high paying career tracks and associated training within Muskogee.

By identifying potential constraints and hardships which face individuals interested in pursuing high paying career tracks and professions within Muskogee, concerted effort can be put towards reducing active barriers to these individuals access for educational resources or job availability. This may be accomplished through tools such as surveys, or via a third party assessment.

INDUSTRY DEVELOPMENT PREFERENCES



The most preferred industry for development in Muskogee is arts, entertainment, tourism, and recreation, with nearly 60 percent of the survey respondents expressing interests, followed by manufacturing and software and technology.

REDEVELOP THE CORE

Make Downtown the cultural heart of Muskogee.

Redevelop the Core collectively includes several sub-topics related to the larger redevelopment of Downtown Muskogee. These include ongoing work towards improvements to the Broadway District, historic preservation strategies and potential funding sources, as well as policy strategies to effectively shape the direction and long term vision for Downtown Muskogee. For the purpose of this section, references to downtown includes not only the historical downtown Muskogee area, but the bordering neighborhoods and adjacent key opportunities including Arrowhead Mall and the Cherokee St. Corridor.

STRATEGY TM-3.1: PROMOTING DOWNTOWN AS THE CORE

Action TM-3.1.1 Position Downtown Muskogee as the vibrant, cultural, and economic heart of the community by creating identifiable spaces and narratives that define its significance.

Action TM-3.1.2 Launch a comprehensive media campaign in partnership with Main Street Muskogee to transform perceptions of Muskogee. Highlight unique downtown assets, including its history, cultural venues, and future developments, using traditional and digital platforms to reach diverse audiences locally and externally.

Action TM-3.1.3 Establish formal boundaries for Downtown Muskogee. The current urban footprint makes it unclear where Downtown begins and ends. Catalyst infill projects are needed to solidify the boundaries of the district and better define the gateway entries into Downtown.



Arrowhead Mall borders downtown Muskogee, and represents a unique opportunity for revitalization of this type of facility within the city's center.



Physical markers like this mural and the branded gateway entries can help define what Downtown Muskogee is.

STRATEGY TM-3.2: CULTURAL AMENITIES

Action TM-3.2.1 Capitalize on Downtown Muskogee's existing cultural assets to enhance its appeal as a destination for arts, entertainment, and community activities.

Action TM-3.2.2 Develop a robust calendar of programming, building on successful events like Street Eats on Broadway and Shop Small Saturday. Include partnerships with Depot District, Roxy Theater, and other iconic venues.

Action TM-3.2.3 Establish a downtown arts district featuring public art installations, pop-up galleries, and performance spaces. Collaborate with local artists and cultural organizations.

Action TM-3.2.4 Create incentives for creative businesses to establish themselves downtown, such as reduced rent for galleries and studios or façade improvement grants.

Action TM-3.2.5 Leverage the Oklahoma Music Hall of Fame and other cultural landmarks to host regional festivals and attract heritage tourism.

Action TM-3.2.6 Following a feasibility study, consider transforming the Arrowhead Mall area into a dynamic mixed-use development that integrates retail, residential, and recreational spaces.

Action TM-3.2.7 Continue creating cultural opportunities through city owned buildings like the Civic Center, Depot Green, and the Martin Luther King Center.

Action TM-3.2.8 Leverage opportunities for placemaking and trail-oriented development adjacent to Depot Green through redevelopment of underutilized properties.

BROADWAY DISTRICT MASTER PLAN

The Broadway District Master Plan was approved by the City in September 2024. This area along Broadway Street West, from Main Street to 5th Street, has been designated as the "Broadway District". The Broadway District was historically known as the business district within Downtown Muskogee. Other areas in the Broadway District include Alleys both north and south of Broadway Street and a current open lot area that has been designated as a park space to be called "Broadway Green." Identified goals within the plan include:

- Incorporate decorative overlay in streetscape design
- Propose suitable street trees and landscape
- Maintainable landscape irrigation
- Public murals and interactive art
- District gateway feature at Main Street and Broadway Street
- Decorative street lighting
- Activities for all age groups, especially Youth activities
- Incorporate accessibility and ADA parking throughout the district

These goals overlap with the recommendations of Muskogee 2045 and implementation is strongly encouraged (Action TM-3.3.4).



This street crossing provides a great opportunity for enhanced pedestrian safety through more prominent pavement markings.



Muskogee's downtown parking garage exhibits a character rarely seen in parking facilities.

STRATEGY TM-3.3: WALKABILITY

Action TM-3.3.1 Utilize short setbacks or build-to lines for building facades facing public streets or spaces to provide ample pedestrian right-of-way and activate retail frontages.

Action TM-3.3.2 Improve pedestrian and bike infrastructure, such as wider sidewalks, dedicated bike lanes, and street crossings, with enhanced safety features.

Action TM-3.3.3 Implement the streetscape enhancement strategies within the Broadway District Master Plan and consider replicating successes where possible within Downtown Muskogee.

STRATEGY TM-3.4: ENCOURAGE PUBLIC-PRIVATE PARTNERSHIPS

Action TM-3.4.1 Partner with the City of Muskogee Foundation to align redevelopment projects with the Muskogee Forward Plan, as well as with the goals set out by Main Street Muskogee, ensuring funding and shared goals.

Action TM-3.4.2 Establish a grant writer position to secure federal and state funds for downtown initiatives. Alternatively, this may be accomplished by partnering with a third party to fulfill these services for the City.

Action TM-3.4.3 Create a Downtown Redevelopment Authority tasked with fostering private sector involvement through incentives and streamlined permitting processes.

MAINTAINING DOWNTOWN'S HISTORIC CHARACTER

Historic preservation catalyzes local economic vitality, attracting outside capital, housing production, heritage tourism, downtown revitalization, and neighborhood reinvestment. Muskogee is privileged to have a wide array of historic architectural stock ranging from commercial buildings in the downtown corridor to historic residential homes in districts like Founders' Place and Kendall Place.



CASE STUDY DOWNTOWN EDMOND

Adopted in 2020, the Downtown Edmond Project Plan identified over \$69 million in necessary infrastructure improvements. The plan aims to encourage economic revitalization through public-private partnerships and recommended enhancements to utilities, sidewalks, and streetscapes. The success of Downtown Edmond has been supported by the Edmond Economic Development Authority, helping turn it into a destination for business and leisure. Public art, farmers markets, street festivals, shopping, and dining are all tied together through a walkable environment, making Downtown Edmond an attractive destination for both residential and commercial development. This vibrant downtown core has contributed significantly to the overall growth of Edmond.



The addition of curb extensions in downtown Edmond reduces the crossing distance of the roadway for pedestrians and increases visibility.



4

LIVABLE MUSKOGEE

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LIVABLE MUSKOGEE

“We will promote pride in the community by providing access to quality education, safe neighborhoods, and rich cultural experiences.”

INTRODUCTION

The overall livability of a city or region encompasses various factors that collectively enhance the health, well-being, and quality of life for its residents.

By focusing public efforts on housing stock and choice, neighborhood preservation, and increasing the proximity of access to available trail connections, Muskogee may balance its appeal to younger generations while maintaining the positive qualities of the city today. The community is faced with the challenge of attracting and regulating quality development and growth, while maintaining the integrity of existing neighborhoods. This must be balanced with the regular maintenance of infrastructure, ongoing code enforcement, historic preservation, and enhanced access to parks and trails.



The majority of homes in Muskogee have been built prior to 1970. However, there has been a positive trend in new home builds since 2020.

THEME OVERVIEW

The Livable Muskogee Policy Plan identifies **13 strategies and 50 actions** that fit within three overarching themes: affordable housing, neighborhood conservation, and healthy communities.

AFFORDABLE HOUSING

Expand Muskogee's housing stock to meet the growing needs of residents.

COMMUNITY PRESERVATION

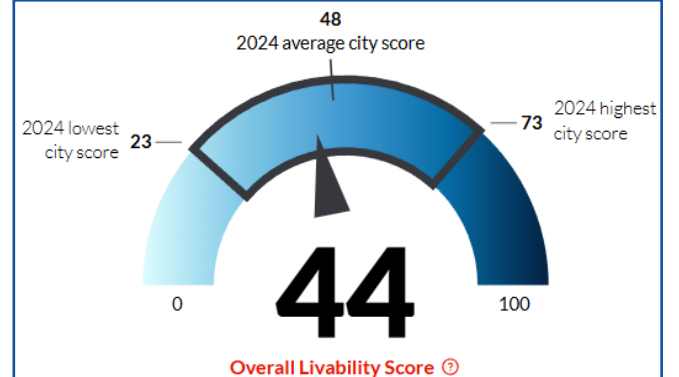
Preserve existing neighborhoods and historical assets in Muskogee.

HEALTHY COMMUNITIES

Provide abundant parks and trails throughout Muskogee and encourage healthy lifestyles for residents

AARP LIVABILITY INDEX

The AARP Livability Index is a comprehensive tool designed to evaluate the quality of life in communities across the United States, providing scores on key categories such as housing, health, and engagement. **Muskogee has an overall livability score of 44 out of 100.** The lowest scoring categories are environment, health, and neighborhood development. By focusing on these categories, Muskogee can improve its overall livability.



AFFORDABLE HOUSING

Expand Muskogee's housing stock to meet the growing needs of residents.

One of Muskogee's strengths is that it boasts a strong housing market, with the majority of the homes for sale remaining on the market for a period of less than two months. This is further reinforced by housing affordability, with the highest percentage of homes ranging in value between \$100,000 to \$300,000 dollars, while the average US home price is just below \$400,000 dollars.

Despite this advantage, Muskogee currently shows a roughly one percent lower percentage of home ownership in comparison with that of the county, state, and US average. Like most cities in the US, this likely ties back to a lack of diversity in the available housing stock and the options in the market, both in respect to price point and type. The majority of the city's existing housing stock was built prior to 1970 and consists predominately of single-family residences.

While Muskogee shows a majority preference for future development of single-family homes in the area, attention should be given to additionally promoting and enabling the growth of other housing options. This may include townhomes, duplexes, cottage courts, and other missing middle housing types which introduce a greater mix of price points to the market.

The following recommended strategies are designed to increase available stock and greater support the housing needs of residents within Muskogee:

STRATEGY LM-1.1: ADDRESS MISSING MIDDLE HOUSING

Action LM-1.1.1 Tailor existing development codes and utilize zoning reform to allow greater flexibility for introduction of missing middle housing types where appropriate within traditional place-types.

Action LM-1.1.2 Conduct targeted zoning reform. Update single-family zoning regulations to provide for greater flexibility in adding gentle density increases through missing middle housing types like duplexes, three and four family buildings, ADUs, and townhomes. These changes should be treated on a case-by-case basis where the context is appropriate.



An existing example of missing middle housing types within Muskogee, this fourplex near the entrance of Honor Heights Park showcases the ability of these types of housing to seamlessly integrate into largely single-family neighborhoods.

Action LM-1.1.3 Eliminate barriers in the development code to promote cost effective housing development. Increase allowable density through code elements, such as smaller unit sizes, minimum lot acreage, taller building height maximums, and introducing smaller required setbacks. These strategic changes can reduce overall cost by allowing more units to be built on a parcel of land.

Action LM-1.1.4 Reduce or eliminate parking requirements where appropriate. Reducing or even eliminating residential parking requirements for place types such as downtown, trail-oriented development, mixed-use corridors, and mixed-use centers, can drastically reduce the cost of projects which is ultimately passed along to the buyer or tenant.

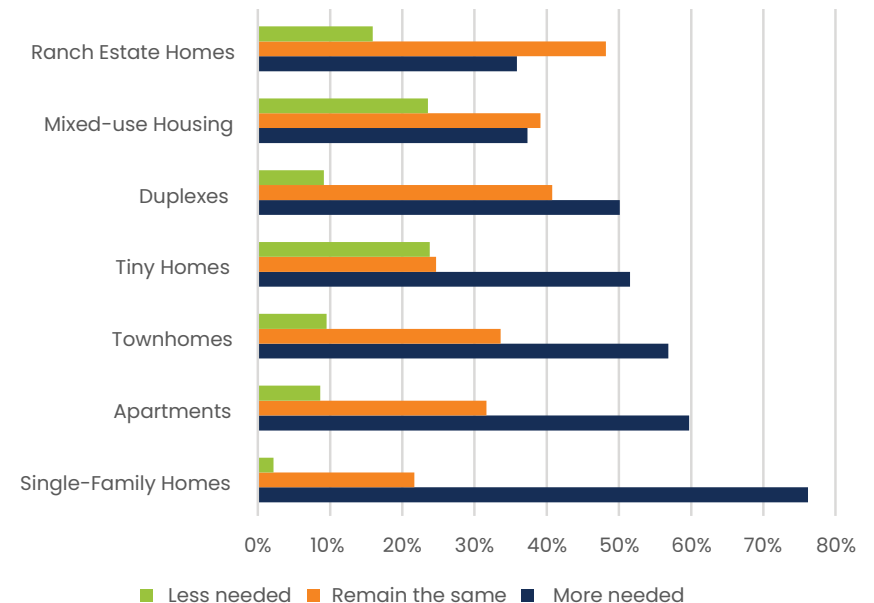
Action LM-1.1.5 Develop pre-approved plans to assist and expedite the development of missing middle housing. Strategies like pre-approved plans and pattern books can reduce the cost of permitting and design for missing middle housing. Successful programs have been implemented in communities like Claremore and Guthrie and may serve as a template for the City to model its own program.

Action LM-1.1.6 Prioritize and fund programs that financially support missing middle housing development. Utilize public-private partnerships to allocate financial support for development of workforce housing adjacent to primary centers of employment, such as schools, manufacturing, and healthcare.



Townhomes provide additional densities on smaller parcels of land and offer opportunities to co-locate small nodes near employers, transit, and trails.

HOUSING DEVELOPMENT PREFERENCES



The most desired home types according to online survey respondents are single-family homes, apartments, and townhomes.

STRATEGY LM-1.2: FOCUS ON INFILL DEVELOPMENT

Action LM-1.2.1 Use infill development to capitalize on existing proximity and availability of necessary infrastructure, such as utilities, roadways, transit, and trail corridors.

Action LM-1.2.2 Identify key areas for infill potential. Identify specific areas or neighborhoods which may stand to benefit from infill development. These may be based on existing conditions, such as areas with a high potential for redevelopment or those which exhibit an abundance of suitable lots with existing infrastructure in place within the city core. Concentration of infill efforts within high priority efforts is more likely to produce a positive impact in contrast to dispersing resources city-wide.

Action LM-1.2.3 Reduce parking requirements in infill scenarios. As part of an early assessment for areas with infill potential, an assessment of the existing supply of available parking should be performed and considered alongside projected future demand to determine whether parking requirements should be included for new development. In some cases, lenders may expect parking in order to fund a project, however in many cases this may be pre-empted by nearby public parking facilities or a shared parking agreement.

Action LM-1.2.4 Offer density bonuses for infill development in designated areas. Explore offering density bonuses for infill development to encourage developers to pursue projects in designated areas. In some cases, these may ultimately make the difference between a project being viable or cost prohibitive.

Action LM-1.2.5 Promote adaptive reuse of historic buildings for infill projects. Establish targeted development codes and design guidelines for historic overlay districts to clearly define the direction of infill development efforts and ensure historic features are both respected and maintained. Establishing clear expectations for these properties will ultimately make it easier for developers to consider the overall cost and return of these projects.

STRATEGY LM-1.3: LEVERAGE LOCAL, STATE, AND REGIONAL PARTNERSHIPS

Action LM-1.3.1 Create a task force or dedicated committee for housing. Assemble a dedicated task force to regularly appraise market conditions and assess progress to established goals. The group should continually discuss long-term strategies for addressing the city's housing needs. The task force should be comprised of a multi-disciplinary group of individuals with backgrounds across relevant topics, such as design, real estate, banking, and representatives from non-profit community partners.

Action LM-1.3.2 Work to establish partnerships with state and regional partners in Oklahoma. Assign staff resources to consistently work towards building relationships at the state and regional level to pursue opportunities through funding programs and solicit support for key infill projects.



Cottage courts offer relatively high density infill on smaller parcels, in a scale which can be appropriate to the context of urban, traditional, or even some suburban place-types.



Low-rise buildings provide for subtle transitions to higher densities between suburban or traditional place-types and more dense urban centers like downtown, mixed-use centers, and mixed-use corridors.

PRE-APPROVED PLANS

Pre-approved plans and pattern books have become increasingly popular strategies for cities to accelerate timelines and reduce the overall cost associated with design and permitting of housing. The concept is not necessarily new, drawing from historic roots in ideas introduced by mail order houses in the early 20th century. However, they have been successfully revived in a number of cities with positive results.

Pattern book zoning leans on three primary elements: pre-reviewed plans, a pattern book, and the associated zoning mechanism of a pattern zone. The pattern book itself consists of a compilation of these pre-reviewed construction plans available to select from, whereas the pattern zones are designated zoning districts where these designs are permitted for construction by right, assuming they conform to the various code items outlined.

The advantage offered to individual builders and developers, is to incentivize the construction of these pre-reviewed designs. This may include eliminating most or all of the typical review and permitting process, along with associated overhead costs. From a municipal standpoint, this approach offers predictable design that matches the context of the surrounding neighborhood while offering a gentle increase in density where appropriate.

COMMUNITY PRESERVATION

Preserve existing neighborhoods and historical assets in Muskogee.

A key finding of the public engagement process has been the desire to preserve the integrity and quality of existing established neighborhoods in Muskogee. Tools the city may use to address this desire include strategic code enforcement practices and preservation efforts.

Whether these may be neighborhoods, residences with historic significance, or those which have experienced significant change in recent years, there are a number of effective strategies which can be leveraged to combat negative outcomes.

While often a divisive topic in many communities, active code enforcement efforts play a critical role in maintaining the character of existing neighborhoods, and residents health and well being. The purpose of these regulations is to enhance safety, abate public nuisance, and beautify neighborhoods. Accordingly, concerted efforts should be made to ensure they are viewed in this light by residents through building relationships and consistent open community forums.

STRATEGY LM-2.1: PIVOT TOWARDS A STRATEGIC CODE ENFORCEMENT APPROACH

Action LM-2.1.1 Ensure equitable code enforcement. It is critical in regard to the maintenance of code enforcement policies to ensure these are administered in the same fashion across all neighborhoods within the city regardless of socio-economic status and existing state of repair.

Action LM-2.1.2 Implement a GIS-based code enforcement management software. Implementing a GIS based code enforcement management solution can help streamline code enforcement processes and assist with identifying priority items. Additional benefits of utilizing a GIS-based application are the ability to easily track metrics, set performance goals, and gain a high-level understanding of where and why issues are occurring.

Action LM-2.1.3 Make a departure from complaint-based code enforcement priorities. Pinpoint high impact community priorities and take subsequent actions to identify, inspect, and gain compliance by utilizing market, neighborhood-condition, and real property data to help roll out interdepartmental policy intervention approaches.

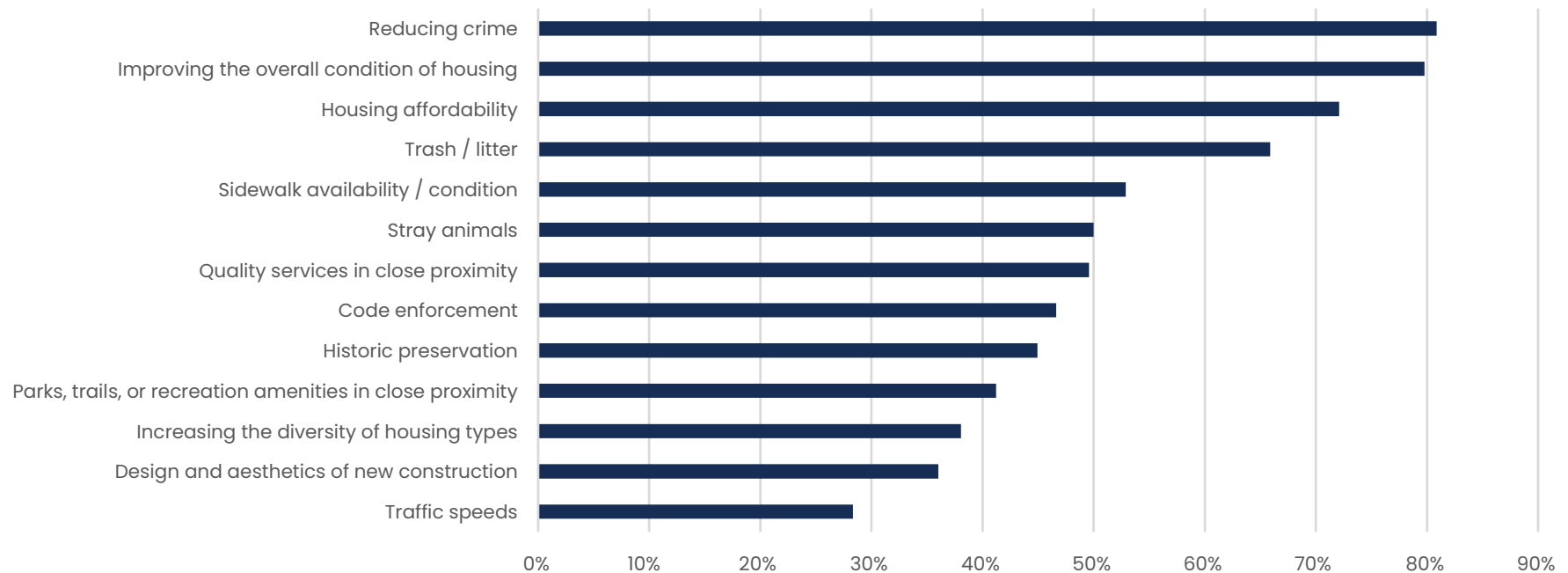


While neglected or underutilized properties may present a temporary eyesore or point of concern for residents, these properties can equally represent a potential opportunity for adaptive reuse, breathing new life into historical community assets.

Action LM-2.1.4 Focus on meaningful outcomes. Ensure that code enforcement goals are aligned with successful property compliance outcomes versus any fines obtained through their enforcement. Goals should be tied to meaningful positive results where measurable progress has been observed in the community.

Action LM-2.1.5 Increase community based education awareness and training. Public engagement through community education can enhance resident understanding of code enforcement. Discuss the negative effects that unmitigated property violations and neglect have on property value and public health.

NEIGHBORHOOD ISSUES PRIORITIES



The graph highlights the issues the online survey respondents considered “very important” to address. Participants expressed strong concerns about crime rates, housing conditions and affordability, and the amount of trash and litter.

STRATEGY LM-2.2: CREATE A LAND BANKING PROGRAM

Action LM-2.1.1: Establish a land bank commission that works in partnership with the Muskogee Redevelopment Authority, nonprofit organizations, developers, and community land trusts to support the rehabilitation and redevelopment of banked properties for community benefits. Focus areas include creating affordable housing, developing green spaces, and promoting mixed-use developments that enhance the community's quality of life.

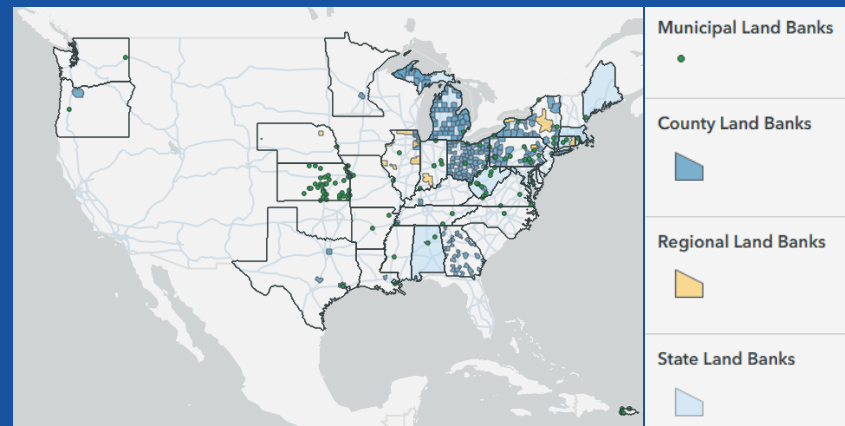
Action LM-2.1.2: Identify and catalog vacant, underutilized, or tax-delinquent properties suitable for land banking efforts. This involves conducting a comprehensive survey of the area to locate such properties and creating a detailed database. The City can work to streamline the legal and administrative processes required to transfer these properties to a land bank entity efficiently.

Action LM-2.1.3: Develop policies to ensure fair land disposition strategies, prioritizing community-led development, local businesses, and affordable housing initiatives.

Action LM-2.1.4: Implement a public engagement campaign to educate residents on land banking benefits and encourage community participation in redevelopment decisions.

LAND BANKING

Land banking is a strategy where public entities acquire vacant, abandoned, or deteriorated properties to repurpose them for community development. These entities, granted unique powers through state-enabling legislation, focus on returning these properties to productive use in line with local goals. There are over 300 land banks/land banking programs in the United States. While 18 states and Puerto Rico have passed land bank legislation, Oklahoma does not have a specific statewide law enabling land banks. Instead, local governments in Oklahoma can leverage public trusts or partnerships with nonprofit organizations to manage and repurpose vacant properties. This approach supports community revitalization by transforming underused land into assets that benefit local development.



A map of communities with land banking programs, made by the Center for Community Progress.

STRATEGY LM-2.3: ENCOURAGE NEIGHBORHOOD DEVELOPMENT AND BRANDING

Action LM-2.3.1: Establish a program to register and recognize formal neighborhood organizations. These organizations will represent and advocate for their communities. Sustaining or improving the health of neighborhoods requires focused attention from municipal departments and human service organizations to address deficiencies in the built environment and entrenched social issues.

Action LM-2.3.2: Conduct a neighborhood branding study to identify unique characteristics, cultural assets, and historical significance of key districts within the city to develop a cohesive neighborhood identity.

Action LM-2.3.3: Develop branding guidelines, including signage, wayfinding, and marketing materials, to create a distinct visual identity that aligns with the district's culture and economic goals.

Action LM-2.3.4: Partner with local artists and businesses to integrate public art, murals, and neighborhood-specific events that reinforce the branding and attract visitors.

Action LM-2.3.5: Leverage social media, city websites, and tourism platforms to promote branded neighborhoods, supporting economic growth through increased foot traffic and local business engagement.

CASE STUDY MIDTOWN: SANTA FE, NEW MEXICO

In 2019, the City of Santa Fe initiated the Midtown District branding initiative aimed to create a unified visual identity that reflects the city and area's culture and spirit. Through interviews with city leaders and workshops with senior staff, the process ensured alignment with Santa Fe's overall vision. The logo, inspired by the natural environment in Santa Fe, and a dedicated website showcasing the district's potential, have positioned Midtown as a hub of creativity and innovation. This branding effort not only highlights the district's unique attributes but also maintains a strong connection to Santa Fe's heritage, paving the way for a broader citywide branding initiative.



The Midtown branding page, developed by the firm CivicBrand.

HISTORIC PRESERVATION

Historic preservation is the act of preserving local history and heritage through its historic buildings and landmarks. Downtown areas have traditionally been the focal point in most communities, containing much of their historic fabric and often being their birthplace. Many of Muskogee's historic districts align with the downtown and can benefit from the strategies laid out in Thriving Muskogee on pages 93 through 96.

WHY HISTORIC PRESERVATION MATTERS

Historic Preservation is important to many Muskogee residents. Throughout the public engagement process, historic preservation was identified as a vital piece of Muskogee's future development. Many residents spoke of Muskogee's history as a major asset and a core piece of what makes Muskogee unique.

CREATING A ROADMAP

Local leadership, homeowners, business owners, and other community stakeholders should collaborate to:

- Assess the present state preservation efforts and current conditions of Muskogee's historic and architecturally significant buildings
- Work together to establish future goals and objectives for historic preservation activities
- Create a strategic roadmap to identify actions needed to achieve those future goals

Goals and objectives should connect to the community's future vision and acknowledge competing priorities. Leadership and community stakeholders should work together to identify local agencies and partnerships that can assist with these collective efforts.

Common strategies include updating historic preservation ordinances, public education, technical assistance, and funding mechanisms (local agency support, grant opportunities, earmarked funds for preservation actions).

CASE STUDY VISIT BARTLESVILLE

Bartlesville has leveraged its historic downtown and proximity to the Osage Hills to support a growing film industry in northeast Oklahoma. Through their tourism agency, Visit Bartlesville, the community earned the designation of an Official Film Friendly Community from the Oklahoma Film & Music Office. Through capitalizing on its unique heritage and scenic locations, Bartlesville has successfully integrated historic preservation to create modern economic strategies. Muskogee can draw inspiration from the successes in Bartlesville for their "Film Muskogee" initiative that was launched in 2024 to incentivize local filming.



Northeast Oklahoma's Center for Oil Barons, Culture & Arts

STRATEGY LM-2.2: CREATE A STRONG BRAND FOR HISTORIC MUSKOGEE

Action LM-2.2.1 Integrate Muskogee's unique history into branding efforts. Develop a comprehensive marketing campaign featuring iconic figures like Merle Haggard, the city's tribal heritage, and landmarks such as downtown statues and historic architecture. Create storytelling elements for use in print, digital, and social media platforms to captivate diverse audiences.

Action LM-2.2.2 Enhance downtown as a destination by creating vibrant public spaces with interactive murals, comfortable seating areas, and ambient lighting. These enhancements should work in conjunction with district specific guidelines (Strategy LM-1.2).

Action LM-2.2.3 Implement a "Downtown Passport" program that rewards visitors for exploring local businesses, restaurants, and historic sites, encouraging repeat visits and community engagement.

STRATEGY LM-2.3: IMPLEMENT PLACEMAKING IN HISTORIC DISTRICTS

Action LM-2.3.1 Develop district-specific design guidelines to preserve architectural integrity. These guidelines should be tailored to each district's unique character and include incentives, such as tax credits or grant programs, for property owners who adhere to preservation standards. Host workshops to help stakeholders understand and implement these guidelines effectively.

Action LM-2.3.2 Promote adaptive reuse of historic buildings by identifying key structures suitable for conversion into modern uses like apartments, retail spaces, or co-working hubs. Partner with developers to provide technical support and financial incentives for adaptive reuse projects.

Action LM-2.3.3 Launch a historic site interpretation program by installing educational plaques, QR codes, and augmented reality features at significant landmarks. Collaborate with local tribes to ensure accurate representation of indigenous history. Offer walking tours and interactive experiences to make history accessible and engaging for all ages.

STRATEGY LM-2.4: CREATE AN EXPERIENCE ECONOMY

Action LM-2.4.1 Host cultural and historical festivals that reflect Muskogee's diverse heritage. These events can include live music, culinary demonstrations, artisan markets, and storytelling sessions. Engage with local artists and performers to create unique, place-based experiences that attract both residents and visitors.

Action LM-2.4.2 Develop heritage tourism packages that include guided tours of historic districts, visits to cultural landmarks, and experiences such as traditional crafts workshops or themed dining events. Partner with local businesses to offer bundled deals that highlight Muskogee's attractions.

Action LM-2.4.3 Expand the Kendall Place and Founders Place clean-up events to include surrounding historic areas. These biannual events will not only promote preservation but also foster a sense of community pride. Collaboration with local historical societies, schools, and youth organizations will increase participation and provide educational opportunities about the significance of these neighborhoods.

HEALTHY COMMUNITIES

Provide abundant parks and trails throughout Muskogee and encourage healthy lifestyles for residents.

Access to healthy food, poor environmental quality, and lack of nearby parks and trails are major factors affecting a community's quality of life and public health. Developing policies and strategies to address these issues can provide immediate and long-term benefits for Muskogee residents.

These issues are heavily influenced by elements within the community's built and social environments, arguably with an equal or greater factor than access to healthcare. Both the built and social environment are impacted by the decisions and outcomes associated with land use, transportation systems, and design. Recommendations provided in this section are designed to aid elected officials, City staff, and partner organizations to improve health outcomes for Muskogee residents.

STRATEGY LM-3.1: CONTINUE BUILDING MUSKOGEE'S PARKS AND TRAILS NETWORK TO PROMOTE SAFETY AND ACCESSIBILITY

Action LM-3.1.1 Develop a comprehensive Parks and Recreation Master Plan that defines service levels for different park types and establishes measurable goals for accessibility, safety, operations, and recreational programming.

Action LM-3.1.2 Adopt a parkland dedication ordinance. Parkland dedication requirements should be based on residential development size and minimum design standards for new neighborhood parks.

Action LM-3.1.3 Explore adding an indoor recreation center at Hatbox Field. The development of an indoor recreation center would bring additional recreation opportunities for residents of varying ages and abilities. The indoor facilities may also provide opportunities for sports and entertainment tourism and provide a location for residents to recreate when outdoor conditions are unfavorable.

Action LM-3.1.4 Identify and develop new park spaces in underserved areas to meet the 10-minute walk goal. In addition to providing park spaces within a 10-minute walk of all residents, the City should enhance connectivity between parks and residential areas through safe and accessible pathways.

10-MINUTE WALK PROGRAM

The 10-Minute Walk Program was created by the Trust for Public Land (TPL) in 2017 to promote residents' access to high quality parks within a 10-minute walk of home. TPL works with cities and partners to help address the challenges related to park accessibility.



INTERSTATE

Action LM-3.1.5 Expand Muskogee’s trail network by implementing the Connect Muskogee Plan. Develop trails in alignment with the future thoroughfare map and Connect Muskogee to promote comprehensive connectivity and prioritize active transportation options.

Action LM-3.1.6 Pursue funding through Safe Routes to School, Transportation Alternatives, and other grants to support the development of active transportation facilities. Projects should follow the priorities identified in Connect Muskogee and selected to best meet the scoring criteria of the grants.

Action LM-3.1.7 Improve safety in parks through Crime Prevention Through Environmental Design (CPTED) principles. Implement natural surveillance by designing for clear visibility, natural access management, and territorial reinforcement through signage, landscaping, and maintenance.



Safety along the trail system may be improved by incorporating Trail-Oriented Development (see page 59). The presence of people in public places can deter crime, making trail users feel more comfortable and safe.

STRATEGY LM-3.2: IMPROVE ENVIRONMENTAL QUALITY AND REDUCE ENVIRONMENTAL HAZARDS

Action LM-3.2.1 Enhance water quality by addressing drinking water quality violations. Collaborate with utility providers to upgrade infrastructure and implement stringent water testing protocols.

Action LM-3.2.2 Consider replacing aging waterlines. Residents expressed concern about the age of waterlines in Muskogee thus, steps should be taken to improve the quality and reliability of water service.

Action LM-3.2.3 Improve air quality by increasing tree canopy, in line with Action RM-1.3.3. Focus should be placed areas where residents are disproportionately impacted by extreme heat and poor air quality.

Action LM-3.2.4 Maintain and update FEMA-approved local multi-hazard mitigation plans to prepare for and reduce the impact of natural disasters and environmental hazards such as flooding.

“Trail systems would be an excellent use of unused spaces and would be great for families, youth, and everyone. This is something I look for when moving to a new community. If we had this to offer, it would bring in more people, and would be great for community health initiatives.”

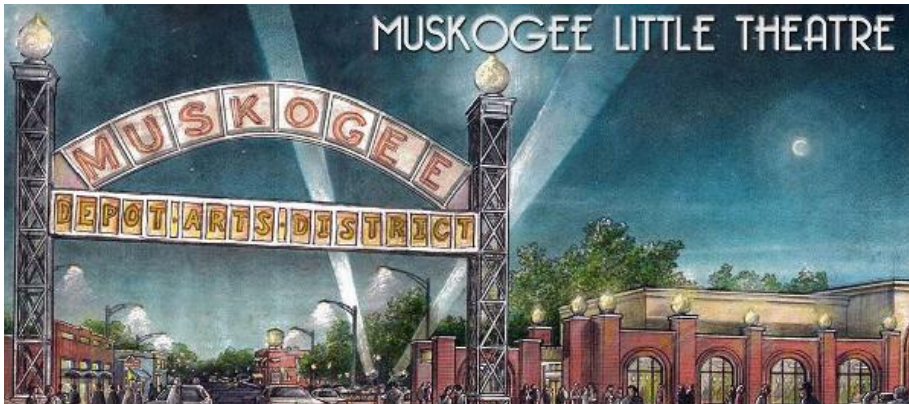
—Open House Comment

STRATEGY LM-3.3: EXPAND OPPORTUNITIES FOR CIVIC AND SOCIAL INVOLVEMENT

Action LM-3.3.1 Organize regular community events, such as farmers markets, outdoor concerts, and fitness classes to activate parks and public spaces. Develop partnerships with local organizations to help facilitate these events and programs.

Action LM-3.3.2 Create volunteer opportunities for community members to participate in park maintenance, community clean-ups, and neighborhood improvement projects. These events should be facilitated by Parks and Recreation and A More Beautiful Muskogee, as well as Historic District groups and representatives.

Action LM-3.3.3 Continue consistent recreation programming at the Civic Center, Hatbox Event Park, Depot Green, and the MLK center, and consider expanding programming at Muskogee Fairgrounds.

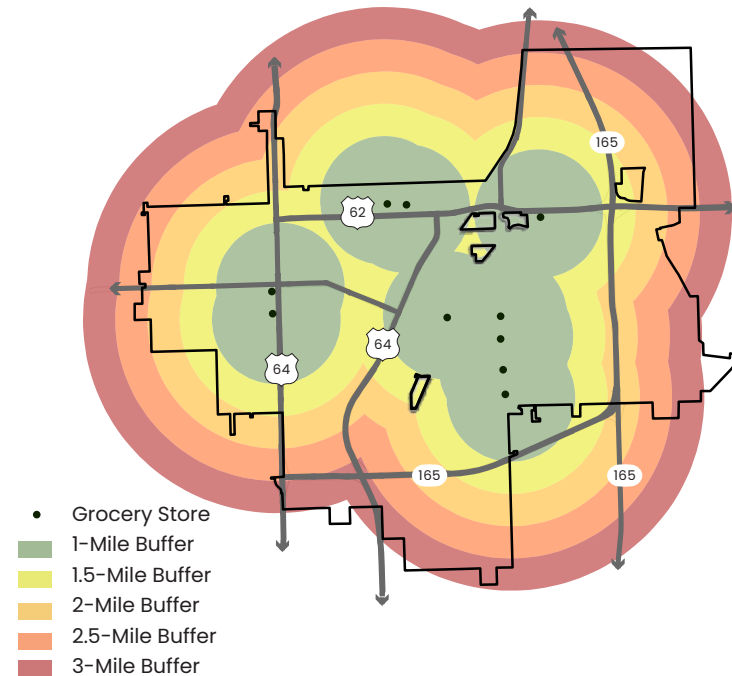


Activities for kids and teenagers are offered through Muskogee Little Theater, helping establish Muskogee as a kid friendly city to attract young people and families.

STRATEGY LM-3.4: PROMOTE ACCESS TO HEALTHY FOODS

Action LM-3.4.1 Incentivize grocers to serve food deserts by offering financial support, expedited permitting, and marketing assistance for new store openings. Food deserts are identified by examining the distance to the nearest grocery store that offers fresh food and considering individual and neighborhood-level factors like average income and vehicle availability. In urban areas, low food accessibility is defined as being more than a mile from the nearest grocery store.

FOOD ACCESS MAP*, 2025



*Grocery stores in Muskogee city limits. Map does not provide full food desert analysis.

Action LM-3.4.2 Expand the Muskogee community gardens program by offering grants or tax incentives for new garden projects in food deserts. Partner with schools to integrate gardening into curriculum and create opportunities for students to engage with urban agriculture. Consider hosting workshops to teach gardening skills and nutrition.

Action LM-3.4.3 Support local food systems by creating a “Farm-to-Muskogee” initiative connecting restaurants and food vendors with local farmers. Establish food hubs where producers can aggregate and distribute their products efficiently. Partner with schools, hospitals, and other institutions to procure fresh, local foods.

STRATEGY LM-3.5: PROMOTE SERVICES FOR UNDERSERVED POPULATIONS

Action TM-3.5.1 Continue increased outreach efforts to underserved populations. This includes non-English speaking residents, youth, senior citizens, and the impoverished.

Action TM-3.5.2 Provide support those experiencing homelessness in Muskogee. Consider creating a Homeless Resource Center in partnership with the Gospel Rescue Mission.

STRATEGY LM-3.6: EXPAND ACCESS TO HEALTH SERVICES AND PROMOTE PUBLIC HEALTH EDUCATION AND AWARENESS

Action LM-3.6.1 Support the attraction of medical professionals. Draw in primary care physicians, specialists, mental health professionals, and urgent care staff. The City should continue to coordinate with Green Country Behavioral Health Services (GCBHS).

Action LM-3.6.2 Promote accessible healthcare. Work with healthcare providers to establish mobile health clinics and telehealth options in underserved neighborhoods.

Action LM-3.6.3 Offer transportation assistance to healthcare facilities through subsidized transit programs.

Action TM-3.6.4 Partner with schools and community organizations to provide mental health services and outreach. Ensure residents are aware of resources available to them, and work with Muskogee Public Schools to educate children on healthy choices.

CASE STUDY

WE SOW WE GROW

We Sow We Grow (WSWG) works in Chicago’s West Pullman neighborhood to address the lack of consistent access to healthy, high-quality foods by promoting urban gardening and farming. WSWG addresses food insecurity and promotes healthier lifestyles by providing access to fresh, locally-grown produce. The organization teaches residents how to grow their own fruits and vegetables while strengthening the social bonds within the community. WSWG contributes to better nutrition and health outcomes and fosters a sense of belonging and collaboration among participants. Through their efforts, WSWG has transformed vacant lots into productive urban agriculture sites.





5

RESILIENT MUSKOGEE

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RESILIENT MUSKOGEE

“We will foster a resilient city through securing our infrastructure and supporting the resources and biodiversity of our natural environment.”

INTRODUCTION

As Muskogee prepares for anticipated community growth, new development must be balanced with fiscally responsible practices that consider the long-term impact, maintenance, and sustainability of these areas. Challenges presented by environmental issues, such as flooding, extreme heat, and other natural disasters, pose significant threats to the longevity of the built environment and the residents of Muskogee. The ability to recover and adapt to these challenges can make a pivotal difference in the overall resiliency of the community.

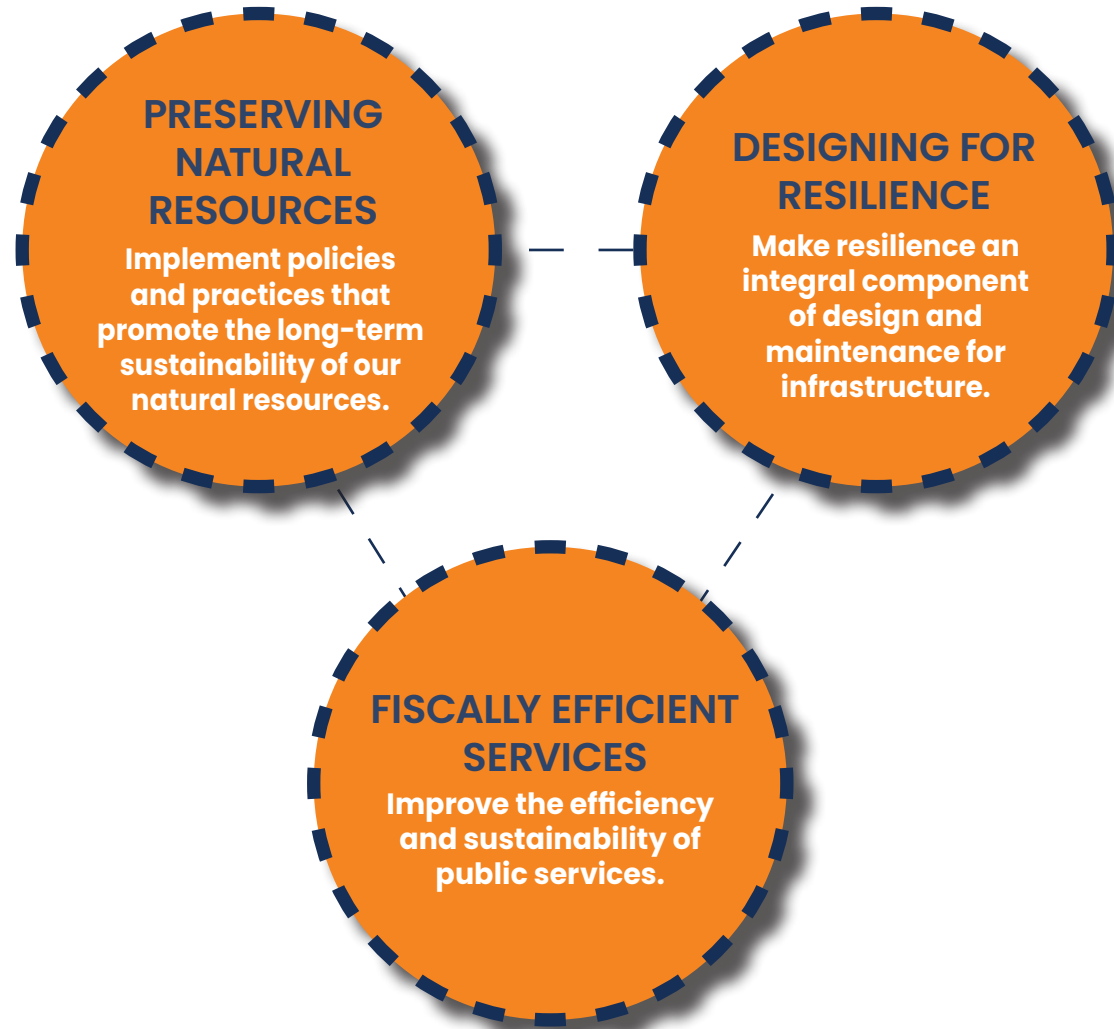
Through analyzing and implementing strong capital improvement plans and maintenance policies that approach investments from a systems thinking standpoint, Muskogee can benefit from clear prioritization, pinpointed pitfalls, and awareness of total life cycle costs in these important decisions.



Increased communication and coordination among internal City departments, state and regional agencies, as well as private developers, can offer increased opportunities for efficient phasing of projects and their implementation.

THEME OVERVIEW

Resilient Muskogee separates the umbrella topic of infrastructure and environmental resiliency into three themes: Preserving natural resources, designing for resilience, and fiscally efficient services. These include **15 strategies and 28 actions** that address the three overarching themes. These themes should be considered for all projects within the Capital Improvement Plan (CIP) and used when managing existing assets across the city.



PRESERVING NATURAL RESOURCES

Implement policies and practices that promote the long-term sustainability of our natural resources.

Meeting the needs of a growing community while planning for the sustainability and conservation of local ecosystems and natural resources presents many challenges. This process requires the foresight of planning for the current population in while considering the needs of future generations.

It is widely accepted that resources, like drinkable water and breathable air, have an enormous impact on our well being. With this considered, one of the most beneficial first steps for a city to take is to identify and emphasize their importance within a local context. While these issues may be regulated at the state and federal level, local efforts to preserve critical natural resources can further strengthen their long-term resilience.

The following are recommended strategies for preserving natural resources within Muskogee:

STRATEGY RM-1.1: MANAGE NATURAL RESOURCES

Action RM-1.1.1 Protect and manage water resources. Enact policies and regulations which work to protect and manage streams, floodplains and watersheds.

Action RM-1.1.2 Implement infrastructure improvements at Port Muskogee to mitigate future flooding events. This includes upgrading levees, improving drainage systems, and restoring natural floodplains to enhance water absorption.

Action RM-1.1.3 Incorporate water quality features into future flood management projects, helping to ensure that future floods have less impact on residents and the environment.

Action RM-1.1.4 Develop a comprehensive flood response plan that includes early warning systems, community education programs, and emergency response protocols to protect residents and natural resources during flood events.



Municipal composting systems can take a number of forms, ranging from simple solutions to more complex, such as covered composting, aerated turned pile, and in vessel systems which capture air emissions.

Action RM-1.1.5 Adopt a Tree Canopy Master Plan. The City should conduct a full assessment and master plan for the urban tree canopy. This study should inform the community on the existing conditions of the tree canopy and provide guidance on preferred planting locations, tree species, and maintenance practices.

Action RM-1.1.6 Preserve existing natural areas. Existing open spaces and natural areas, like those in the southwest portion of Hatbox Field, highlight the natural environment and ecology of the Muskogee area. Efforts to preserve native tree canopy, wildlife habitat, and riparian areas should be conducted within park facilities and in floodplains and floodways.

STRATEGY RM-1.2: REDUCE WASTE

Action RM-1.2.1 Survey residents about their interest in a community wide composting program. Organic waste typically represents around a third of all waste produced. Composting programs can provide an opportunity to divert waste and provide valuable products such as mulch which are returned to the public or utilized towards city facilities such as community gardens, parks, and trails.

Action RM-1.2.2 Assess the interest in a curbside recycling program. High level of participation by area residents would be necessary to justify the costs of curbside recycling. The accessibility of curbside can encourage more people to recycle.

Action RM-1.2.3 Launch a cigarette litter prevention program in partnership with A More Beautiful Muskogee.

CASE STUDY

OKC BEAUTIFUL CIGARETTE LITTER PREVENTION

Cigarette litter is a significant environmental issue, contaminating groundwater, harming wildlife, and costing cities millions in cleanup efforts. OKC Beautiful's Cigarette Litter Prevention Program addresses this problem by partnering with organizations across Oklahoma City to provide receptacles for cigarette waste. The collected waste is sent to TerraCycle, where it is transformed into hard plastic used for industrial products like benches and plastic pallets. This initiative not only reduces litter but also promotes recycling and environmental stewardship. Community partners include neighborhoods, businesses and non-profit groups, all working together to eradicate cigarette butt litter.



STRATEGY RM-1.3: REDUCE NEGATIVE DEVELOPMENT IMPACTS

Action RM-1.3.1 Encourage development to respect existing topography of the site. Promote the preservation or minimization of overall disturbance to the natural features and topography of sites within commercial and residential development through code interventions. This may be achieved through reducing the scope of mass grading where feasible.

Action RM-1.3.2 Protect natural habitats and sensitive environmental areas. Assess the impact of public and private development which may present unintended negative consequences to adjacent natural habitats and local ecosystems.

Action RM-1.3.3 Require preservation of mature tree canopy within landscaping standards. Adopt a tree preservation ordinance that requires the preservation of existing mature trees and encourage the planting of native plant species, in addition to any perimeter or interior site planting requirements. Although planting new trees is undoubtedly beneficial, it may take a considerable number of years for these to replace the environmental value mature tree canopy provides for reducing heat island effects and improving air quality.

Action RM-1.3.4 Promote green infrastructure projects within private and public development. Promote green infrastructure within public roadway projects and consider providing code incentives for private developers to utilize these within new developments. This may also include internal educational initiatives for staff regarding best practices for ongoing maintenance of these types of facilities.

Action RM-1.3.5 Create a low-impact development manual for architects, engineers, and developers. The addition of LID elements, like trees, shrubs, rain gardens, and permeable pavement, can reduce the amount storm water runoff and protect local waterways. Creating a LID manual would help remove perceived barriers to implementation of these practices and guide the City when applying these practices into capital improvement projects.

Action RM-1.3.6 Encourage the planting of native plants throughout the city. In addition to adding native plants throughout the parks system and along City-maintained landscapes, residents should be encouraged to add native plants to their individual yards. Additionally, educational information should be provided to residents about harmful gardening and lawn management practices.



Organizations like the Oklahoma Native Plant Network provide information on types of plants native to Oklahoma, including the *echinacea purpurea*.

Action RM-1.3.7 Collaborate with state and federal agencies to expedite the cleanup of the Fansteel Metals Superfund site. The site was added to the Superfund National Priority list in 2023 and the City should work to help facilitate the process.

Action RM-1.3.8 Establish a local task force to identify and assess other potentially environmentally sensitive sites within Muskogee. Develop a prioritized protection plan to address these areas, focusing on those posing the highest risk to residents and the environment.

Action RM-1.3.9 Adapt city services to respond to incoming industries. As new industries come to Muskogee, city departments such as police, fire, and public works, should work with industries to identify potential needs and hazards.

STRATEGY RM-1.4: PROMOTE SUSTAINABLE AGRICULTURAL PRACTICES

Action RM-1.4.1 Collaborate with the Muskogee (Creek) Nation's Division of Agriculture and Natural Resources (DANR) to advocate for sustainable farming practices. DANR oversees the Muskogee Nation's natural resources, manages agribusiness operations, and provides leadership training and personal development opportunities for Muskogee youth.

Action RM-1.4.2 Provide incentives for local farmers to participate in the Natural Resources Conservation Service's Environmental Quality Incentives Program (EQIP) to implement conservation practices that protect natural resources.

SUPERFUND SITE: FANSTEEL METALS/FMRI

The Superfund program is administered by the Environmental Protection Agency (EPA) to investigate and remediate areas that have been contaminated by hazardous substances, such as heavy metals, radioactive waste, or other hazards. These sites are typically former landfills, mines, manufacturing plants, etc.

The Fansteel Metals/FMRI site in Muskogee was used from 1956 to 1989 to extract tantalum and niobium metals, leading to contamination with radioactive materials and other hazardous substances. Due to financial issues, the site was closed in 1989 and faced challenges in decommissioning. Despite multiple assessments, it wasn't listed as a priority until 2023, when it was added to the National Priorities List. The Superfund Program will now oversee the investigation and cleanup of the site.



DESIGNING FOR RESILIENCE

Make resilience an integral component of design and maintenance for infrastructure.

Resilience, in the context of infrastructure, can refer to a number of factors including siting, design, and construction practices, among others. Muskogee can benefit from developing design standards and practices based on localized vulnerability assessments, community goals, and considerations integrated into a capital improvement plan.

The following strategies may assist in evaluating and sustaining Muskogee's infrastructure resilience:

STRATEGY LM-2.1: PERFORM VULNERABLE INFRASTRUCTURE ASSESSMENTS

Action RM-2.1.1 Utilize publicly available data sources. Utilizing publicly available data sources in tandem with tools like GIS can be a great way to assess the susceptibility of local infrastructure to threats such as flooding, heat, and tornadoes. Clearly identifying potential weaknesses can assist when establishing action plans for responses.

Action RM-2.1.2 Evaluate existing local infrastructure practices.

Thoroughly evaluate current infrastructure practices and how these may be improved through key interventions and minor adjustments to provide greater resilience to natural disaster and other threats.

STRATEGY LM-2.2: TIE RESILIENCE INTO THE CAPITAL IMPROVEMENT PLAN (CIP)

Action RM-2.2.1 Expand participation and awareness. Work to increase participation among City staff as well as outside agencies and stakeholders in the capital improvement plan development. Staff and stakeholders should be involved when assessing the scope, prioritization, and recommended projects for City funding.

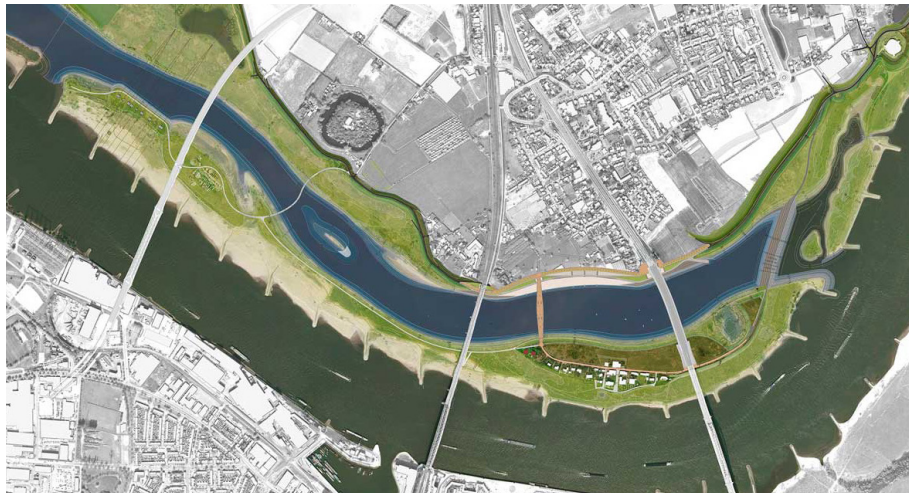
Action RM-2.2.2 Establish clear and meaningful ties between plans. Highlight clear ties between goals and priorities listed within other community plans and the stages included within the City's CIP. Emphasize the importance of these priority items and their associated funding.

Action RM-2.2.3 Prioritize CIP items based on long-term impact. When prioritizing competing projects in the CIP, consider the long-term value and impacts on environmentally vulnerable areas in the community. Projects that address resiliency in these areas should be given higher priority.

STRATEGY LM-2.3: INTEGRATE RESILIENCE INTO CITY CODES AND REGULATIONS

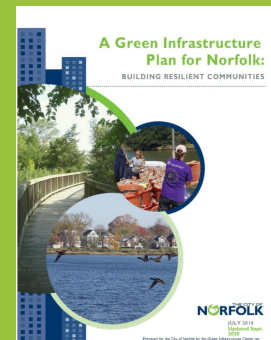
Action TM-2.3.1 Ensure existing codes and regulations are aligned with resilience goals. Review current codes and regulations as they relate directly or indirectly to public and private infrastructure to ensure there are no significant discrepancies present which may work against any established resilience goals.

Action TM-2.3.2 Establish regulatory mechanisms to support community buyouts. Develop regulatory mechanisms to support community buyouts of properties which have been identified as highly vulnerable or have historically experienced a high occurrence of negative impacts from natural disaster. Although these properties may not be suitable for residential or commercial use, these may be well utilized as public green space or park facilities.



According to the U.S. Chamber of Commerce, for every \$1 invested in resilience and disaster preparedness, \$13 is saved in economic impact, damage, and clean-up costs.

CASE STUDY GREEN INFRASTRUCTURE PLAN FOR NORFOLK



In 2018, the City of Norfolk, Virginia prepared a green infrastructure plan with the goal of advancing environmental outcomes, improving community health, and protecting the long-term functionality of critical infrastructure systems. The plan was developed to expand the city's existing system of green infrastructure and maximize the

array of benefits these facilities provide. This includes improved air and water quality, as well as reduced negative impacts caused by stormwater and flooding.

After an initial public engagement process and assessment of system conditions, the City developed a series of targeted strategies divided into the categories of air and water. The Plan weighed the benefits of green infrastructure and its associated lifecycle maintenance timeline in comparison with more traditional gray infrastructure to determine context appropriate solutions. Although gray infrastructure may offer a longer overall life expectancy, the flexibility, environmental benefits, and low initial cost of implementation associated with green infrastructure in many instances offered a more viable option.

FISCALLY EFFICIENT SERVICES

Improve the efficiency and sustainability of public services.

Utilities and public works are critical services for residents in the community, having an impact on public health, the environment, the local economy, and industries within Muskogee. The inherent challenges associated with providing and ensuring the functionality of this infrastructure are not always public facing, and may be confined to those having a direct role in their administration and day to day operations. These challenges have recently been amplified by aging infrastructure, trade worker shortages, regulatory hurdles, and a multitude of competing local priorities.

In light of modern challenges, one of the increasingly popular strategies for improving public service outcomes is focusing on the management, sustainability, and efficiency of operations. There are many tools available to communities to assist in elevating their performance, decision making, and efficiency of asset management.

Key strategies for Muskogee include:

STRATEGY RM-3.1: INCREASE COMMUNICATION AMONG KEY STAKEHOLDERS AND AGENCIES

Action RM-3.1.1 Ensure frequent and effective communication between utility providers and City departments. Consistently work towards improving communication and coordination between utility providers, City departments, and other stakeholders.

Action RM-3.1.2 Connect siloed data. It is common for individual agencies and departments to maintain datasets in relation to performance metrics, or other information which may not be readily accessible to other stakeholder groups. By increasing transparency all parties benefit from more informed decisions. Asset lifecycle management software may offer an effective tool for ensuring data sharing among a diverse set of groups.



Using an asset management program to clearly define inspection frequencies in systems such as storm drains and sewers can mitigate partial or full blockages, which exacerbate flooding issues during significant storm events.

STRATEGY RM-3.2: IMPLEMENT CONTINUAL IMPROVEMENT MANAGEMENT PRACTICES

Action RM-3.2.1 Establish improvement goals and action plans.

Conduct honest self appraisals through internal and external engagement to identify areas for improvement and use these to establish goals or improvement metrics. Once goals are clearly defined, timelines and responsibility can be assigned.

Action RM-3.2.2 Use the S.M.A.R.T. method for goal development.

Utilize S.M.A.R.T. principles in order to define near- and long-term improvement goals which are specific, measurable, assignable, realistic, and bound to a timeline for completion.

STRATEGY RM-3.3: MITIGATE THE HIGH COST OF DEFERRED MAINTENANCE

Action RM-3.3.1 Log maintenance activities. Diligently track and log all maintenance activities, along with assets, equipment, warranties, and the time to complete associated work requests. This can provide a clearer picture of total lifecycle cost and potential pitfalls to prioritize maintenance actions moving forward.

Action RM-3.3.2 Conduct an audit to prioritize work activities.

Auditing equipment failures, upcoming warranty expirations, and condition of assets, will allow decision makers to prioritize the necessary maintenance work based on items needing immediate action versus those which may be deferred at a lower risk threshold.

Action RM-3.3.3 Incorporate prioritized investment and maintenance items into an asset management plan. Developing a comprehensive asset management program which incorporates GPS located equipment and asset locations via GIS can connect work items to physical locations and allow consistent tracking of a many elements such as status, maintenance schedule, and other relevant information.



Using an Asset Management Framework can help the city evaluate priorities for funding and corrective measures like maintenance. This may include initial actions such as asset inventory and condition assessments to determine the likelihood and level of risk associated with failure in these systems.

GIS-BASED ASSET MANAGEMENT

Asset management, in the context of infrastructure, is a process which aims to improve the maintenance strategies of public infrastructures, promoting enhanced performance for each individual resource within a system. This can include factors such as **efficiency, durability, safety, functionality, and sustainability**.

Benefits of implementing GIS-based asset management can include:

- **Asset Tracking and Management**
- **Risk Management and Insurance**
- **Financial Planning and Reporting**
- **Compliance and Auditing**
- **Optimized Resource Allocation**
- **Enhanced Efficiency and Productivity**

Key strategies for effective asset management include the following:

STRATEGY RM-3.4: ASSET INVENTORY

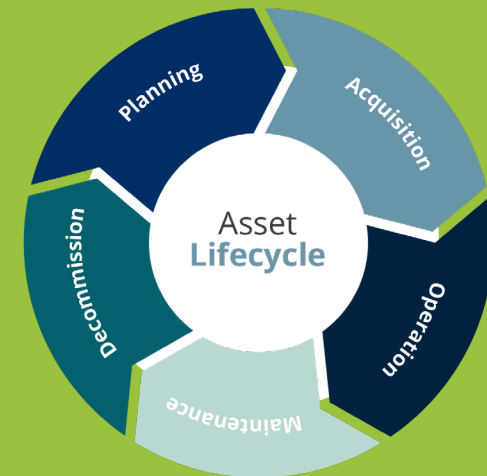
Action RM-3.4.1 Utilize a GIS-based asset management software to record fixed assets, document their locations, and record other valuable information such as warranties.

Action RM-3.4.2 Utilize a field survey. Field surveys can be performed at varying levels of spatial accuracy including mapping and survey grade.

Action RM-3.4.3 Leverage mobile data collection where beneficial to cover large areas quickly. Lidar scanning offers an effective option where precise measurements are necessary. For assets that do not require precise measurements, mobile photography may be acceptable.

ASSET LIFECYCLE

The asset life cycle refers to the process by which an asset is purchased, stored, used, and maintained over the course of its useful life. Asset lifecycle considerations can be prioritized and incorporated into a City's capital improvement plan based on a risk analysis, a strategy used to define the total cost of failure in respect to corrective action or repair.



STRATEGY RM-3.5: CONDITION ASSESSMENT

Action RM-3.5.1 Conduct a condition assessment to determine the health, performance, and overall condition of system assets. These conditions should be clearly defined and documented. Tools for condition assessments vary widely dependent upon application and can include closed-circuit television (CCTV), windshield surveys, Lidar, photogrammetric, artificial intelligence (AI), and satellite-based leak detection.

Action RM-3.5.2 Define a set schedule to revisit assets for condition assessment.

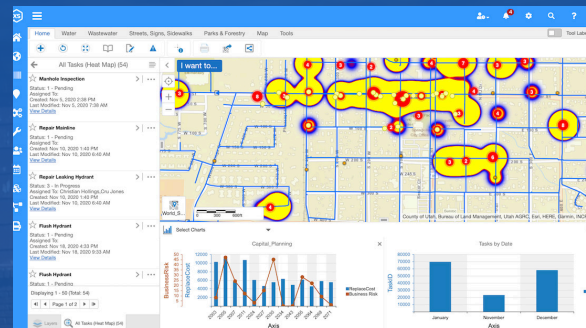


Pipe condition is typically assessed through the Pipeline Assessment and Certification Program (PACP) created by NASCO and rated on a scale from 1-5.

Action RM-3.5.3 Perform condition assessment updates when any rehabilitation or maintenance activities take place and thoroughly document maintenance factors, such as duration of repair, corrective action, and materials.

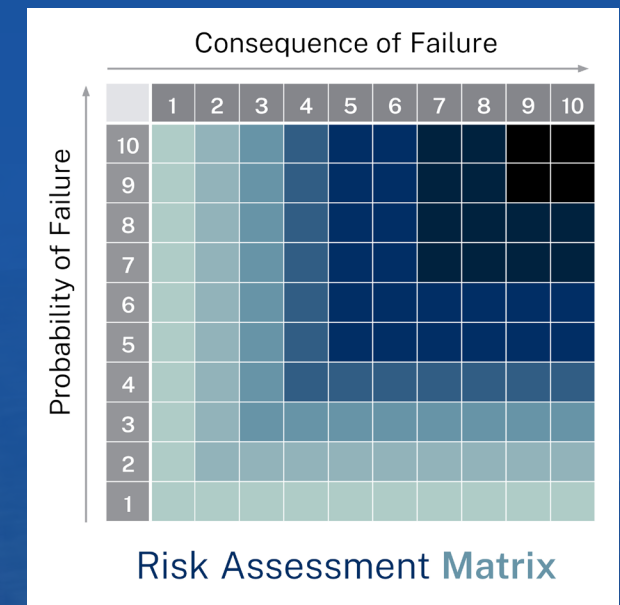
Action RM-3.5.4 Track both reactive and proactive maintenance by asset in a software system to quantify the number and cost of all work performed.

Action RM-3.5.4 Utilize asset maintenance history to inform the likelihood and probability of asset failure as part of risk analysis, as well as understand the true cost of maintenance.



A work tracking dashboard indicates various performance metrics and provides insight into problem areas or potential improvements.

Action RM-3.5.4 Conduct a risk analysis to determine the business risk of individual assets by understanding the likelihood and consequence of failure. This is often performed with a risk assessment matrix, pictured below.





6

IMPLEMENTATION

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POLICY PROGRAM

INTRODUCTION

The success of Muskogee 2045 will be measured by the implementation of the strategies and actions within. As Muskogee's principal visioning document, Muskogee 2045 will continually guide the City's policy, planning, regulatory, and budgetary decisions. It also serves as a coordinating document between the City and its partners, ensuring that resources are allocated to reflect shared goals and objectives. **The Muskogee 2045 Policy Program includes three components: Implementing Muskogee 2045, the Action Plan, and Benchmarking Success.**



IMPLEMENTING MUSKOGEE 2045

ROLES AND RESPONSIBILITIES

The City of Muskogee is responsible for administering the Muskogee 2045 Comprehensive Plan. As the primary plan administrator, the City will oversee daily activities, such as establishing priorities, coordinating implementation, monitoring progress, offering education, and making necessary amendments. Various partners, such as governmental agencies, civic organizations, service providers, trade groups, and social advocates will also play a vital role in the plan's strategies and actions.

CITY DEPARTMENTS

All City departments will participate in the implementation of Muskogee 2045 as detailed in the Action Plan. Principal oversight of Plan implementation and administration, however, will be led by the Community Development Department and the City Manager's Office.

The **Planning & Community Development Department** is responsible for developing and maintaining short and long-range plans for the city's physical development, monitoring trends, and formulating land use and community development policies. It should administer the land use controls, review subdivision plats and zoning applications, and recommend improvement consistent with Muskogee 2045.

The **City Manager's Office** will provide direction to the Community Development Department, but will also assist by ensuring that all other City departments are responsive to ongoing plan administration needs. The City Manager's Office will also ensure that the vision, guiding principles, and actions of Muskogee 2045 are considered in the decision-making processes by the Mayor and City Council.

CITY COUNCIL

The Mayor and City Council are the champions of Muskogee 2045 and will provide ongoing direction to City administration and Muskogee's boards, committees, and commissions. They will ensure that the vision, policies, and actions of Muskogee 2045 are incorporated into all decision-making processes, including budgeting, development review, strategic planning, and more.

PLANNING AND ZONING COMMISSION

Section 90-01-01 of the Muskogee Municipal Code grants **the Planning and Zoning Commission** the duty and power to prepare plans for the city's betterment as a place of residence or business, investigate development opportunities, and make recommendations to City departments. The commission reviews and recommends amendments to the zoning ordinance regulations, subdivision regulations, and district boundaries to the City Council. Additionally, the commission carries out city planning activities, recommends plans for future physical development and exercises powers and duties given to city planning agencies by federal, state, or local law.

ACTION PLAN

The action plan is organized around the Plan’s guiding principles, goals, and strategies. All strategies and action in the plan are designed to achieve measurable outcomes. The action plan identifies each action by type, lists whether or not the action is a high priority for the city, is assigned to a department for implementation responsibility, provides potential partners to implement the strategy, and identifies the time frame for which the action should be implemented.

THEME

The guiding principles of Advancing Muskogee, Thriving Muskogee, Livable Muskogee, and Resilient Muskogee categorize the vision for the city’s growth and development. Advancing Muskogee focuses on long-term planning and innovation, Thriving Muskogee emphasizes economic growth and sustainability, Livable Muskogee prioritizes quality of life and community well-being, and Resilient Muskogee highlights the importance of preserving and enhancing the natural environment

STRATEGIES AND ACTIONS

The strategies and actions in the table are concise versions of those identified throughout the Plan.

ACTION TYPE

Each action is categorized by an action type, which impacts how the strategy will be implemented and who is responsible. These action types include:

Investment: A new or adjusted capital or operational expense.

Study: A topic that requires further analysis or investigation to determine the most appropriate action.

Regulation: A City Council approved modification to the Muskogee Code of Ordinances.

Operations: A new or modified program, partnership, or staffing arrangement.

Policy: A new or modified process or policy.



A stained-glass window located in Downtown Muskogee showcases the architectural character of the city.

LEAD AGENCY

Although the Planning & Community Development Department led the development of the overall comprehensive plan, they are not the only implementing entity. Muskogee 2045 will primarily be implemented and administered by the City, but receive support from community organizations and stakeholders. This section assigns primary implementation responsibilities to different departments within the City.

PARTNERSHIPS

Multiple departments or entities may be involved in supporting the implementation of a particular strategy. This section lists partner agencies and organizations that can assist with the strategy's implementation, including outside stakeholders.

TIME FRAME

This identifies the time frame in which each strategy should be carried out. Factors that help determine the associated time frame include feasibility of implementation, anticipated cost of the action, and overall priority based on community input and staff recommendations.

Near-term: One to five years

Mid-term: Five to 10 years

Long-term: 10 or more years

Ongoing: Strategies that should be initiated throughout the planning period.

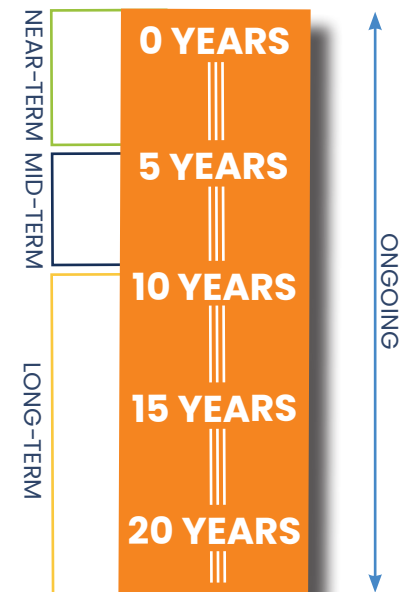
ABBREVIATIONS

Abbreviations are used where applicable in the action plan tables for conciseness.

Planning & Community Dev.: Planning and Community Development.

Historic Pres. Groups: Historic Preservation Groups

CMO: City Managers Office



ADVANCING MUSKOGEE ¹

ID	Action	Action Type	Lead Agency	Partnerships	Time Frame
Advancing Muskogee Theme 1. Intentional Development					
Strategy 1.1: Development Regulations					
AM-1.1.1	Complete a comprehensive code assessment.	Operations	Planning & Community Dev.	CMO ²	Near-term
AM-1.1.2	Prepare revised or new development code(s) to implement Muskogee 2045's Future Development Plan and Future Thoroughfare Plan.	Study	Planning & Community Dev.	CMO ² , Public Works, Public Safety	Near-term
AM-1.1.3	Educate the public of the intended land uses, development features, and zoning regulations for specific areas.	Operations	Planning & Community Dev.	CMO ² , Media Relations	Ongoing
AM-1.1.4	Consider implementing a form-based code.	Policy	Planning & Community Dev.	CMO ²	Near-term
Strategy 1.2: Infill Development					
AM-1.2.1	Encourage infill development.	Policy	Planning & Community Dev.	CMO ² , Economic Dev.	Ongoing
AM-1.2.2	Explore supporting the development of infill through incentive tools and policies.	Policy	Economic Dev.	CMO ² , Planning & Community Dev.	Ongoing
Strategy 1.3: Revitalization					
AM-1.3.1	Encourage the revitalization and reuse of underutilized properties.	Policy	Economic Dev.	CMO ² , Chamber of Commerce, Planning & Community Dev.	Mid-term
AM-1.3.2	Conduct a feasibility study on Arrowhead Mall.	Study	Economic Dev.	CMO ² , Chamber of Commerce, Planning & Community Dev., Main Street Muskogee	Mid-term
AM-1.3.3	Target public infrastructure investments in areas with high potential for redevelopment.	Regulation	Public Works	CMO ² , Planning & Community Dev.	Near-term
AM-1.3.4	Partner with local businesses and community organizations to identify potential uses for vacant properties.	Operations	Economic Dev.	Chamber of Commerce, Main Street Muskogee, Planning & Community Dev.	Ongoing
AM-1.3.5	Implement a streamlined permitting process for adaptive reuse projects.	Policy	Inspections Dept.	CMO ² , Public Works, Planning & Community Dev.	Near-term

1. Complete table legend located on pages 131 and 132.

2. CMO—City Manager's Office

Advancing Muskogee (continued) ¹

ID	Action	Action Type	Lead Agency	Partnerships	Time Frame
Strategy 1.4: Downtown Core					
AM-1.4.1	Promote Downtown Muskogee as the city's urban core.	Operation	Main Street Muskogee	Media Relations, Planning & Community Dev., Muskogee Foundation	Ongoing
AM-1.4.2	Use the recommendations outlined in the Muskogee Broadway District Master Plan.	Policy	Main Street Muskogee	Public Works	Near-term
AM-1.4.3	Limit barriers to businesses that want to enhance their storefronts.	Policy	Inspections Dept.	Public Works, Planning & Community Dev.	Near-term
AM-1.4.4	Encourage new developments to accommodate clear sidewalk and pedestrian-oriented amenities.	Policy	Planning & Community Dev.	Public Works	Ongoing
AM-1.4.5	Organize regular community events and markets in the downtown area.	Operations	Main Street Muskogee	Media Relations	Ongoing
Advancing Muskogee Theme 2. Strong Connectivity					
Strategy 2.1: Connections to Nodes of Activity					
AM-2.1.1	Develop street networks that provide connectivity within and between residential areas and supporting centers of activity.	Investment	Public Works	Planning & Community Dev.	Ongoing
AM-2.1.2	Establish minimum street connectivity requirements.	Policy	Public Works	Planning & Community Dev.	Near-term
AM-2.1.3	Discourage the construction of cul-de-sacs unless necessary.	Policy	Public Works	Planning & Community Dev.	Ongoing
AM-2.1.4	Amend municipal code and technical specification manuals.	Regulation	Public Works	Planning & Community Dev.	Near-term
Strategy 2.2: Block Sizes					
AM-2.2.1	Develop context-suitable block sizes.	Investment	Planning & Community Dev.	Public Works	Ongoing
AM-2.2.2	Avoid large gaps in connectivity.	Investment	Planning & Community Dev.	Public Works	Ongoing

1. Complete table legend located on pages 131 and 132.

Advancing Muskogee (continued) ¹

ID	Action	Action Type	Lead Agency	Partnerships	Time Frame
Strategy 2.3: Street Continuity					
AM-2.3.1	Encourage street continuity by integrating connectivity principles into both existing and future developments.	Policy	Public Works	Planning & Community Dev.	Ongoing
AM-2.3.2	Promote cross access easements and internal mobility.	Policy	Public Works	Planning & Community Dev.	Ongoing
AM-2.3.3	Capitalize on opportunities for pedestrian trail connections for new development.	Investment	Parks and Rec.	Public Works, Planning & Community Dev.	Ongoing
AM-2.3.4	Leverage infill development to fill gaps in continuity.	Policy	Public Works	CMO, Planning & Community Dev.	Ongoing
AM-2.3.5	Consider establishing an owner-assistance program to redesign excessive curb cuts.	Operations	Public Works	Planning & Community Dev.	Near-term
AM-2.3.6	Co-locate Trail-Oriented Development (TOD) in tandem with areas of high pedestrian activity.	Policy	Planning & Community Dev.	CMO, Public Works, Parks and Rec.	Ongoing
Strategy 2.4: Multi-Modal Transportation					
AM-2.4.1	Design streets that support a multitude of transportation needs.	Policy	Public Works	Planning & Community Dev., Street Committee	Ongoing
AM-2.4.2	Further integrate bicycle and pedestrian specific facility design recommendations into revised street design requirements.	Policy	Public Works	Planning & Community Dev., Street Committee	Near-term
AM-2.4.3	For traditional context areas, provide ample right-of-way for comfortable pedestrian travel.	Regulation	Public Works	Street Committee	Ongoing
AM-2.4.4	Promote shared access for new development and seize opportunities for consolidating excessive curb-cuts.	Policy	Public Works	Planning & Community Dev., Street Committee	Ongoing
Strategy 2.5: Context-Specific Streets					
AM-2.5.1	Implement livable streets principles.	Policy	Public Works	Planning & Community Dev.	Near-term
AM-2.5.2	Amend municipal street design requirements.	Regulation	Public Works	Planning & Community Dev., Street Committee	Near-term

1. Complete table legend located on pages 131 and 132.

2. CMO-City Manager's Office

Advancing Muskogee (continued) ¹

ID	Action	Action Type	Lead Agency	Partnerships	Time Frame
Strategy 2.6: Promote Street Safety					
AM-2.6.1	Design and retrofit streets in urban and suburban context areas to promote safe speeds.	Policy, Investment	Public Works	Public Works, Planning & Community Dev., Police, Street Committee	Mid-Term
AM-2.6.2	Utilize reduced travel lane widths to retrofit existing roadways.	Policy, Investment	Public Works	Planning & Community Dev., Street Committee	Ongoing
AM-2.6.3	Make context specific interventions.	Policy, Investment	Public Works	Planning & Community Dev., Street Committee	Ongoing
AM-2.6.4	Amend the Master Street Plan to require plantings.	Regulation	Planning & Community Dev.	Public Works, Street Committee	Near-term
Strategy 2.7: Integrate low-impact design (LID)					
AM-2.7.1	Promote the use of green infrastructure technologies.	Policy, Investment	Public Works	Planning & Community Dev.	On-going
AM-2.7.2	Consider green infrastructure design solutions in new development.	Policy	Public Works	Planning & Community Dev.	Ongoing
Strategy 2.8: Create active roadsides					
AM-2.8.1	Utilize active roadsides in urban areas.	Policy	Public Works	Planning & Community Dev.	Ongoing
AM-2.8.2	Leverage permitted City right-of-way encroachments.	Regulation	Public Works	Planning & Community Dev.	Ongoing
AM-2.8.3	Use pedestrian scale street lighting and street trees in urban areas to help define the public realm.	Policy	Planning & Community Dev.	Public Works	Near-term
AM-2.8.4	Leverage on-street parking facilities.	Policy	Planning & Community Dev.	Public Works, Main Street Muskogee	Ongoing
AM-2.8.5	Standardize amenities, like benches, planters, and trash receptacles, for the public realm in urban areas.	Policy, Investment	Planning & Community Dev.	Public Works, Main Street Muskogee	Near-term

1. Complete table legend located on pages 131 and 132.

Advancing Muskogee (continued)

ID	Action	Action Type	Lead Agency	Partnerships	Time Frame
Advancing Muskogee Theme 3. Great Public Places					
Strategy 3.1: Promote Public Gathering					
AM-3.1.1	Incorporate public civic space or other shared social spaces.	Policy	Planning & Community Dev.	CMO ² , Parks and Rec.	Ongoing
AM-3.1.2	Ensure accessibility of public spaces such as parks.	Policy	Planning & Community Dev.	CMO ² , Parks and Rec.	Ongoing
AM-3.1.3	Amend land development regulations to incorporate common areas, public amenities, or other privately owned social spaces into mixed-use, residential, and commercial spaces.	Regulation	Planning & Community Dev.	CMO ²	Near-term
AM-3.1.4	Include specifications and standard details for required public amenities.	Policy	Planning & Community Dev.	CMO ²	Near-term
Strategy 3.2: Lighting Spaces					
AM-3.2.1	Use lighting to keep spaces active at night.	Investment	Public Works	Planning & Community Dev.	Ongoing
AM-3.2.2	Ensure pedestrian scale lighting for pedestrian oriented environments.	Policy	Public Works	Planning & Community Dev.	Ongoing
AM-3.2.3	Increase lighting fixture spacing when moving from suburban into urban context areas.	Investment	Public Works	Planning & Community Dev.	Ongoing
AM-3.2.4	Use decorative lighting.	Investment	Public Works	Planning & Community Dev., Main Street Muskogee	Ongoing

1. Complete table legend located on pages 131 and 132.

2. CMO-City Manager's Office

Advancing Muskogee (continued) ¹

ID	Action	Action Type	Lead Agency	Partnerships	Time Frame
Strategy 3.3: Building Design					
AM-3.3.1	Implement code requirements for minimum opening percentages or transparency on building facades.	Regulation	Planning & Community Dev.	CMO ² , Inspections Dept.	Near-term
AM-3.3.2	Limit repetition in building facades.	Policy	Planning & Community Dev	CMO ² , Inspections Dept., Main Street Muskogee	Near-term
AM-3.3.3	Activate frontage zones for retail.	Regulation	Planning & Community Dev	Chamber of Commerce, Main Street Muskogee	Near-term
AM-3.3.4	Use short setbacks or build-to lines, front porches, balconies and other architectural elements to create interest.	Policy	Planning & Community Dev.	CMO ² , Main Street Muskogee	Ongoing
AM-3.3.5	Limit instances of front parking and strive to conceal areas in the rear of buildings.	Policy	Public Works	Planning & Community Dev.	Ongoing
Strategy 3.4: Public Art					
AM-3.4.1	Use public art, such as murals, to create interest on blank walls, parking garages, and other spaces.	Investment	Planning & Community Dev.	Muskogee Art Guild, Main Street Muskogee	Ongoing
AM-3.4.2	Work with organizations, such as the Muskogee Art Guild.	Operations	Planning & Community Dev.	Muskogee Art Guild, Main Street Muskogee	Ongoing
Strategy 3.5: Pilot Projects					
AM-3.5.1	Activate underutilized parking facilities.	Policy, Investment	Planning & Community Dev.	Main Street Muskogee, Parks and Rec.	Ongoing
AM-3.5.2	Consider using pilot projects to test potential streetscape improvements.	Investment	Planning & Community Dev.	CMO ² , Public Works	Ongoing

1. Complete table legend located on pages 131 and 132.

2. CMO-City Manager's Office

THRIVING MUSKOGEE ¹

ID	Action	Action Type	Lead Agency	Partnerships	Time Frame
Thriving Muskogee Theme 1. Economic Strength					
Strategy 1.1: Market Muskogee					
TM-1.1.1	Expand job attraction leveraging community assets.	Policy, Operations	Economic Dev.,	Port of Muskogee, Chamber of Commerce, Planning & Community Dev.	Ongoing
TM-1.1.2	Continue community development.	Investment	Planning & Community Dev.	Muskogee Foundation	Ongoing
TM-1.1.3	Revitalize aging commercial.	Regulation, Investment	Economic Dev.	Chamber of Commerce, Planning & Community Dev.	Mid-term
TM-1.1.4	Market Muskogee's unique assets.	Operations	Media Relations	Chamber of Commerce, Planning & Community Dev.	Near-term
TM-1.1.5	Expand emerging targeted industries.	Policy	Port of Muskogee	Planning & Community Dev., Chamber of Commerce, Economic Dev., Public Works	Ongoing
TM-1.1.6	Continue targeted recruitment efforts and retention activities for the Port of Muskogee.	Operations	Port of Muskogee	Economic Dev.	Ongoing
TM-1.1.7	Continue working relationships between the City of Muskogee, Muskogee County, Muskogee Foundation, Port of Muskogee, and the Muskogee Area Chamber of Commerce.	Operations	CMO ²	Planning & Community Dev., Chamber of Commerce, Muskogee Foundation, Port of Muskogee, Muskogee County	Ongoing
Strategy 1.2: Establish a Medical District					
TM-1.2.1	Establish a dedicated program to support the economic and social success of the city's medical district, including Saint Francis Hospital, Jack C. Montgomery VA Medical, and the surrounding areas.	Operations	Economic Dev.	Planning & Community Dev., CMO ² , Public Works, Chamber of Commerce, Hospitals	Long-term

1. Complete table legend located on pages 131 and 132.

2. CMO-City Manager's Office

Thriving Muskogee (continued) ¹

ID	Action	Action Type	Lead Agency	Partnerships	Time Frame
Thriving Muskogee Theme 2. Workforce Development					
Strategy 2.1: Enhance Public Transportation Offerings Servicing Muskogee's Workforce					
TM-2.1.1	Increase public transportation options offered throughout Muskogee.	Investment	Muskogee County Transit	Muskogee County Transit, Public Works, Planning & Community Dev.	Mid-term
TM-2.1.2	Ensure route alignment and availability with key employment centers.	Policy	Muskogee County Transit	Muskogee County Transit, Public Works, Planning & Community Dev.	Near-term
TM-2.1.3	Increase the service frequency for highly utilized routes.	Investment	Muskogee County Transit	Planning & Community Dev.	Mid-term
Strategy 2.2: Strengthen Collaborative Partnerships					
TM-2.2.1	Strengthen partnerships with key employers in the area.	Operations	Chamber of Commerce	Planning & Community Dev., Economic Dev.	Ongoing
TM-2.2.2	Further public partnerships with target sectors.	Policy	Chamber of Commerce	Planning & Community Dev., Economic Dev.	Ongoing
TM-2.2.3	Work to identify barriers for access to high paying career tracks and associated training within Muskogee.	Study	Economic Dev.	Planning & Community Dev., Chamber of Commerce, Muskogee Foundation	Near-term
Thriving Muskogee Theme 3. Redevelop the Core					
Strategy 3.1: Promoting Downtown as the Core					
TM-3.1.1	Position Downtown Muskogee as the vibrant, cultural, and economic heart of the community.	Policy	Planning & Community Dev., Economic Dev.	Main Street Muskogee	Ongoing
TM-3.1.2	Launch a comprehensive media campaign in partnership with Main Street Muskogee.	Investment, Operations	Media Relations	Main Street Muskogee, CMO ²	Near-term
TM-3.1.3	Establish formal boundaries for Downtown Muskogee.	Regulation	Planning & Community Dev.	City Manger's Office, Main Street Muskogee	Near-term
Strategy 3.2: Cultural Amenities					
TM-3.2.1	Capitalize on Downtown Muskogee's existing cultural assets.	Operations	Main Street Muskogee	Chamber of Commerce, Planning & Community Dev.	Ongoing

1. Complete table legend located on pages I31 and I32.

2. CMO–City Manager's Office

Thriving Muskogee (continued) ¹

ID	Action	Action Type	Lead Agency	Partnerships	Time Frame
TM-3.2.2	Develop a robust calendar of programming.	Operations	Main Street Muskogee	Parks and Rec., Media Relations	Ongoing
TM-3.2.3	Establish a downtown arts district featuring public art installations, pop-up galleries, and performance spaces.	Operations, Investment	Main Street Muskogee	Muskogee Art Guild, Main Street Muskogee., Planning & Community Dev.	Near-term
TM-3.2.4	Create incentives for creative businesses to establish themselves downtown.	Policy, Investment	Economic Dev.	Chamber of Commerce, Main Street Muskogee	Mid-term
TM-3.2.5	Leverage the Oklahoma Music Hall of Fame and other cultural landmarks to host regional festivals and attract heritage tourism.	Operations	Visit Muskogee	Oklahoma Music Hall of Fame, Main Street Muskogee	Ongoing
TM-3.2.6	Consider transforming the Arrowhead Mall area into a dynamic mixed-use development.	Study	Economic Dev.	Public Works, CMO ² , Planning & Community Dev.	Mid-term
TM-3.2.7	Continue creating cultural opportunities through city owned buildings.	Policy, Operations	Parks and Rec.	CMO ² , Civic Center, MLK Center	Ongoing
TM-3.2.8	Leverage opportunities for placemaking and trail-oriented development adjacent to Depot Green.	Investment	Parks and Rec.	Planning & Community Dev.	Near-term
Strategy 3.3: Walkability					
TM-3.3.1	Utilize short setbacks or build-to lines for building facades facing public streets or spaces.	Policy	Planning & Community Dev.	Public Works	Ongoing
TM-3.3.2	Improve pedestrian and bike infrastructure.	Investment	Public Works	Planning & Community Dev., Parks and Rec., Street Committee	Mid-term
TM-3.3.3	Implement the streetscape enhancement strategies within the Broadway District Master Plan.	Investment	Main Street Muskogee	Public Works, Muskogee Foundation	Ongoing
Strategy 3.4: Encourage Public-Private Partnerships					
TM-3.4.1	Partner with the City of Muskogee Foundation to align redevelopment projects with the Muskogee Forward Plan.	Operations	Economic Dev.	Muskogee Foundation, CMO ² , Planning & Community Dev.	Ongoing
TM-3.4.2	Establish a grant writer position.	Operations	Planning & Community Dev.	CMO ²	Near-term
TM-3.4.3	Create a Downtown Redevelopment Authority.	Policy	CMO ²	Planning & Community Dev., Main Street Muskogee	Mid-term

1. Complete table legend located on pages 131 and 132.

2. CMO-City Manager's Office

LIVABLE MUSKOGEE ¹

ID	Action	Action Type	Lead Agency	Partnerships	Time Frame
Livable Muskogee Theme 1. Affordable Housing					
Strategy 1.1: Address Missing Middle Housing					
LM-1.1.1	Tailor existing development codes and utilize zoning reform to allow greater flexibility.	Regulation	Planning & Community Dev.	CMO ²	Near-term
LM-1.1.2	Conduct targeted zoning reform.	Study	Planning & Community Dev.	Muskogee Housing Authority	Near-term
LM-1.1.3	Eliminate barriers in the development code to promote cost effective housing development.	Policy	Planning & Community Dev.	Muskogee Housing Authority	Ongoing
LM-1.1.4	Reduce/eliminate parking requirements where appropriate.	Regulation	Planning & Community Dev.	Public Works	Near-term
LM-1.1.5	Develop pre-approved plans to assist and expedite the development of missing middle housing.	Operations	Planning & Community Dev.	Public Works	Near-term
LM-1.1.6	Prioritize and fund programs that financially support missing middle housing development.	Investment	Muskogee Housing Authority	Planning & Community Dev.	Mid-term
Strategy 1.2: Focus on Infill Development					
LM-1.2.1	Use infill development to capitalize on existing proximity and availability of necessary infrastructure.	Policy	Planning & Community Dev.	Public Works, Economic Dev.	Ongoing
LM-1.2.2	Identify key areas for infill potential.	Study	Planning & Community Dev.	Chamber of Commerce, Economic Dev.	Near-term
LM-1.2.3	Reduce parking requirements in infill scenarios.	Regulation	Planning & Community Dev.	Public Works, Economic Dev.	Near-term
LM-1.2.4	Offer density bonuses for infill development in designated areas.	Policy	Planning & Community Dev.	CMO ² , Economic Dev.	Near-term
LM-1.2.5	Promote adaptive reuse of historic buildings for infill projects.	Policy	Planning & Community Dev.	Historic Pres. Groups, Economic Dev.	Ongoing
Strategy 1.3: Leverage Local, State, and Regional Partnerships					
LM-1.3.1	Create a task force or dedicated committee for housing.	Policy	Planning & Community Dev.	Muskogee Housing Authority, CMO ²	Near-term
LM-1.3.2	Work to establish partnerships with state and regional partners in Oklahoma.	Policy	Planning & Community Dev.	CMO ² , Economic Dev.	Ongoing

1. Complete table legend located on pages 131 and 132.

2. CMO–City Manager’s Office

Livable Muskogee (continued) ¹

ID	Action	Action Type	Lead Agency	Partnerships	Time Frame
Livable Muskogee Theme 2. Community Preservation					
Strategy 2.1: Pivot Towards a Strategic Code Enforcement Approach					
LM-2.1.1	Ensure equitable code enforcement.	Operations, Policy	Planning & Community Dev.	Muskogee Housing Authority	Ongoing
LM-2.1.2	Implement a GIS-based code enforcement management software.	Investment	Planning & Community Dev.	IT Department	Mid-term
LM-2.1.3	Make a departure from complaint-based code enforcement priorities.	Operations, Policy	Planning & Community Dev.	CMO ²	Near-term
LM-2.1.4	Focus on meaningful outcomes.	Operations, Policy	Planning & Community Dev.	CMO ²	Ongoing
LM-2.1.5	Increase community based education awareness and training.	Operations	Planning & Community Dev.	Neighborhood Associations, Media Relations	Ongoing
Strategy 2.2: Create a Land Banking Program					
LM-2.2.1	Establish a land bank commission.	Operations, Policy	Planning & Community Dev.	Muskogee Redevelopment Authority	Near-term
LM-2.2.2	Identify and catalog vacant, underutilized, or tax-delinquent properties.	Study, Operations	Planning & Community Dev.	CMO ²	Ongoing
LM-2.2.3	Develop policies to ensure fair land disposition strategies.	Policy	Planning & Community Dev.	-	Ongoing
LM-2.2.4	Implement a public engagement campaign to educate residents on land banking benefits.	Operations	Media Relations	Planning & Community Dev.	Near-term
Strategy 2.3: Encourage Neighborhood Development and Branding					
LM-2.3.1	Establish a program to register and recognize formal neighborhood organizations.	Operations	Planning & Community Dev.	CMO ²	Near-term
LM-2.3.2	Conduct a neighborhood branding study.	Study	Planning & Community Dev.	Media Relations	Mid-term
LM-2.3.3	Partner with local artists and businesses to integrate public art, murals, and district-specific events	Operations	Planning & Community Dev.	Local Artists/Businesses, Media Relations	Ongoing
LM-2.3.4	Leverage social media, city websites, and tourism platforms to promote branded neighborhoods.	Operations	Media Relations	Planning & Community Dev.	Ongoing

1. Complete table legend located on pages 131 and 132.

2. CMO-City Manager's Office

Livable Muskogee (continued) ¹

ID	Action	Action Type	Lead Agency	Partnerships	Time Frame
Strategy 2.4: Create a Strong Brand for Historic Muskogee					
LM-2.4.1	Integrate Muskogee's unique history into branding effort.	Operations	Visit Muskogee	Planning & Community Dev., Main Street Muskogee	Ongoing
LM-2.4.2	Enhance downtown as a destination by creating vibrant public spaces.	Investment	Planning & Community Dev.	Public Works, Parks and Recreation, Main Street Muskogee	Ongoing
LM-2.4.3	Implement a "Downtown Passport" program.	Operations	Visit Muskogee	Main Street Muskogee	Near-term
Strategy 2.5: Implement Placemaking in Historic Districts					
LM-2.5.1	Develop district-specific design guidelines to preserve architectural integrity.	Policy, Study	Planning & Community Dev.	Historic Pres. Groups, CMO ²	Mid-term
LM-2.5.2	Promote adaptive reuse of historic buildings.	Policy	Planning & Community Dev.	Historic Pres. Groups	Ongoing
LM-2.5.3	Launch a historic site interpretation program.	Operations, Investment	Planning & Community Dev.	Historic Pres. Groups, Visit Muskogee	Mid-term
Strategy 2.6: Create an Experience Economy					
LM-2.6.1	Host cultural and historical festivals that reflect Muskogee's diverse heritage.	Operations	Planning & Community Dev.	Chamber of Commerce, Main Street Muskogee, Parks and Recreation	Ongoing
LM-2.6.2	Develop heritage tourism packages.	Policy, Operations	Visit Muskogee	Main Street Muskogee, Historic Pres. Groups, Planning & Community Dev.	Mid-term
LM-2.6.3	Expand the Kendall Place and Founders Place clean-up events to include surrounding historic areas.	Operations	Historic Pres. Groups	Planning & Community Dev., A More Beautiful Muskogee	Ongoing
Livable Muskogee Theme 3. Healthy Communities					
Strategy 3.1: Continue Building Muskogee's Parks and Trails Network to Promote Safety and Accessibility					
LM-3.1.1	Develop a comprehensive Parks and Recreation Master Plan.	Study	Parks and Rec.	Planning & Community Dev., Public Works	Near-term

1. Complete table legend located on pages 131 and 132.

2. CMO-City Manager's Office

Livable Muskogee (continued)¹

ID	Action	Action Type	Lead Agency	Partnerships	Time Frame
LM-3.1.2	Adopt a parkland dedication ordinance.	Regulation	Parks and Rec.	Planning & Community Dev., Parks and Recreation, CMO ²	Near-term
LM-3.1.3	Explore adding an indoor recreation center at Hatbox Field.	Study	Parks and Rec.	Planning & Community Dev., Public Works	Mid-term
LM-3.1.4	Identify and develop new park spaces in underserved areas to meet the 10-minute walk goal.	Investment	Parks and Rec.	Planning & Community Dev., Public Works	Ongoing
LM-3.1.5	Expand Muskogee's trail network by implementing the Connect Muskogee Plan.	Policy/Investment	Parks and Rec.	Parks and Recreation, Public Works	Ongoing
LM-3.1.6	Pursue funding through Safe Routes to School, Transportation Alternatives, and other grants.	Operations	Public Works	ODOT	Near-term
LM-3.1.7	Improve safety in parks through Crime Prevention Through Environmental Design (CPTED) principles.	Investment, Operations	Parks and Rec.	Public Works, Planning & Community Dev., Police	Ongoing
Strategy 3.2: Improve Environmental Quality and Reduce Environmental Hazards					
LM-3.2.1	Enhance water quality by addressing drinking water quality violations.	Operations	Public Works	OKDEQ	Ongoing
LM-3.2.2	Consider replacing aging waterlines.	Investment	Public Works	Muskogee Foundation	Long-term
LM-3.2.3	Improve air quality by increasing tree canopy.	Policy	Parks and Recreation	A More Beautiful Muskogee, Muskogee Foundation	Ongoing
LM-3.2.4	Maintain and update FEMA-approved local multi-hazard mitigation plans.	Operations	Emergency Management	FEMA, State Agencies	Ongoing
Strategy 3.3: Expand Opportunities for Civic and Social Involvement					
LM-3.3.1	Organize regular community events.	Operations	Parks and Recreation	Main Street Muskogee, Planning & Community Dev.	Ongoing
LM-3.3.2	Create volunteer opportunities for community members.	Operations	Parks and Rec	A More Beautiful Muskogee	Ongoing
LM-3.3.3	Continue consistent recreation programming.	Operations	Parks and Recreation	-	Ongoing

1. Complete table legend located on pages 131 and 132.

2. CMO–City Manager’s Office

Livable Muskogee (continued) ¹

ID	Action	Action Type	Lead Agency	Partnerships	Time Frame
Strategy 3.4: Promote Access to Healthy Foods					
LM-3.4.1	Incentivize grocers to serve food deserts.	Regulation	Economic Dev.	CMO ²	Mid-term
LM-3.4.2	Expand the Muskogee community gardens program by offering grants or tax incentives for new garden projects in food deserts.	Policy	Parks and Recreation	Planning & Community Dev., Muskogee Foundation	Near-term
LM-3.4.3	Support local food systems by creating a “Farm-to-Muskogee” initiative connecting restaurants and food vendors with local farmers.	Operations	Muskogee Farmer’s Market	Local Farmers, Food Vendors	Near-term
Strategy 3.5: Promote Services for Underserved Populations					
LM-3.5.1	Continue increased outreach efforts to underserved populations.	Operations	Muskogee County Health Department	TSET Healthy Living Program	Ongoing
LM-3.5.2	Provide support those experiencing homelessness in Muskogee.	Policy	CMO ²	Gospel Rescue Mission	Ongoing
Strategy 3.6: Expand Access to Health Services and Promote Public Health Education and Awareness					
LM-3.6.1	Support the attraction of medical professionals.	Policy	Economic Dev.	Hospitals, Healthcare providers	Ongoing
LM-3.6.2	Promote accessible healthcare.	Policy	Muskogee County Health Department	Green County Behavioral Health, Healthcare providers	Ongoing
LM-3.6.3	Offer transportation assistance to healthcare facilities.	Operations	Muskogee County Transit	Muskogee County Health Department, Planning & Community Dev.	Near-term
LM-3.6.4	Partner with schools and community organizations to provide mental health services and outreach.	Operations	Muskogee County Health Department	Green County Behavioral Health, Schools	Ongoing

1. Complete table legend located on pages 131 and 132.

2. CMO-City Manager’s Office

RESILIENT MUSKOGEE ¹

ID	Action	Action Type	Lead Agency	Partnerships	Time Frame
Resilient Muskogee Theme 1. Preserving Natural Resources					
Strategy 1.1: Manage Natural Resources					
RM-1.1.1	Protect and manage water resources.	Policy	Public Works	Planning & Community Dev.	Ongoing
RM-1.1.2	Implement infrastructure improvements at Port Muskogee to mitigate future flooding events.	Investment	Public Works	Planning & Community Dev., Port of Muskogee	Long-term
RM-1.1.3	Incorporate water quality features into future flood management projects.	Policy	Public Works	Planning & Community Dev.	Ongoing
RM-1.1.4	Develop a comprehensive flood response plan.	Study	Emergency Management	FEMA, Planning & Community Dev.	Near-term
RM-1.1.5	Adopt a Tree Canopy Master Plan.	Study	Parks and Recreation	Public Works, Planning & Community Dev.	Mid-term
RM-1.1.6	Preserve existing natural areas.	Policy	Parks and Recreation	Planning & Community Dev., Public Works	Ongoing
Strategy 1.2: Reduce Waste					
RM-1.2.1	Survey residents about their interest in a community wide composting program.	Study, Operations	Public Works	Planning & Community Dev., A More Beautiful Muskogee	Near-term
RM-1.2.2	Assess the interest in a curbside recycling program.	Study, Operations	Public Works	Planning & Community Dev., A More Beautiful Muskogee	Long-term
RM-1.2.3	Launch a cigarette litter prevention program.	Investment, Operations	A More Beautiful Muskogee	Planning & Community Dev., Public Works	Near-term
Strategy 1.3: Reduce Negative Development Impacts					
RM-1.3.1	Encourage development to respect existing topography of the site.	Regulation	Planning & Community Dev.	Public Works	Ongoing
RM-1.3.2	Protect natural habitats and sensitive environmental areas.	Regulation	Public Works	OKDEQ	Ongoing

1. Complete table legend located on pages 131 and 132.

Resilient Muskogee (continued) ¹

ID	Action	Action Type	Lead Agency	Partnerships	Time Frame
RM-1.3.3	Require preservation of mature tree canopy within landscaping standards.	Regulation	Planning & Community Dev.	Public Works, Parks and Rec.	Ongoing
RM-1.3.4	Promote green infrastructure projects within private and public development.	Policy	Planning & Community Dev.	Public Works	Ongoing
RM-1.3.5	Create a low-impact development manual for architects, engineers, and developers.	Investment, Study	Planning & Community Dev.	Public Works, OKDEQ	Mid-term
RM-1.3.6	Encourage the planting of native plants throughout the city.	Policy, Regulation	Planning & Community Dev.	Parks and Recreation, A More Beautiful Muskogee	Ongoing
RM-1.3.7	Collaborate with state and federal agencies to expedite the cleanup of the Fansteel Metals Superfund site.	Policy	CMO ²	Public Works, Planning & Community Dev., OKDEQ	Long-term
RM-1.3.8	Establish a local task force to identify and assess other potentially environmentally sensitive sites within Muskogee.	Policy	CMO ²	Public Works, Planning & Community Dev.	Near-term
RM-1.3.9	Adapt city services, including public safety, to respond to incoming industries.	Policy	Public Works	Public Safety, Local Industries, Port Muskogee	Ongoing
Strategy 1.4: Promote Sustainable Agricultural Practices					
RM-1.4.1	Collaborate with the Muskogee (Creek) Nation's Division of Agriculture and Natural Resources (DANR) to advocate for sustainable farming practices.	Operations	OSU County Extension Office	Muskogee (Creek) Nation, Local Farmers	Ongoing
RM-1.4.2	Provide incentives for local farmers to participate in the Natural Resources Conservation Service's Environmental Quality Incentives Program (EQIP).	Policy	USDA	-	Mid-term

1. Complete table legend located on pages 131 and 132.

2. CMO-City Manager's Office

Resilient Muskogee (continued) ¹

ID	Action	Action Type	Lead Agency	Partnerships	Time Frame
Resilient Muskogee Theme 2. Designing for Resilience					
Strategy 2.1: Perform Vulnerable Infrastructure Assessments					
RM-2.1.1	Utilize publicly available data sources.	Operations	Emergency Management	State Agencies, Public Works	Ongoing
RM-2.1.2	Evaluate existing local infrastructure practices.	Study	Public Works	Planning & Community Dev.	Near-term
Strategy 2.2: Tie Resilience into the Capital Improvement Plan (CIP)					
RM-2.2.1	Expand participation and awareness.	Operations	CMO ²	Planning & Community Dev., Public Works	Ongoing
RM-2.2.2	Establish clear and meaningful ties between plans.	Policy, Operations	CMO ²	Planning & Community Dev., Public Works	Near-term
RM-2.2.3	Prioritize CIP items based on long-term impact.	Policy, Operations	CMO ²	Planning & Community Dev., Public Works	Ongoing
Strategy 2.3: Integrate Resilience into City Codes and Regulations					
RM-2.3.1	Ensure existing codes and regulations are aligned with resilience goals.	Regulation	Public Works,	Planning & Community Dev., Emergency Management	Ongoing
RM-2.3.2	Establish regulatory mechanisms to support community buyouts.	Policy, Regulation	Emergency Management	Planning & Community Dev., FEMA	Mid-term
Resilient Muskogee Theme 3. Fiscally Efficient Services					
Strategy 3.1: Increase Communication Among Key Stakeholders and Agencies					
RM-3.1.1	Ensure frequent and effective communication between utility providers and City departments.	Operations	CMO ²	Public Works	Ongoing
RM-3.1.2	Connect siloed data.	Operations	IT Department	Planning & Community Dev.	Near-term
Strategy 3.2: Implement Continual Improvement Management Practices					
RM-3.2.1	Establish improvement goals and action plans.	Policy	CMO ²	Public Works, Planning & Community Dev.	Ongoing

1. Complete table legend located on pages 131 and 132.

2. CMO-City Manager's Office

Resilient Muskogee (continued) ¹

ID	Action	Action Type	Lead Agency	Partnerships	Time Frame
RM-3.1.2	Use the S.M.A.R.T. method for goal development.	Operations	CMO ²	Public Works, Planning & Community Dev.	Ongoing
Strategy 3.3: Mitigate the High Cost of Deferred Maintenance					
RM-3.3.1	Log maintenance activities.	Operations	Public Works	IT Department	Ongoing
RM-3.3.2	Conduct an audit to prioritize work activities.	Study	Public Works	CMO ²	Near-term
RM-3.3.3	Incorporate prioritized investment and maintenance items into an asset management plan.	Policy, Study	CMO ²	Public Works, IT Department	Mid-term
Strategy 3.4: Asset Inventory					
RM-3.4.1	Utilize a GIS-based asset management software.	Operations	IT Department	Public Works	Mid-term
RM-3.4.2	Utilize a field survey.	Operations	Public Works	IT Department, Planning & Community Dev.	Mid-term
RM-3.4.3	Leverage mobile data collection where beneficial to cover large areas quickly.	Operations	Public Works	IT Department	Ongoing
Strategy 3.5: Condition Assessment					
RM-3.5.1	Conduct a condition assessment to determine the health, performance, and overall condition of system assets.	Study	Public Works	CMO ² , IT Department	Near-term
RM-3.5.2	Define a set schedule to revisit assets for condition assessment.	Policy	Public Works	IT Department	Ongoing
RM-3.5.3	Perform condition assessment updates when any rehabilitation or maintenance activities take place.	Operations	Public Works	IT Department	Ongoing
RM-3.5.4	Track both reactive and proactive maintenance by asset.	Operations	Public Works	IT Department	Ongoing
RM-3.5.5	Utilize asset maintenance history to inform the likelihood and probability of asset failure as part of risk analysis.	Policy	Public Works	CMO ² , IT Department	Ongoing
RM-3.5.6	Conduct a risk analysis to determine the business risk of individual assets.	Study	Public Works	IT Department	Near-term

1. Complete table legend located on pages 131 and 132.

BENCHMARKING SUCCESS

Establishing priorities and coordinating an approach for implementation can be challenging, however, there are a number of strategies the City can utilize for measuring success. These strategies can include identifying budget linkages, resource allocation strategies, and utilizing ongoing metrics and reporting to track progress. Identified goals should be clear, measurable, and compare actual performance against the agreed standards. Through regular review of progress, the City can maintain transparency, accountability, and ongoing public engagement.

MONITORING PROGRESS

A clear process should be established for monitoring the implementation process, including defining set intervals for ongoing interdepartmental staff review of project status. This may include a committee of both representatives from the identified lead agencies, as well as any related partnerships with stakeholders, either internal or external. Another effective method for communicating progress is in the form of an annual report, which discusses the status of implementation strategies and provides an overview of accomplishments in the previous year. The Planning & Community Development Department, along with the Planning and Zoning Commission, will typically take lead on developing and delivering this report to City Council.

PERFORMANCE METRICS

Tactics for effective performance metrics can include utilizing outcome-based measures, creating a centralized dashboard to track implementation, and leveraging visually engaging measures which can be shared with both internal stakeholders as well as the public. Establishing metrics to measure progress can increase buy in among stakeholders, and should be regularly assessed throughout the timeline. The Muskogee 2045 Performance Metric examples table on pages 152-154 provides a list of example indicators and measures which may be used when monitoring plan implementation. Other relevant indicators may be beneficial in addition to those highlighted here.

PERFORMANCE METRICS

Theme	Indicator	Measure	Responsibility ¹
Advancing Muskogee			
Intentional Development	Development regulations	Completion of new and revised development codes	Planning & Community Dev.
Intentional Development	Form-based district	Decrease in use of PUDs in favor of form-based districts	Planning & Community Dev.
Strong Connectivity	Interconnectivity	Increase in the number of connections between roadways with new developments	Planning & Community Dev.
Strong Connectivity	Multimodal Transportation	Expansion of multimodal facilities throughout the city	Public Works
Great Public Spaces	Gathering Spaces	Increase in the amount (area) of spaces available for public gathering	Planning & Community Dev.
Great Public Spaces	Quality of Spaces	Increase in the amount of amenities provided in public spaces including lighting and public art	Planning & Community Dev.
Great Public Spaces	Pilot Projects	Increase in the number of pilot projects developed	Planning & Community Dev.
Thriving Muskogee			
Economic Strength	Job Attraction	Expansion of job attraction initiatives and increase in employment rate	Planning & Community Dev.
Economic Strength	Emerging Industries	Expansion of number of targeted emerging industries	Planning & Community Dev.
Workforce Development	Transit Access	Expansion and enhancement of transit services	Planning & Community Dev.
Workforce Development	Local Workforce	Increase in the number of workforce training programs	Planning & Community Dev.
Redevelop the Core	Downtown Businesses	Increase in the number of businesses in Downtown	Planning & Community Dev.
Redevelop the Core	Mixed-Use Development	Increase in the number of mixed-use developments	Planning & Community Dev.

1. Entity/department responsible for tracking and maintaining the data.

Performance Metrics (continued)

Theme	Indicator	Measure	Responsibility ¹
Livable Muskogee			
Affordable Housing	Affordable Housing Availability	Increase availability of affordable housing units and missing middle housing types	Planning & Community Dev.
Affordable Housing	Housing Cost Burdened Status	Reduction in percent of residents who spend more than 30 percent of their household income on housing	Planning & Community Dev.
Community Preservation	Historic Preservation	Increase in the number of historic preservation initiatives	Planning & Community Dev.
Community Preservation	Code Enforcement	Increase in number of code enforcement cases resolved	Planning & Community Dev.
Healthy Communities	Programming and Events	Increase in participation in civic and social programming	Planning & Community Dev.
Healthy Communities	Park Access	Expansion of parks and trails within a 10-minute walk	Parks and Recreation
Healthy Communities	Accessible Healthcare	Increase in health care access points and community health outreach programs	Planning & Community Dev.
Healthy Communities	Healthy Food Access	Reduction in food deserts through grocery incentives	Planning & Community Dev.
Resilient Muskogee			
Preserving Natural Resources	Water Quality	Improve the quality of drinking water	Public Works
Preserving Natural Resources	Waste Management	Increase in number of residents who recycle or compost	Public Works
Preserving Natural Resources	Tree Canopy	Increase in tree canopy	Planning & Community Dev.
Preserving Natural Resources	Pollution	Decrease in pollution levels for water and air	Public Works

1. Entity/department responsible for tracking and maintaining the data.

Performance Metrics (continued)

Theme	Indicator	Measure	Responsibility ¹
Designing for Resilience	Green Infrastructure	Increase in the number of projects utilizing green infrastructure	Public Works
Designing for Resilience	Vulnerability Assessments	Completion of an infrastructure vulnerability assessment	Planning & Community Dev.
Designing for Resilience	City Services	Updated city services policies to reflect new industries and development	Planning & Community Dev.
Fiscally Efficient Services	Maintenance Cost	Reduction in deferred maintenance costs	Public Works
Fiscally Efficient Services	Infrastructure Asset Tracking	Improvement in infrastructure asset tracking	Public Works

1. Entity/department responsible for tracking and maintaining the data.

REPORTING AND AMENDING

The Planning and Zoning Commission will present their report to the Mayor and City Council before the annual budget development process begins. This ensures that the report's findings and recommendations can be considered during the City's capital and operating budget planning.

AMENDING THE PLAN

Amendments to Muskogee 2045 may be proposed by the Mayor and City Council at any time. Often, however, potential plan amendments are minor in nature – not affecting the intent of the plan – and can be identified and recommended by City staff. To provide predictability, most plan amendments should occur in conjunction with one of two processes:

General Plan Amendments: Most amendments to Muskogee 2045 should be scheduled and initiated as a group on an annual basis following submittal of an annual Planning and Zoning Commission's report to the Mayor and City Council. General plan amendments may address any component of the plan, including the Future Development Program and Future Thoroughfare Program.

Future Development Map Amendments: The City may also develop a procedure to consider concurrent amendments to the Future Development Map in conjunction with a development application and staff report. Such a process can include additional application requirements, such as developer/neighborhood meetings and cost-benefit analyses, and can create a greater level of public transparency.

ANNUAL PROGRESS REPORT

The implementation action plan outlined earlier includes a mix of ongoing, short, medium, and long-term actions. As these initiatives are completed, it's essential to revise the action plan to guide budgeting and work program efforts or the upcoming years. Therefore, the action plan should be reviewed and updated annually, along with any changes to the Future Development Map. Throughout the year, staff and the Planning Commission should identify potential amendments to the plan. These successes and amendments should be compiled into an annual progress report, then be collectively presented for approval by the Planning and Zoning Commission and City Council on an annual basis.

CAPITAL IMPROVEMENT PROGRAM

A capital improvement program is a multi-year program that identifies upcoming infrastructure projects for prioritization and funding. Projects include streets and sidewalks; water, wastewater and drainage facilities; parks, open space, trails, and recreation facility construction and upgrades; and the purchase of major equipment. Identifying and budgeting for major capital improvements is an important component of plan implementation. Decisions regarding the prioritization of proposed capital improvements should take into account the policy and management directives of this plan to ensure alignment between the two.

FIVE YEAR UPDATE

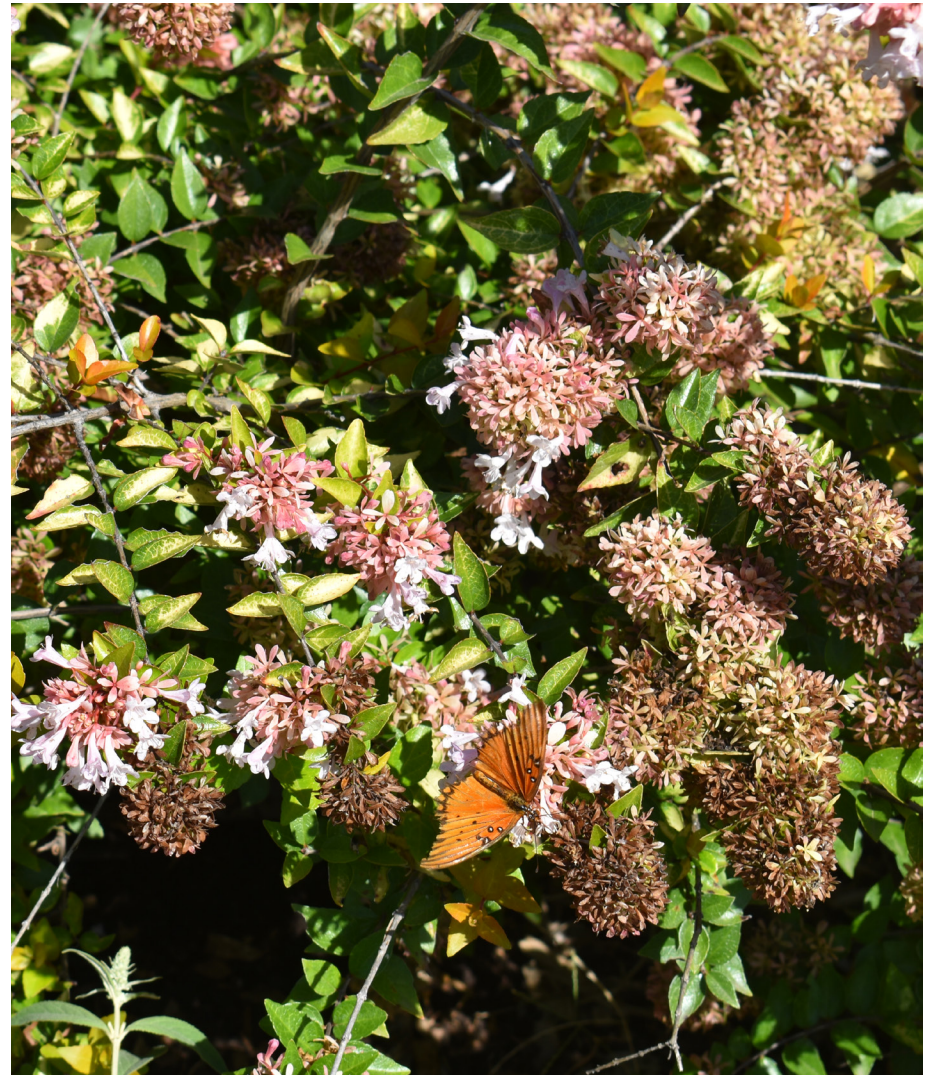
Every five years, a comprehensive update should be conducted to review the existing plan, incorporate new growth trends, and assess whether the action plan strategies remain relevant and necessary to achieve the community vision. While this update does not constitute a completely new comprehensive plan, it should include the following elements:

- A summary of plan amendments and accomplishments since the initial adoption.
- A discussion of changes in demographics, physical boundaries, or other factors affecting community development.
- Updates to the Future Development Map.

A re-evaluation of the implementation action plan based on current circumstances.

TEN-YEAR UPDATE

Every 10 years, a completely new comprehensive plan should be developed, covering approximately a 20-year planning horizon. This full plan update should include a community visioning process, public engagement, analysis of issues and trends, growth forecasts, future land use maps, and an implementation action plan. During the development of the new plan, existing implementation actions should be assessed to determine if they are still necessary to include in the updated plan.



A cluster of native flowers at Honor Heights Park near The Papilion, which is the only butterfly house in Oklahoma.

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HOME COMING PARADE OCT 11 12 PM
PARANORMAL INVESTIGATORS OCT 19
ROCKY HORROR PICTURE SHOW OCT 25 26 31

ROXY SHORT FILM FESTIVAL SEP 28
ROXY COME DY NIGHT SEP 27 8PM