

# Envision Woodward

City of Woodward, OK Comprehensive Plan



June 2014

BLANK

Plan Prepared By:



Gray Planning Services  
*grayplanning.com*



Partners for Place  
*partnersforplace.com*

BLANK

# Executive Summary

## Table of Contents

<b>Introduction</b>	<b>4</b>	<b>2   Woodward Tomorrow</b>	<b>14</b>
Planning Process	5	Our Vision for the Future	15
<b>1   Woodward Today</b>	<b>6</b>	Our Values for Guiding Growth	16
Woodward’s Report of Accomplishments	7	Elements of Community	17
Woodward Existing Conditions	8	Framework	18
		Transportation	18
		Infrastructure + Community Services	22
		Natural Networks	24
		Built Environment	28
		Future Land Use + Neighborhoods	28
		Housing + Redevelopment	50
		Character	52
		Local Economy	52
		Cultural Resources	54

<b>3   Moving Forward</b>	<b>56</b>
Plan Review and Update	56
Short Term Work Program	56
<b>4   Appendices</b>	<b>66</b>

**How to Use This Plan**

This plan is a policy guide. It contains our Vision for the future of Woodward and specific steps to get us there. These steps or strategies are based on values and planning principles that foster sustainable growth and enhance community character in order to create a great future for Woodward.

The plan is divided into 3 Chapters with supporting appendices.

**1 Woodward Today**

Establishes a benchmark of information on Woodward’s existing conditions and includes identification of issues and opportunities. These issues and opportunities are the basis of strategies included in subsequent chapters.

**2 Woodward Tomorrow**

Describes the Woodward we want to be and outlines the goals and strategies to guide community and development decision making. The chapter is presented in a three-part planning framework based on elements of community.

**3 Moving Forward**

Is the implementation strategy to become a Great Woodward. The Short Term Work Plan included in this chapter lists priority action steps, responsible parties, and potential funding sources.

## Introduction

*“Greatness is not a function of circumstance. Greatness, it turns out, is largely a matter of conscious choice, and discipline.” ~ Jim Collins*

### Making Woodward Great

This quote from Jim Collins best sums up the EnvisionWoodward plan and planning process. Greatness – great communities – do not just happen. It takes hard work, perseverance, bravery, and consistency in vision and dreams. Woodward has a tradition of dreaming big, of setting lofty goals – and reaching them. Crystal Beach Park and the Conference Center are just two examples. Realization of these goals and others has propelled Woodward from a being good community - to being a great community. But the work is not done. In the book “Good to Great and the Social Sectors”, author Jim Collins reminds readers:

“No matter how much you have achieved, you will always be merely good relative to what you can become. Greatness is an inherently dynamic process, not an end point. The moment you think of yourself as great, your slide toward mediocrity will have already begun.”

Recognizing this, the City initiated this Comprehensive Plan to ensure that the community remains on the path to greatness. To ensure that each achievement, every completed project, and every new policy is a step towards becoming, and remaining, an ever greater place to live and do business.

### Elements of a Great Woodward

- |            |  |   |
|------------|--|---|
| <h1>1</h1> | <p>The destination for healthcare in the tri-state area. All medical needs and services are available and the community is known for its excellent care.</p>   |    |
| <h1>2</h1> | <p>Leading the state and tri-state region in innovation and technology.</p>  |    |
| <h1>3</h1> | <p>Educational hub for the tri-state region. Northwestern Oklahoma State University and High Plains Technology Center expand offerings and infrastructure. Partnerships have been forged to provide world-class education opportunities.</p> |   |
| <h1>4</h1> | <p>The regional and statewide destination for arts and culture. Performing and visual arts</p>   |  |
| <h1>5</h1> | <p>Offering recreation and outdoor adventure opportunities that are sought nationally.</p>   |  |

## Planning Process

EnvisionWoodward was developed over a 15-month period in a collaborative fashion, with input from the city, a wide spectrum of stakeholders, and the overall community with guidance from the consultant team. The process included the following:

### City Staff

Key City Staff were involved throughout the planning process. Staff provided data that informed plan content, offered feedback on key issues and opportunities, as well as arranging logistics for the team.

### Steering Committee

The Steering Committee provided project leadership and guidance throughout the planning process. The group included representatives from the civic and business communities, economic development, arts and culture, XXX. A complete list of members can be found in the appendix of this document. A working group, the Steering Committee's primary responsibilities were to help draft a vision for future of Woodward; analyze, prioritize and balance community issues; and inform the Future Land Use map and Short Term Work Plan. The Steering Committee met X times over the course of the project.

### Technical Advisory Committee (TAC)

The TAC is an advisory group comprised of city staff namely, department heads. A complete list of members can be found in the appendix of this document. This committee was a working committee with the major task of providing background support and context to the planning

process and providing technical support to the Steering Committee and project team. Input from the TAC was critical in the development and prioritization of implementation measures. The TAC met X times over the course of the project.

### Community Outreach

The following outreach mechanisms were used to engage the community as a whole.

#### Online Engagement

[www.envisionwoodward.com](http://www.envisionwoodward.com)

The EnvisionWoodward website was a forum for engaging community stakeholders through online surveys, questions and interactive maps as well as posting meeting announcements, agendas and minutes. In addition to the website, an EnvisionWoodward Facebook page was used to reach community members.

#### Community Town Hall

A Town Hall Meeting was held August 6, 2013, at 6:00 p.m., in the Pioneer Room located at 1218 9th Street, Woodward, Oklahoma. The purpose of the meeting was to introduce the Woodward Comprehensive Plan process to the community and solicit feedback. In addition to introducing the plan and process, the Town Hall was designed as a work session to solicit feedback from the community. Work session topics were land use, transportation and circulation, and community facilities and services. Three breakout sessions were conducted with stakeholder attendees participating in each.

### Community Conversations

In order to reach all sectors of the community, Community Conversations were held with a variety of organizations and groups in Woodward. Conversations with these groups included discussion of topics and needs specific to these groups as well as community issues at large. These groups included:

- High Plains Technology Center
- Main Street Woodward
- Woodward Industrial Foundation
- Woodward Chamber of Commerce
- Woodward Regional Hospital
- CF Industries

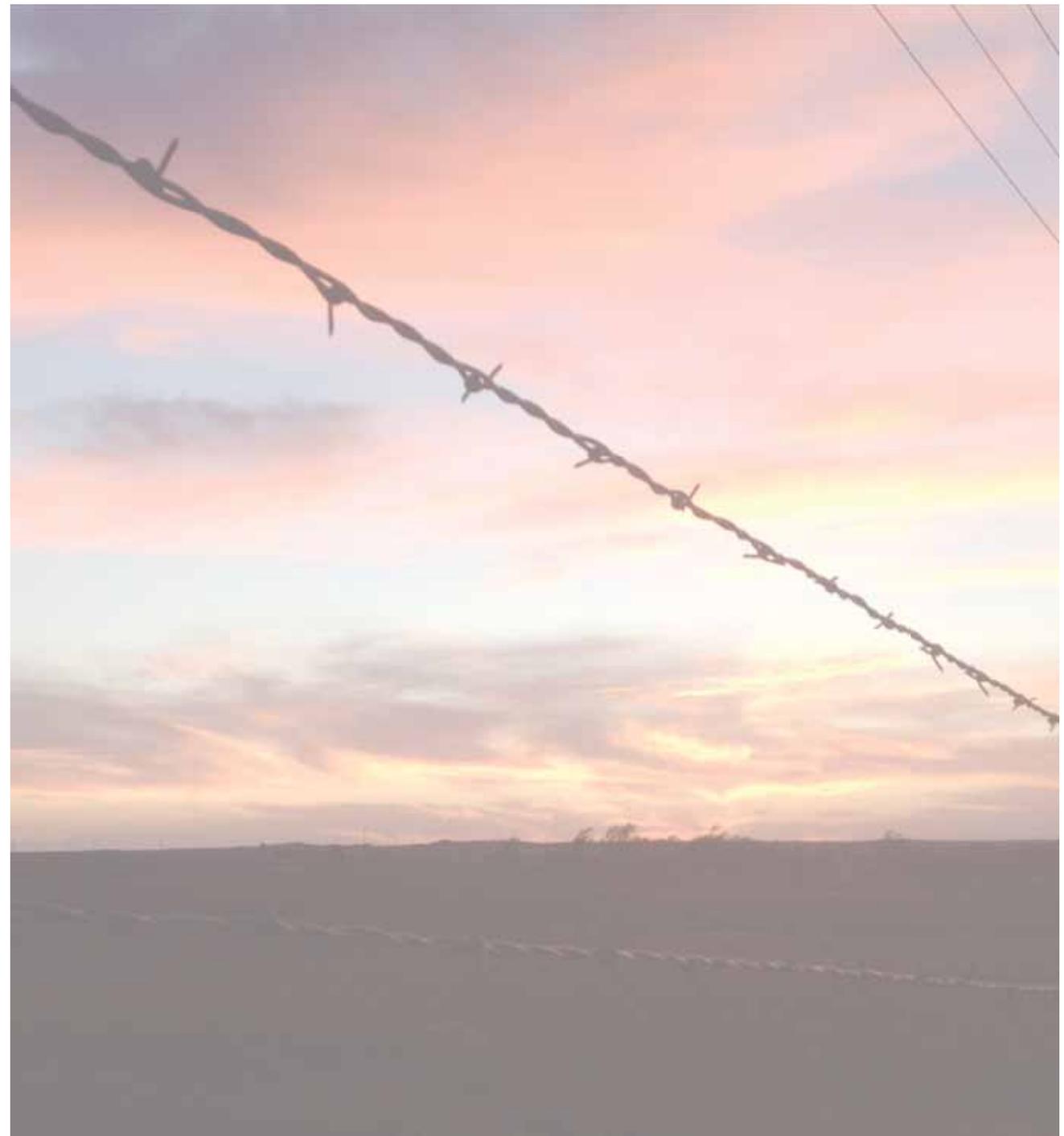
### Official Review and Adoption

Multiple work sessions were held with a joint roundtable of Woodward City Council and Woodward County Planning Commission members. Because the plan addresses not just the city of Woodward, but also the 3-mile cooperative boundary outside immediate city jurisdiction, providing updates and soliciting feedback from this group was of the utmost importance. Additionally, Woodward's City Council adopts the plan as a policy document to guide community and land use decisions.

The plan was adopted on X DATE.

**In This Chapter:**

Report of Accomplishments  
Existing Conditions Summary



## Woodward's Report of Accomplishments

Woodward is charting a course to greatness. Over the last decade, great strides have been made to improve quality of life, level of services, safety and education within the community. This Comprehensive Plan builds on those achievements and momentum, taking Woodward forward for the next decade and beyond.



### BEAUTIFICATION

- + Main Street Streetscape - \$1.3m  
Entryways and welcome signage
- + Infrastructure: In last 7 years, added \$8.5m in water/sewer improvements
- + Industrial Park: Added water and sewer in areas that were previously not served and, therefore, undeveloped
- + Major upgrade to telemetry on all wells
- + New water wells
- + Ran water and sewer to south side of town for residential development
- + Drainage and Stormwater improvements



### TRANSPORTATION

- + In last 7 years, \$2.4m in streets improvements
- + Added and improved signalization
- + Walking trail
- + Improved quality of roads
- + 34th Street project: \$5.5m plus \$1m from ODOT  
\*First mile of 34th more important than second mile



### ECONOMIC DEVELOPMENT

- + Siemens Project: \$1m in ARRA and \$1m Dept of Commerce to complete build out
- + Movie theater: First sales tax project - \$875,000
- + Tractor Supply: sales tax rebate project
- + Conference Center: \$7m  
RoI: In 2012 generated \$710,000 in hotel revenues and facility rentals



### AIRPORT

- + Re-opening of crosswind runway
- + Improvements to existing runway / taxiway
- + Addition of safety grade area  
\*Undertake an airport project approximately every year
- + Airport offers overnight freight service, working towards offering charter service



### PARKS AND RECREATION

- + \$30m Crystal Beach Park: water park, rodeo arena, ball fields, softball quads under construction, mini golf opened 2009, began construction softball quads 2013  
RoI: CBP generated \$1,755,300 in 2012; 100,000 people visit annually; events at CBP generate 5656 hotel nights
- + Added irrigation at Crystal Beach Park golf course  
Redevelopment of Boiling Springs course - \$800,000



### EDUCATION

- + NWOSU: City assisted with opening a campus by providing necessary infrastructure
- + Early Childhood Center  
Improvements and expansions at High Plains Technology Center



### CEMETERY

- + Made improvements at cemetery and opened more area



### MUNICIPAL OPERATIONS

- + Improved quality and reliability of vehicle and equipment fleet
- + Improved and enhanced IT



### PUBLIC SAFETY

- + New fire station: \$7.5m  
8 pull through bays  
+/- 30,000 square feet
- + Provide 911 coordination for 3 counties
- + \*\*Police station next major project  
BGM: why not a public safety center?

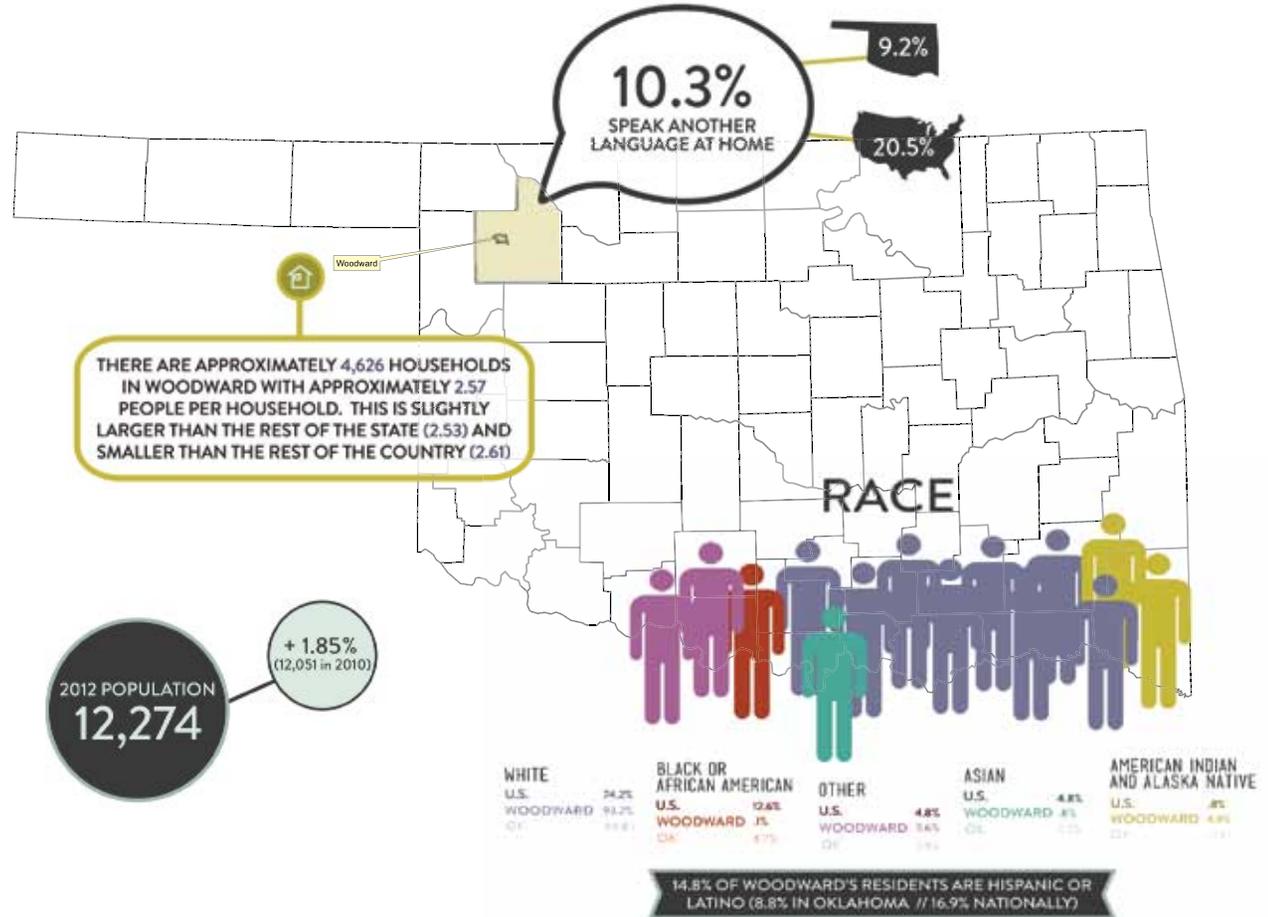
## Woodward Existing Conditions

The purpose of the Existing Conditions Analysis, of the Woodward Comprehensive planning process is to answer the question of who, where and what we are. More specifically, this assessment evaluates the region’s physical landscape and socioeconomic trends to identify factors that affect Woodward today and into the future. The Existing Conditions Analysis establishes a benchmark of information on Woodward’s existing conditions and includes identification of issues and opportunities. The ultimate goal is to develop a strategy for addressing any critical gaps. To that end, this assessment provides the basis for plan goals and objectives, serves as a springboard for land development alternatives, and sets the stage for implementation of the Comprehensive Plan.

Too often we assess cities based on input variable - arrest made, reports taken, cases closed, budget met - rather than on the output variable of reducing crime.

“A great organization is one that delivers superior performance and makes a distinctive impact over a long period of time. For a business, financial returns are a perfectly legitimate measure of performance. For a social sector organization, however, performance must be assessed relative to mission, not financial returns. In the social sectors, the critical question is not “How much money do we make per dollar of invested capital?” but rather, “How effectively do we deliver on our mission and make a distinctive impact, relative to our resources?”

*The following is a summary of findings. Complete data and analyses are included as appendices to this Plan.*



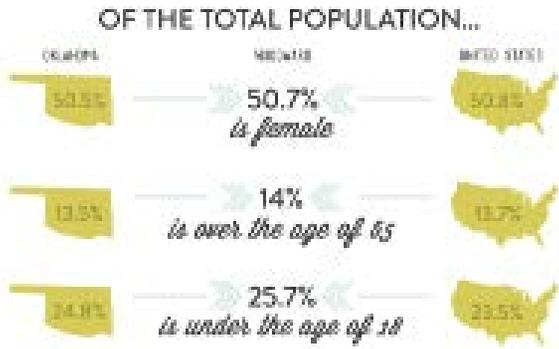
## Context

Woodward rests on the Eastern edge of the Southern plains in the geographic region known as the Gypsum Hills. Before statehood, it lay in the western portion of the Cherokee Outlet. After Oklahoma was granted statehood, Woodward became the county seat of Woodward County and steadily became the major retail, industrial and government center for Northwestern Oklahoma.

The City of Woodward has 13.2 square miles in land area and a 2012 population of 12,274. Woodward County has a 2012 population of 20,548.

Between 2010 and 2012, the City population grew at a rate of just over 1% while the county grew 2.3% making Woodward County the 12th fastest growing county in Oklahoma.

The average number of persons per household is 2.45 compared to 2.52 statewide.



## Employment and Income

In 2012, Woodward County had an unemployment rate of 2.8% (72 out of 77 counties). Only Beckham, Dewey, Beaver, Roger Mills, and Ellis had lower unemployment rates. In 2012 in Woodward County, mining was the largest of 20 major employment sectors with an average wage per job of \$69,311. In Woodward County, per capita income (adjusted for inflation) grew by 45.5% between 2000 and 2011.



Between 2007 and 2011 the per capita income for the City was \$24,533 compared to \$23,770 statewide. The median household income for that same time period was \$50,028 compared to \$44,287 statewide.

The 2011 poverty rate in Woodward County was 13.7% ranking 65 out of 77 counties.

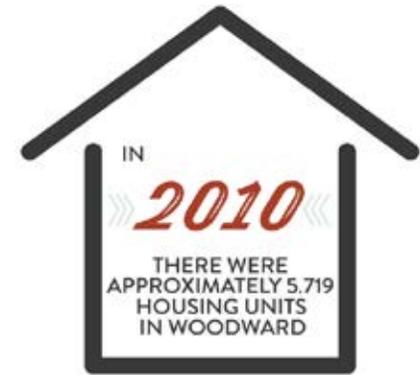
## Housing

According to the 2011 American Community Survey there were 5,607 total housing units in the City of Woodward and 8,838 total housing units in Woodward County.

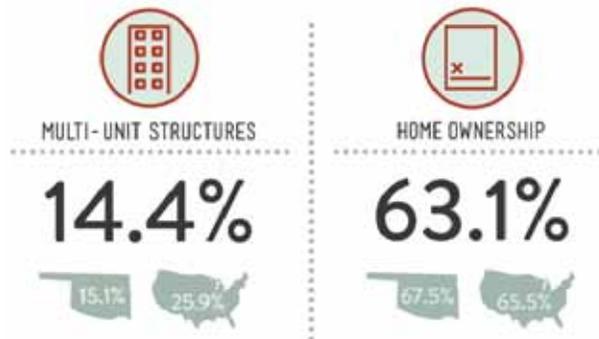
Occupancy rates in the city are estimated at 86.2%, compared to 85.8% in the county, and 86.5% in the state. Of occupied structures:

- City, 63.4% are owner-occupied while 36.6% are renter-occupied.
- County: 61.6% owner occupied / 24.3% renter.
- State 67.8% owner occupied / 32.3% renter.

The following table was created using data available from the US Census, American Community Survey. The data will be updated with permit data from the City of Woodward. In order to create an accurate picture of housing conditions, trends, and forecast it is strongly recommended that the City pursue a Housing Market Analysis.

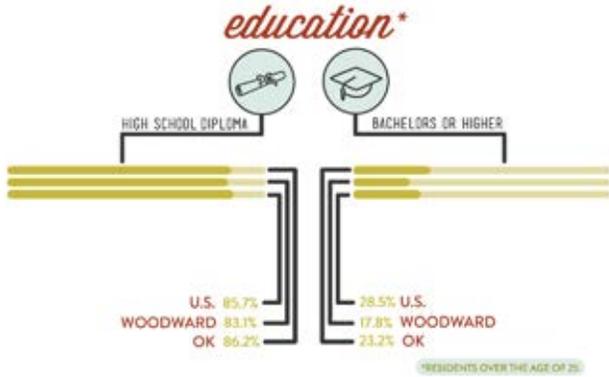


Year	Number of Structures	% of Total Housing Units	% Built in Oklahoma
2005 or later	181	3.2	5.3
2000-2004	26	0.5	7.2
1990-1999	363	6.5	11.7
1980-1989	695	12.4	15.9
1970-1979	1507	26.9	20.6
1960-1969	967	17.2	12.7
1950-1959	697	12.4	11.5
1940-1949	732	13.1	6.1
1939 or earlier	439	7.8	8.9



## Education

Of the population over 25 living in the City of Woodward (7,790 people) 82.9% are high school graduates or higher and 16.8% have a Bachelor's or higher. In Woodward County that same population includes 84.3% high school graduates or higher and 17.5% have Bachelor's degree or higher while statewide 85.9% are high school graduates or higher and 23% have Bachelor's or higher. These numbers rank Woodward County #32 and #34 in the state, respectively.



## Health + Wellness

According to the County Health Rankings and Roadmap Report produced by the Robert Wood Johnson Foundation, Woodward County ranks as the 24th healthiest county in Oklahoma.

That same report identifies the following areas in need of attention in Woodward County:

- Adult Smoking: 27% of county residents are smokers (25% of Oklahomans and 13% of Americans)

- Adult Obesity: 31% of county residents are obese (BMI of greater than 30%) {32% of Oklahomans and 25% of Americans}
- Teen Birth Rate: The rate per 1,000 female population age 15-19 = 76

Ratios of healthcare providers to the number of residents is an indicator of overall community health. Woodward has been identified as a Healthcare Professional Shortage Area (HPSA) due to a low ratio of primary care physicians to residents.

### Primary Care Physicians:

- Woodward: 1:1,664
- Oklahoma: 1,618:1
- US: 1,067:1

Woodward has not been identified as a dental care shortage area:

### Dentists:

- Woodward 1:1,928
- Oklahoma: 1,980:1
- US: 1,516:1

Percent of children under 18 in poverty: 20% (Oklahoma 24%; US 14%)

42% of all restaurants in Woodward County are fast food (Oklahoma 51%; Nationally 27%)

## Existing Land Use

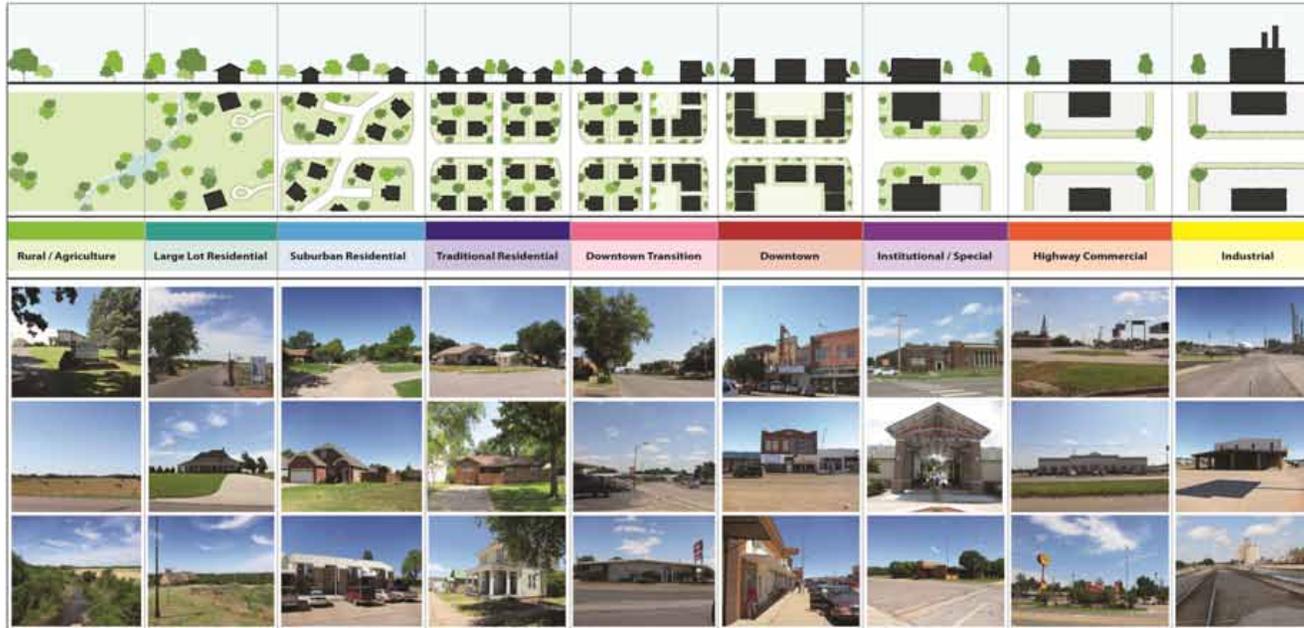
The analysis of existing land uses for the City of Woodward is a factual and graphic depiction of how the land and structures on the land are currently used for particular purposes. By inventorying these uses, we can get a picture of acreage devoted to specific land uses and the existing problems associated with those land uses, such as conflicting uses. This graphic representation also gives us a snapshot of the limitations placed by the physical environment and community infrastructure on the evolving development of the city. The analysis also shows us vacant, open, and underutilized land, which hold the greatest opportunities for accommodating anticipated growth.

Woodward's Existing Land Use Inventory was completed by a street by street visual assessment conducted during the week of June 3, 2013 and using existing zoning, parcel and infrastructure maps made available from the City of Woodward. The Existing Land Use Map is included in the appendix of this document.

The net number of acres devoted to existing land uses types are as follow:

Land Use	Acreage	Land Use	Acreage
Agricultural	247.3	Multi Family	56.8
Commercial	718.5	Park	209.8
Industrial	683.8	Residential	3161.8
Institution	51.0	School	142.8
Mobile Homes	117.2	Utility	2.7

## Community Character



Community Design issues are intertwined with all components of the Comprehensive Plan. Community design provides the backdrop that defines who we are as a community as well as the framework for how we function as a community. Thoughtful community design fosters community identity and pride, contributes to the health of neighborhoods and residents, can provide cost savings by reducing unnecessary infrastructure and services, and can reduce car congestion and traffic. In looking at community design, we are assessing the building blocks of community by how they are reflected in the built environment.

- Woodward's Historic Downtown Core is relatively intact with streetscape improvements underway.
- Transition areas around Downtown need

strategic development focus.

- High volumes of traffic moving along routes 270 and 412 present an opportunity for Woodward; however improvements, including streetscape beautification, urban design standards are needed along those corridors, particularly at key intersections.
- Woodward's older neighborhoods contain modestly sized housing stock, often in need of investment.
- Larger housing stock is concentrated in Suburban Residential and Large Lot Residential areas, presenting an issue for families wishing to locate near amenities.
- Most residential development is occurring in

the Southwestern portion of the city, located far from many basic amenities. This presents a quality of life issue for residents moving to these areas and requires larger investments by the City of Woodward to maintain services and infrastructure to these neighborhoods.

- Opportunities for infill development exist throughout several older, residential neighborhoods.
- In general, residential neighborhoods are not well connected to community amenities or each other.
- Oklahoma Avenue and 9th/Williams create a barrier to pedestrian movement between residential neighborhoods, Downtown and Crystal Beach Park.
- Opportunities exist to improve connection between adjacent suburban residential development and traditional neighborhoods.
- Rail road tracks north of Downtown provide a strong barrier to movement for northern residential neighborhoods. Improving the connection across the tracks, through landscaping, striping, signage or other simple interventions could improve neighborhood function and identity.
- Woodward's Main industrial core is located West of the City along Oklahoma with a historic core located around the railroad tracks downtown. Clear edges and boundaries for these districts should be established to prevent infringement on residential or downtown areas.

## Transportation

The existing Woodward transportation network serves complex travel needs ranging in scale from neighborhood recreational walks, local trips to school, work and shop, regional commuter trips, regional commercial trips, and State and national freight travel.

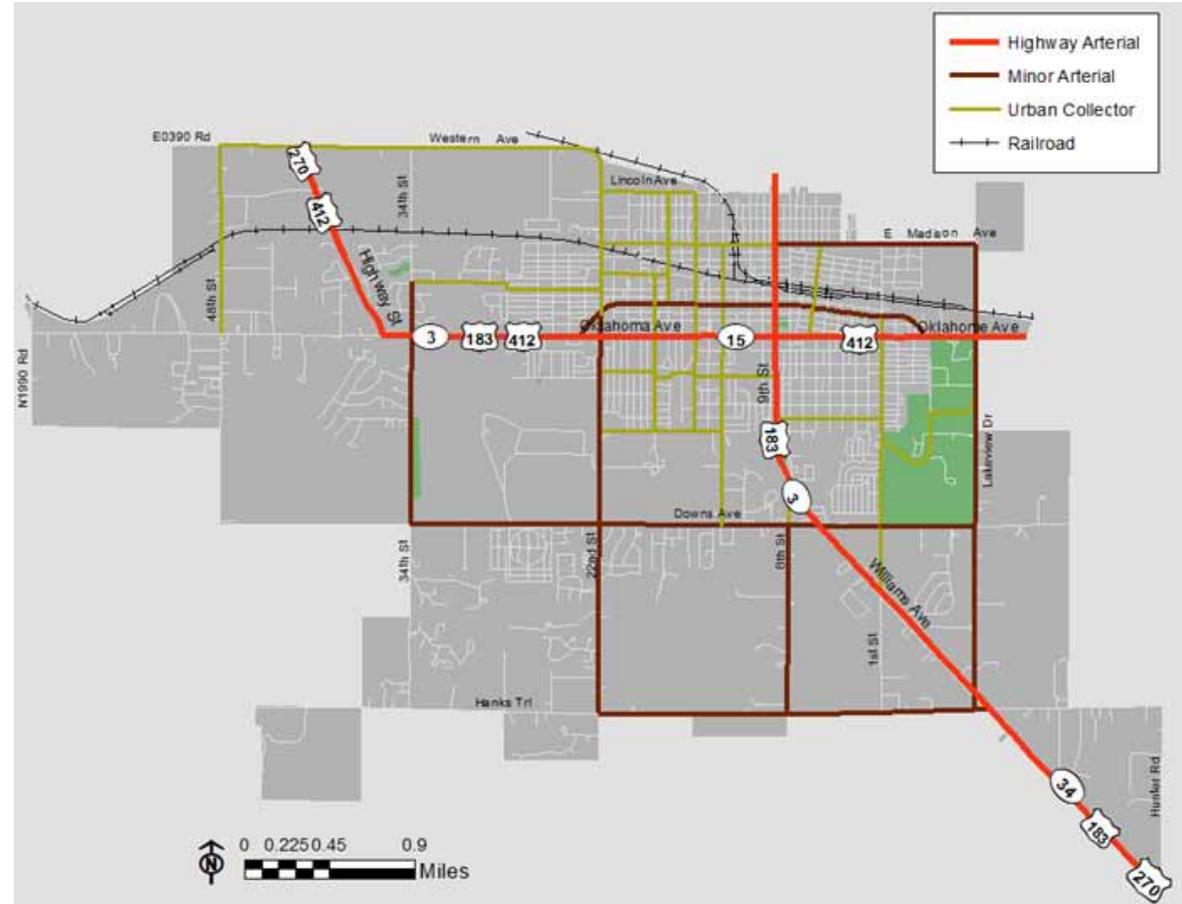
The strong connections to the regional transportation network is a great benefit to the City. The regionally significant network includes US Highways 270, 412, and 183, in addition to State Highways 3, 15 and 34. The transportation network also includes double track rail lines that are of importance to the national freight rail network. Woodward also has a growing regionally significant airport.

However these components of the network also serve as a barriers to local travel and neighborhood connectivity. In assessing existing transportation conditions, this plan seeks to identify opportunities to enhance the efficiency of highways, while improving local mobility and livability.

### Railroads

The Burlington Northern Santa Fe (BNSF) railroad line runs from east to west through Woodward north of Oklahoma Avenue. The Transcon Line is BNSFs main east-west transcontinental line from Chicago to California. This is a Class 1 railroad of national importance that can carry as many as 60 trains per day. There is no passenger service on this line; it serves freight transportation needs only.

There are seven at-grade crossings and one grade-separated crossing of the railroad within the Woodward city limits. With the construction of the double tracks, all of the at-grade railroad crossings on minor local streets in Woodward were eliminated. Federal safety regulations require that horns must be



sounded in advance of all public at-grade crossings. Because of the number of at-grade railroad crossings in Woodward, compliance with these regulations results, in essence, in trains blasting the horn the entire time as they travel through the city.

### Highway Arterials/Truck Routes

The major highway arterial corridors through Woodward are Oklahoma Avenue for vehicles traveling in the east/west direction; and Williams Avenue, 9th Street, and Highway Street for vehicles traveling in the north/south direction. Route 15 towards the airport is also significant as it serves

robust industrial activity in the western part of the city, and will serve as a growth area in the future.

These corridors carry the highest volumes of traffic within and through the city, with average daily traffic volumes ranging from approximately 18,000 to 5,000 vehicles per day. In addition to freight traffic, the highways also serve as major commercial corridors attracting residents and commuters from the surrounding region. The highways also carry commuter and freight traffic to the industrial areas in the north and northwest part of the city.

Many segments of the highway system in Woodward can be seen as serving cross purposes. The corridors

provide a high level of access to commercial and residential land use, while also prioritizing the mobility of intercity travel, freight, commercial and commuter trips. This mismatch often leads to congestion at intersections, driveways and traffic signals along these corridors. There is limited pedestrian infrastructure for crossing or traveling along these corridors.

Vehicles classified as heavy trucks make up a significant portion of vehicles traveling on the major highway arterials in Woodward. A persistent concern is that trucks traveling southbound on Highway Street cut through local streets to avoid congestion on Oklahoma Avenue. Enforcement of truck route compliance is important to protect the health and safety within Woodward residential neighborhoods. Also because of their high weight-load trucks inflict costly damage to roadways that aren't constructed to withstand the weight of trucks.

### Minor Arterials and Local Streets

These streets mainly serve Woodward-oriented traffic and connect to the highway arterials. They provide access to residential and industrial land uses. There are very few commercial uses adjacent to the minor arterials in Woodward (with the exception of Main Street). In general, these roadways have two lanes and range from 22 feet to 24 feet wide. In many cases there is no lane striping, curbs, gutters, or sidewalk. The Goetzinger Walking Trail provides sidewalks on Downs Avenue, 34th Street, and 22nd Street. Main Street has a wider road width, with sidewalks, and on-street diagonal parking on some blocks. Because the Woodward street network is laid out in a well-connected grid, the minor arterials and locals streets provide a great opportunity to develop boulevards and comfortable corridors that can serve non-motorized traffic and local travel.

### Walking Trails

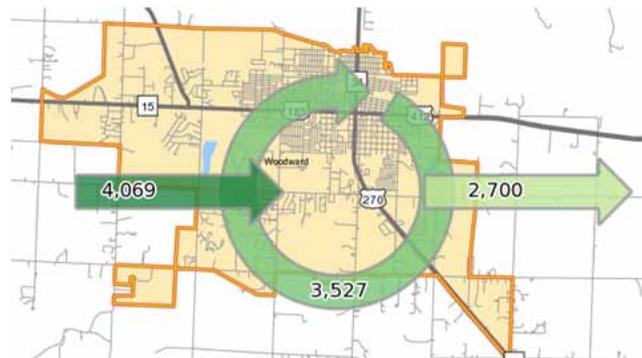
Woodward's main recreational walking trail is called the Goetzinger Walking Trail. The trail was initially 1.5 miles of nature trails in and around the US Department of Agriculture's Southern Plains Research Station (600 acres of preserved agricultural open space in the heart of the City). The trail has since been expanded an addition 5 miles and is considered a beautiful place to exercise and experience nature. Although user counts have not been conducted, it is known that the trail is well used and highly valued by Woodward residents and visitors.

### Existing Traffic Control

There are a total of 11 signalized intersections within the Woodward city limits. Three of these intersection have pedestrian facilities.

### Commute Patterns

Woodward is an employment hub, with some workers traveling 50 miles or more to work in the Woodward. Over 50% of workers who are employed in Woodward live outside Woodward. This suggests vehicles traveling into the city in the morning and leaving the city in the evening as the primary commute direction. Distance and direction statistics show heaviest volumes coming in from the east and west, and from the southeast.



### Planned Improvements

A project is underway to improve the 34th Street corridor in Woodward between Hanks Trail and Oklahoma Avenue. This is a joint project between Oklahoma Department of Transportation and the City of Woodward. The main intent of the project is to expand vehicle capacity in order to reduce vehicle delay and congestion. Streetscape enhancements and improvements to the trail system will also possibly be included in the project. Improvements on 34th Street have been prioritized because of the number of high intensity land uses located along the corridor. These include the Woodward Conference Center, Northwestern Oklahoma State University, High Plains Technology Center, the Woodward Early Childhood Center, Field Station Lake, and the movie theater. A Preliminary Engineering Study has been completed for this project in March 2013. There is a plan underway for construction of improved access to commercial uses on Williams Avenue from 8th Street. The street is named Progress Drive, and will allow for Woodward based vehicles, and pedestrians to the access what is currently a Walmart without having to use the Highway Arterial.

## In This Chapter:

Our Vision for the Future

Our Values for Guiding Growth

Elements of Community

### Framework

Transportation

Infrastructure + Community Services

Natural Networks

### Built Environment

Land Use + Neighborhoods

Housing + Redevelopment

### Character

Local Economy

Cultural Resources

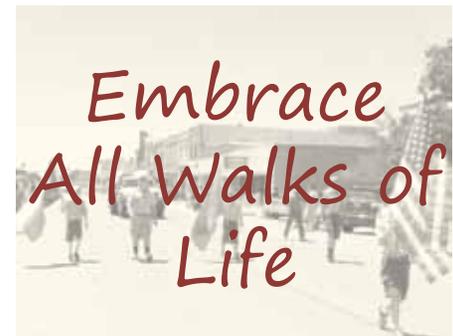
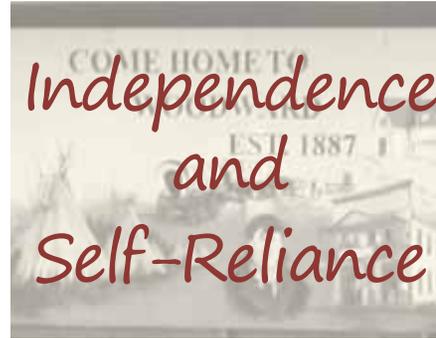


VISION

In 10 years, Woodward will be the BUSINESS, EDUCATIONAL, MEDICAL, and CULTURAL hub of northwest Oklahoma, southwest Kansas and the eastern Texas panhandle. Woodward will thrive on DEVELOPMENT AND GROWTH while staying true to its HERITAGE. Woodward will embrace and foster all walks of life through vision and positive energy.

VALUES

Woodward is a great place to live, but as we welcome future generations, how can we best expand and share all of our assets and remain true to our vision? As part of the visioning process for this plan, the Steering Committee identified the following eight valued characteristics of community as most important to the future of Woodward. As Woodward grows, these values should guide all of our decisions. With each decision, we must ask: Are we respecting our values and creating meaningful change for our community?



Each of our community values is supported by Planning Best Practices that are the foundation of healthy, vibrant and sustainable communities. The following Chapters in this plan list goals, strategies and specific action items to achieve our vision for Woodward. These strategies are based on understanding that great communities respect the values and planning practices listed here.

**Planning Principles**

- 1** Encourage mixed use development that clusters housing, shops, work, schools, parks and other facilities essential to daily life of residents.
- 2** Make efficient use of resources by encouraging Low Impact Development, water conservation and reuse, infill and redevelopment over greenfield development.
- 3** Create a range of housing opportunities and choices.
- 4** Create a community with a downtown that mixes commercial, civic, cultural and recreational opportunities.
- 5** Foster a distinctive, attractive community with a strong sense of place.
- 6** Preserve open space, farmland, natural beauty, and critical environmental areas.
- 7** Revitalize existing and direct new development towards existing infrastructure.
- 8** Create complete street networks that provide transportation choices for people of all ages, income and abilities.
- 9** Make development decisions predictable, fair, and cost effective.
- 10** Encourage community and stakeholder collaboration in development decisions.
- 11** Create a diverse economic base.



- Regionalism**
- Small & Local Business Support**
- Independence & Self-Reliance**
- Good Quality of Life**
- Fiscal Responsibility**
- Healthy Community**
- Pioneering Spirit & Innovation**
- Embrace all Walks of Life**

## Elements of Community

What makes up a community? There are physical elements, economic factors, and social structures that combine to create the places people call home. Communities also exist at different scales: regions, cities and neighborhoods. When we plan for communities we must take into account each of these elements. A community's vision and values are supported through the work done to improve each Element of Community – Framework, Built Environment, and Character.

## How to Use This Section

This section is a three-part planning framework for realizing our vision for a Great Woodward. Each section corresponds to an Element of Community and is subdivided into building block strategies that correspond to that element.



### Framework

A community's framework are the networks and systems that connect each part to another. Transportation networks for car, bicycle or pedestrian; infrastructure networks, including Government Services; and natural networks such as water bodies, agricultural lands and trails.

#### Building Blocks

Transportation

Infrastructure + Community Services

Natural Networks



### Built Environment

A community's built environment consists of all of the development that makes up the fabric of our community. The built environment is represented at the land use level by the types and scale of development occurring across a community and at the neighborhood level by building types, orientation, parking, landscaping, etc. Housing and redevelopment also play a major role in defining a community's built environment.

#### Building Blocks

Future Land Use + Neighborhoods

Housing + Redevelopment



### Character

The character of a community is less tangible than either framework or built environment. This element is what contributes to a community's sense of identity. The local economy, the people who live here and their cultural resources all play a role in defining community character.

#### Building Blocks

Local Economy

Cultural Resources



## Framework

### In this Section:

Transportation

Infrastructure + Community Services

Natural Networks



9th Street Entrance Corridor with Design Standards

## Transportation

At its most basic, transportation is the movement of people and goods from one place to another. But we know it is so much more than that. The design and quality of transportation infrastructure is also inextricably linked to quality of life, strength of community, economic strength and success, physical health, and environmental health.

The transportation framework for Woodward's vision provides specific strategies to maximize the efficiency of the current transportation infrastructure; expand the network of pedestrian and bicycle facilities; improve connectivity to jobs, schools, religious institutions, shopping and cultural activities; and facilitate freight and goods movement. All of these strategies have been developed in close coordination with the built environment and for community character. Among these key strategies are:

Increased efficiency of the existing state highway

infrastructure and truck routes on Oklahoma Avenue, Highway Street, 9th Street, and Williams Avenue. The focus on these corridors is to reduce delay by optimizing traffic signal timing, improving intersection design to facilitate truck turning movements, and implementing access control measures. For highway segments with residential and school uses providing landscaped barrier to shelter residents from the highway as much as possible.

Implementation of Boulevard concepts on 34th Street, 8th Street, Madison Avenue, Downs Avenue, and Hanks Trail. The well-developed street grid in Woodward provides a unique opportunity to grow a network of attractive, safe, and comfortable multi-modal local streets. These are intended to be a refuge from the high speed and heavy volume of the state highway system. These streets will connect neighborhoods, parks and

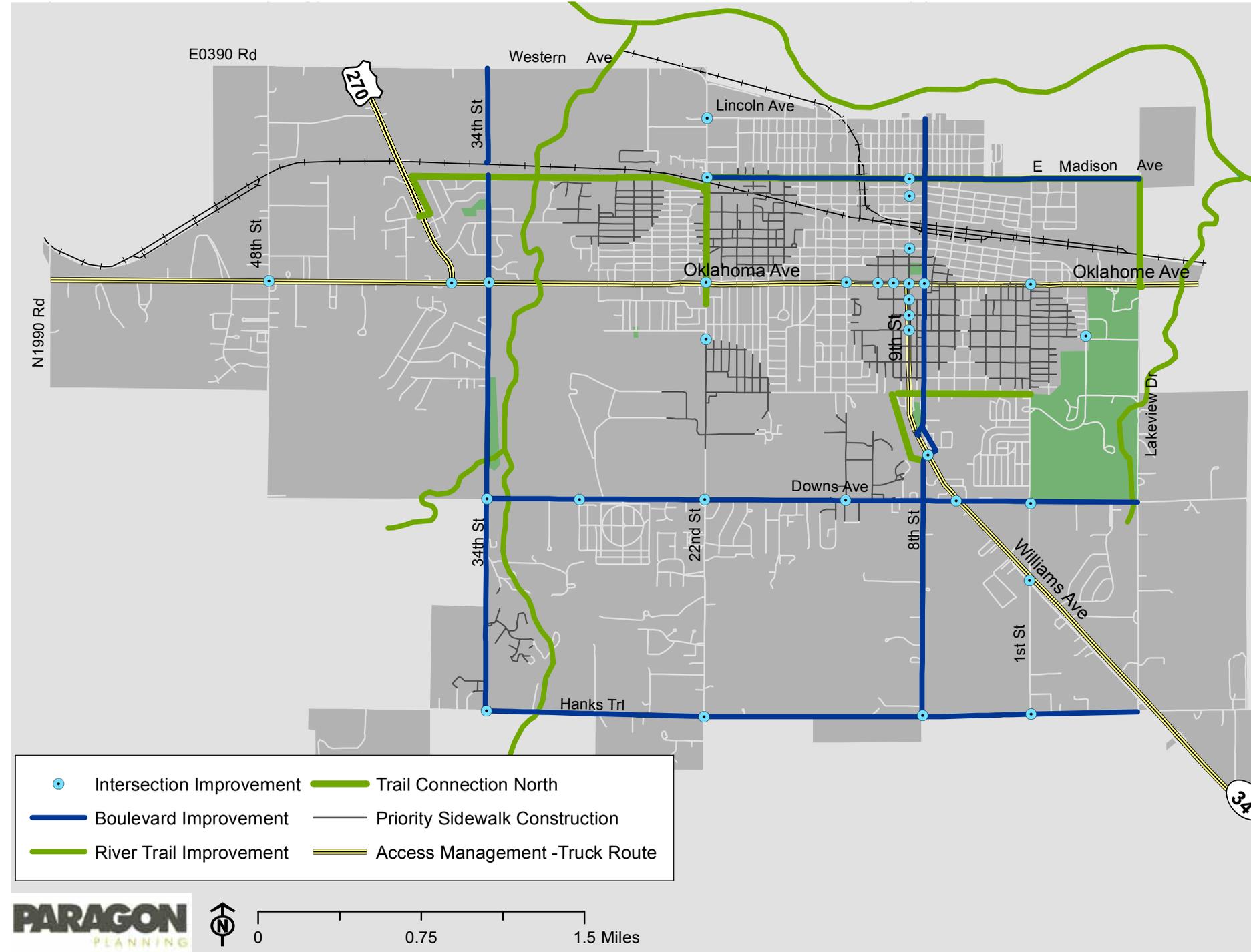
other amenities with walking and biking options. Roundabouts can be considered at intersections along the boulevards. These will work to maintain a steady, but low speed of traffic and create a shade and landscaping.

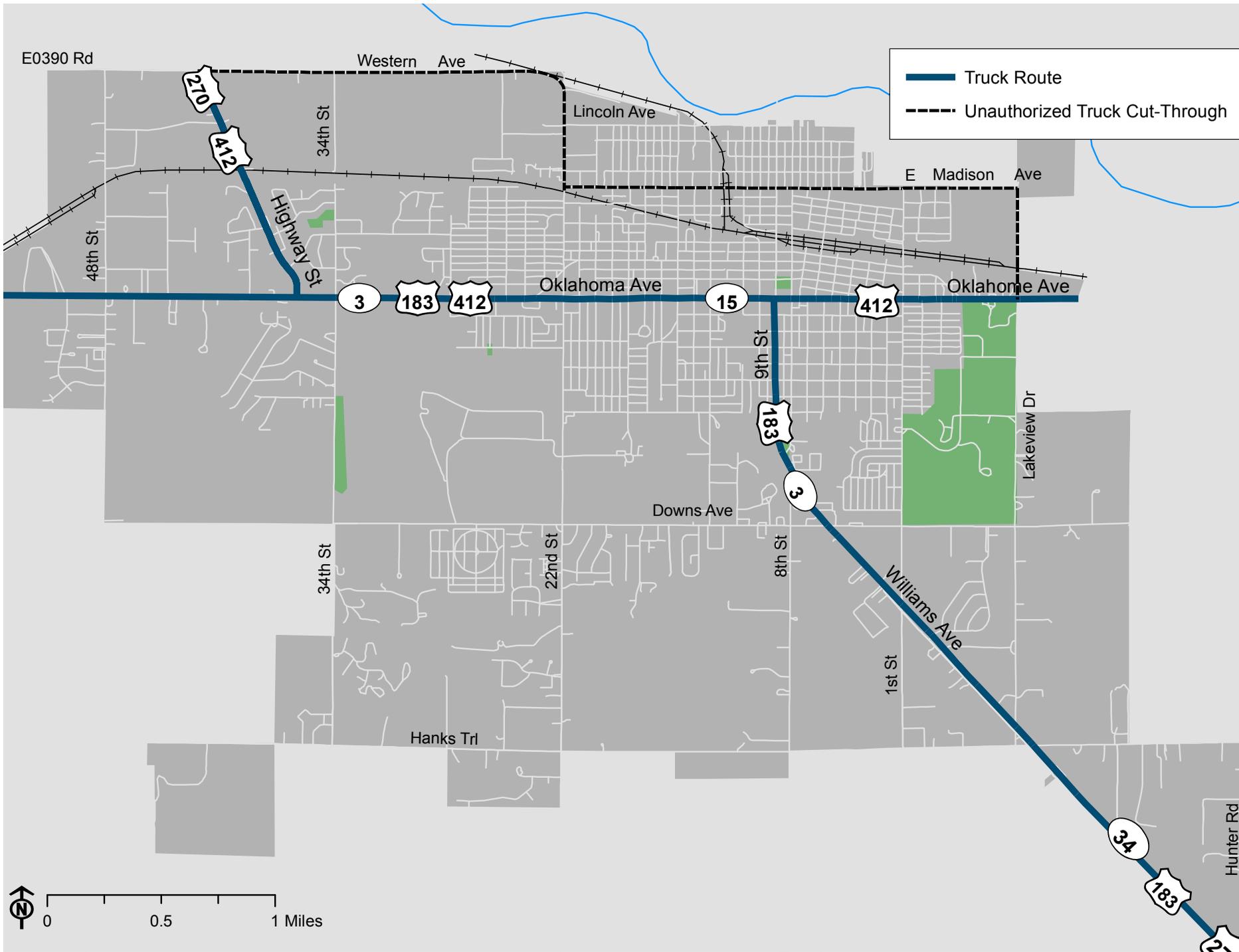
Continuing the traditional the street grid. Following the precedent set by the construction of Progress Drive, all new construction shall connect to the existing street grid and create small, blocks consistent with the blocks in the older residential and commercial in the central City. This is particularly important as development occurs along the 8th Street corridor south of Downs Avenue. Maintaining the street grid system will provide an efficient and flexible roadway network that can be used by all modes of transportation.



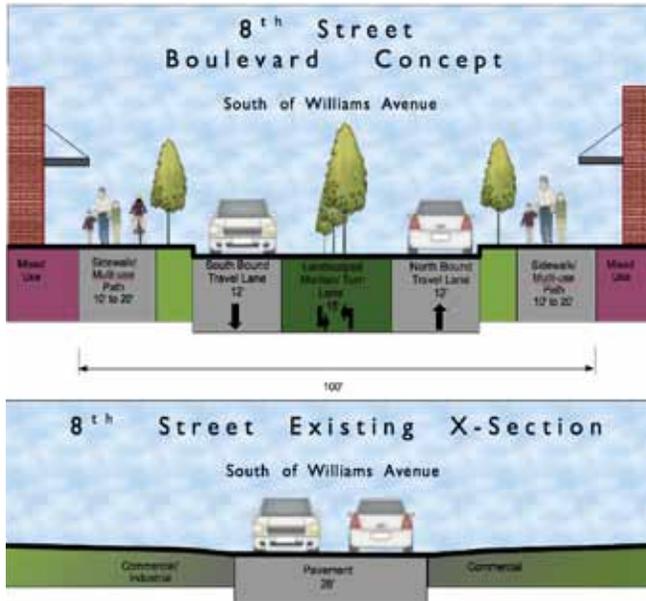
## Strategies

1. Monitor operation and performance of the street system by establishing a routine data collection program and by conducting special data collection as the need arises.
2. Integrate the financing, design, and construction of pedestrian and bike facilities at the same time as improvements or maintenance of existing roadways.
3. Develop streetscape standards for entrance corridors such as 9th, 270/Williams and Oklahoma/15.
4. Continue to coordinate with BNSF to assure that all rail right-of-way and at-grade crossings are maintained to standards.
5. Work with BNSF to implement a quiet-zone through the City, with particular attention to the hospital and downtown.
6. Explore and support opportunities to bring passenger rail service to Woodward.





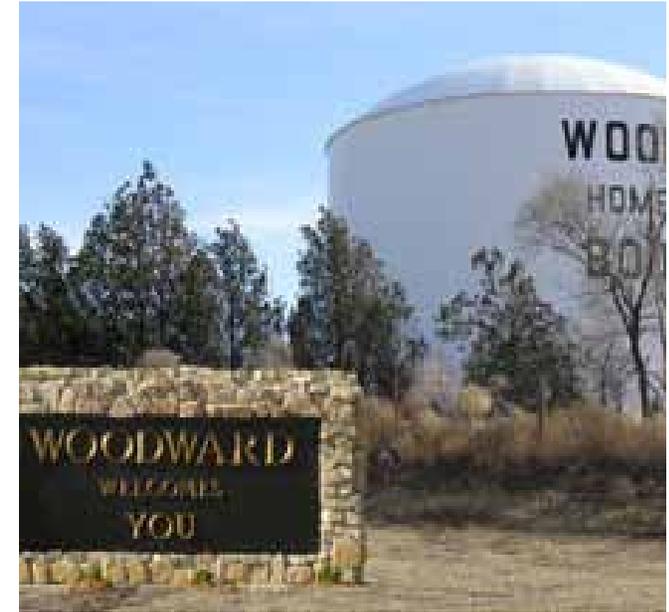
7. Support statewide, regional and sub-regional efforts that provide for a safe, effective transportation system that serves all travel modes.
8. Maintain roadways and traffic control devices in good operating condition. Inventory and monitor roadway conditions and implement a regular program of pavement maintenance. Develop and implement a program for long-term transportation infrastructure replacement.
9. Manage on street parking to assure safe, and efficient traffic flow.
10. Study and adopt a traffic signal optimization and interconnection system for traffic signals on the State Highway system.
11. Study and implement physical and operational improvements to optimize roadway and intersection efficiency.



- 12. Continue to provide efficient transportation routes for freight originating in Woodward, destined for Woodward, or traveling through.
- 13. Minimize potential conflicts between trucks and pedestrian, bicycle, and vehicle access and circulation on streets with truck travel.
- 14. Eliminate cut-through truck traffic on residential streets by reducing delay along truck routes, and a through a combination of enforcement, and traffic calming measures along areas of concern.
- 15. Develop corridor plans to implement the public infrastructure improvements related to the boulevard concept for each of the identified corridors. This will include consideration of landscaped buffers, landscaped median islands, bicycling and walking infrastructure such as multi use paths, cycle tracks, or wide sidewalks.

- 16. Study intersections with existing congestion along the boulevard corridors. Consider construction of roundabouts as an alternative to traffic signals or 4-way stops.
- 17. Create a capital improvement plan to program and fund infrastructure improvements.
- 18. Implement improvements as part of regular maintenance to the extent possible.
- 19. For these corridors, prioritize multi-modal transportation and pedestrian safety and comfort. This can be done through design elements such as landscaped medians, pedestrian-level amenities, sidewalk improvements, and compliance with Americans with Disabilities Act (ADA) design standards
- 20. Adopt the locations of the public streets conceptually proposed below as a part of the

- subdivision ordinance.
- 21. Require construction during the development process.
- 22. Adopt subdivision regulations that require that new development connect streets with the existing public street network and prohibit the gating of private streets.
- 23. When reviewing proposals for new development, analyze transportation impacts and assess the need for offsetting transportation system improvements or limiting transportation demand.
- 24. Require sidewalk construction in subdivision of land in new, reconstructed or expanded development.



## Infrastructure + Community Services

Woodward’s physical infrastructure presents an important challenge as well as a great resource as the city plans for its future. It is a resource in that it represents an extraordinary investment in economically useful capital. It is a challenge because it is aging and in need of on-going maintenance, a need which needs to be balanced with the need for expansion. The infrastructure of the city includes City-owned roads, sanitary and storm sewers, water supply, and City-owned buildings, which the City must operate and maintain, plus other roads and highways, railroads, airport facilities, electric and gas utilities, and telecommunications and fiber optic networks, which are separately managed.

The primary recommendation for planning for the future of Woodward’s infrastructure is the development of a Capital Improvement Plan (CIP). The CIP should include an inventory and

conditions assessment of every infrastructure resource in the City. The lifespan of these resources should be documented and cost for maintenance and eventual replacement calculated and planned for. It is important for the public to understand the role of infrastructure in their daily lives and to understand the costs of maintaining and providing an excellent level of service.

## Strategies

1. Develop and implement a Capital Improvement Plan (CIP), a five-year plan for public physical improvements. The CIP should provide a forecast of funds available for capital projects and expenditures and their estimated costs over the planning period.
2. Efficiently and strategically place and use community facilities in order to provide a high level of service for all residents in all parts of the city.
3. Ensure that new development occurs in those locations where urban services and facilities can be most economically and efficiently provided, and prevent premature development of areas which are more difficult to serve.
4. Continue to provide a high level of public



- 5. Seek opportunities to co-locate community facilities to maximize efficiencies in service provision and reduce capital and operating costs.
- 6. Evaluate the City's rate and fee schedules for water, sewer, and trash to ensure that the revenues are enough to cover costs including repairs and capital reserves.
- 7. Establish a Stormwater Utility to fund necessary improvement to the stormwater system.
- 8. Recognize the connectivity has become a standard infrastructure component and plan for increasing capacity for connectivity and high-speed Internet access throughout the community.
- 9. The City should continue to lead by example with its public facilities. Adaptive reuse of historic structures is encouraged along with continued commitment to excellent design, public art, and accessibility.
- 10. Continue to provide the best possible library services for the community. The library should set the standard for connectivity and technology in the community, allowing the City to lead by example and provide resources and expertise to the community.



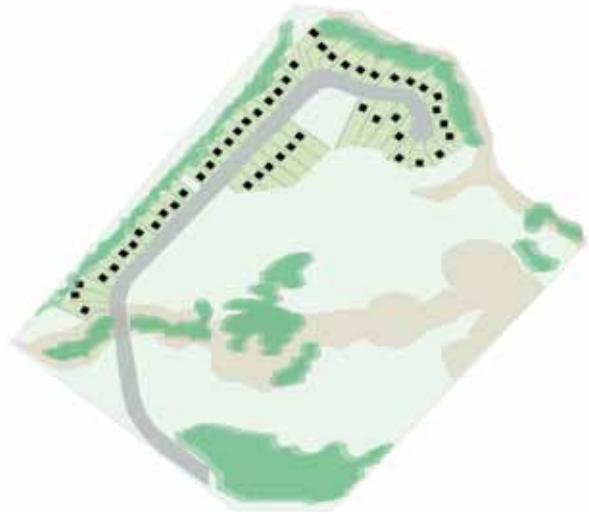
## Natural Networks

Woodward rests on the Eastern edge of the Southern plains in the geographic region known as the Gypsum Hills. This region has a plethora of natural and agricultural amenities – rivers, State Parks, birding trails, farms, etc. Located on what was the Great Western Cattle Trail with direct access the North Canadian River, these resources have long been part of Woodward’s culture and must be protected as the city plans for future growth. Efficient use of land and natural resources is important for environment protection, to mitigate the impacts of flooding and other natural disasters, and to provide a desirable land use pattern that can be served in the most cost-effective manner possible. Sprawling development and encroachment of development into sensitive areas results in degradation of water quality, reduction in natural flood protection (often with increased costs of maintenance and service), negative impacts to wildlife and sensitive species, and loss of quality of life for residents. By protecting natural

networks we can decrease infrastructure costs, help ensure clean and adequate water supply, and improve quality of life for residents by providing interconnected trails and access these amenities.

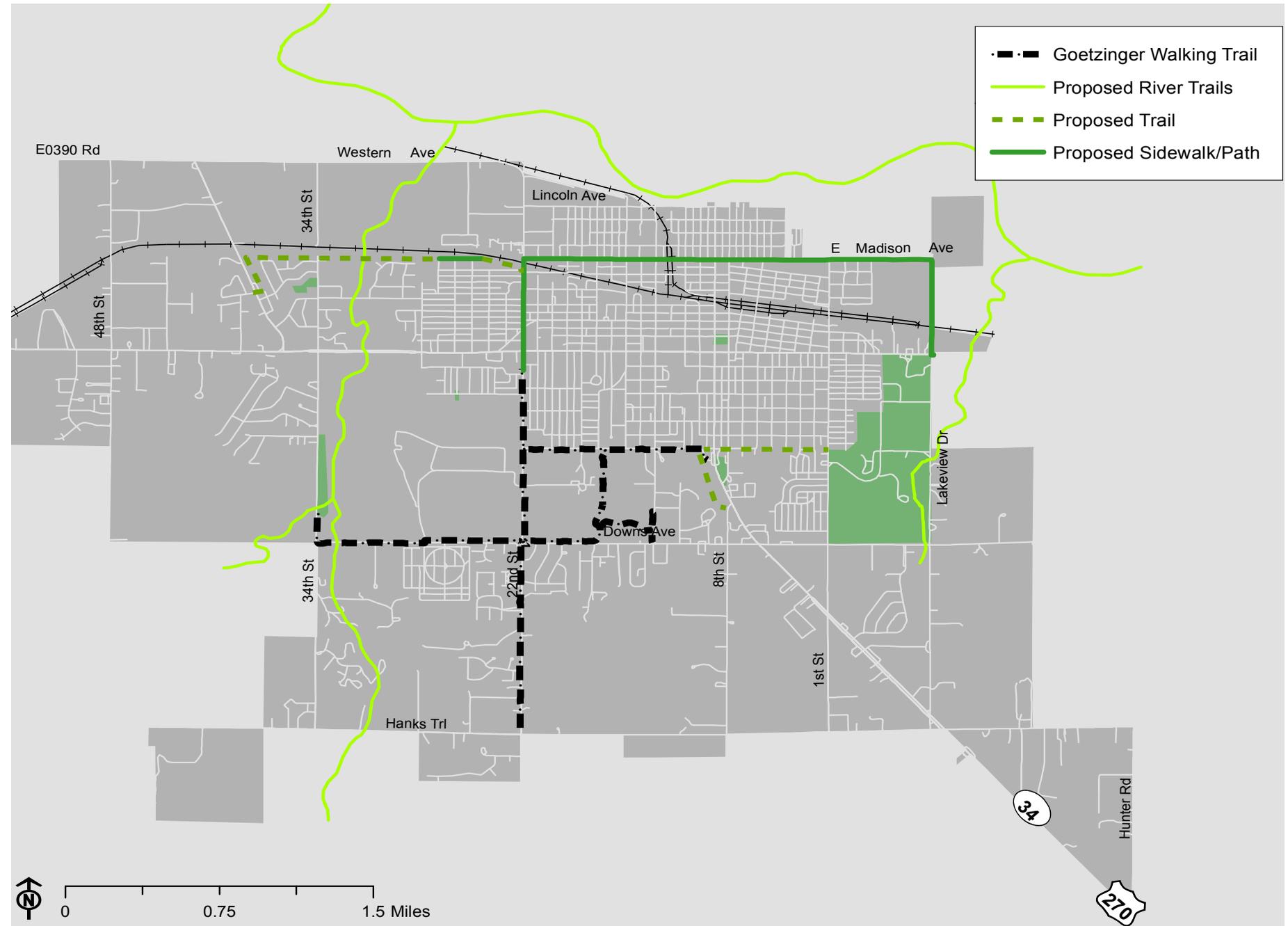
## Strategies

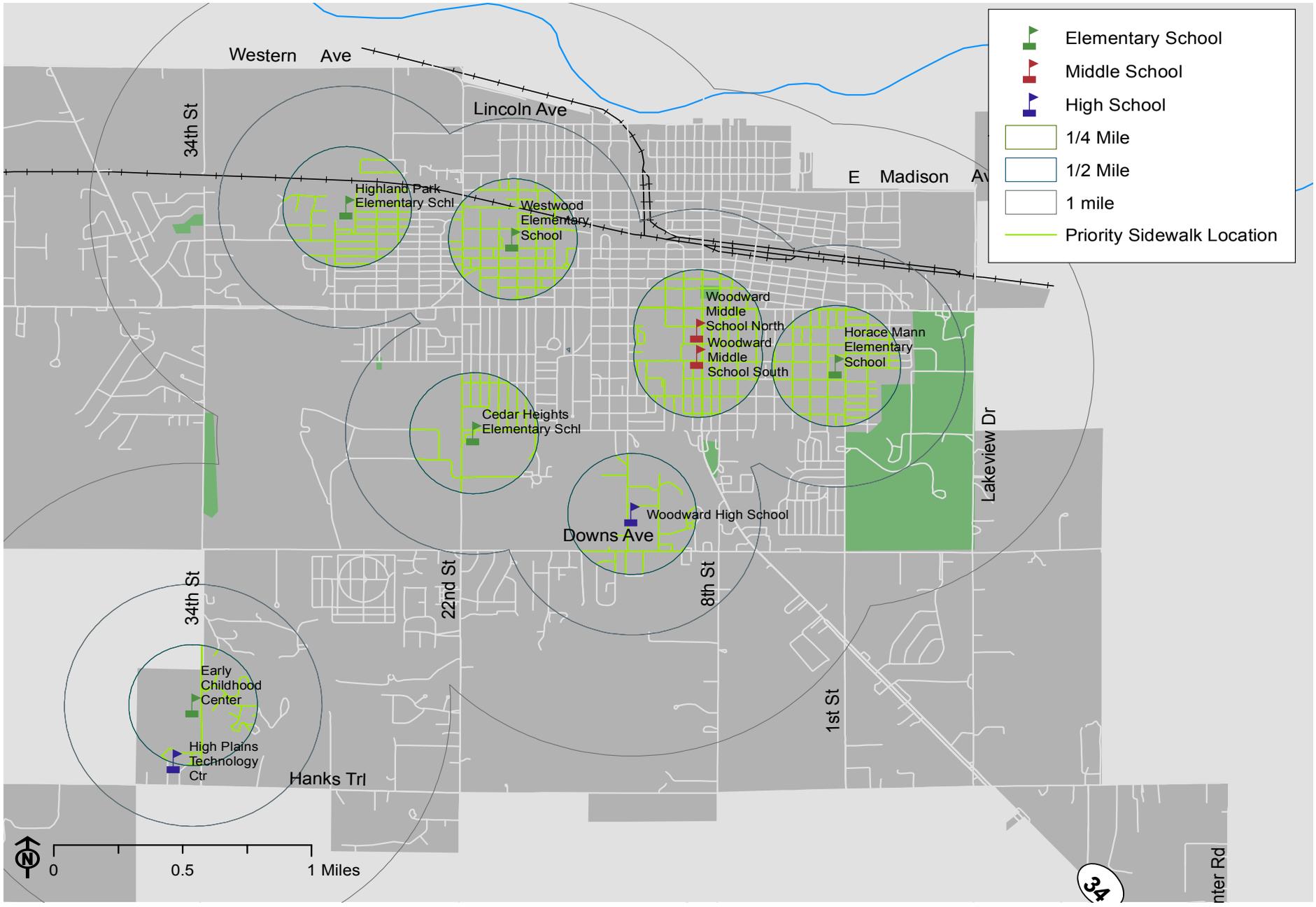
1. Recognize the essential role our land policies play in preserving natural resources and reducing energy consumption.
2. Encourage compact efficient development that reduces the cost of extending and maintaining infrastructure and services.
3. Support preservation of valuable agricultural lands, open space, and environmentally areas.
4. Discourage sprawl by promoting small-lot and infill development.
5. Maintain agricultural uses in outlying areas through ordinances, design standards, infrastructure, financial incentives, and education.
6. Encourage Cluster Style Development for new developments in rural areas.
7. Work to protect and enhance our watersheds,



floodplains, wetlands, and greenways.

8. Monitor water quality of river / tributaries (Blue Thumb; OSU)
9. Promote regional stormwater management systems and cooperate with local agencies regarding watershed issues and the creation of regional stormwater management plan.
10. Partner with private property owners to initiative "Best Management Practices" and river/tributary maintenance programs to engage the public in sustainable watershed projects.
11. Provide opportunities to engage volunteers in river cleanups and creek/tributary maintenance events.
12. Plan and construct (or restore) drainageways as amenities by incorporating a system of detention ponds in conjunction with natural drainageways (creeks) wherever possible. (NOTE: past practice





was to pave, current best practices is to restore natural elements for filtration and flood control)

- 13. Ensure quality of the public water supply, through wastewater treatment, and stormwater best management practices by adopting Low Impact Development standards and completing a detailed Floodplain Study.
- 14. Reduce the use of lawn chemicals and fertilizers by promoting education regarding alternatives to residential lawn chemical and fertilizers. The City can lead by example and reduce the use of chemicals applied to City properties.
- 15. Promote and provide sustainable resource management for all materials going into the Woodward Regional Landfill by developing a program for collection and composting/chipping of yard waste/organics and developing a program for curbside recycling.



16. Work to reduce hazardous waste in the community by encouraging environmentally benign alternatives and developing a program for the regular collection and safe disposal of hazardous wastes

17. Identify, preserve, and enhance environmentally sensitive areas and publicly owned natural areas by developing and implementing a Sensitive Areas Ordinance. (SIDE BAR)

18. Increase equitable access to and opportunities for access to nature, recreation and leisure activities for all people throughout the city.

19. Preserve and enhance Woodward's frontage along the N. Canadian River as one of the City's most important natural assets and a place with varied opportunities for active and passive recreation by developing a Riverside

Recreation District.

20. Develop and implement a Woodward Trail Master Plan that details the benefits and challenges of constructing recreational paths along the city's riparian resources. Use this system to connect to existing trails and amenities such as the Goetzinger Walking Trail, Crystal Beach Park and Schools. Use the master plan to compete for outside funding for project implementation.

21. Develop a long-term plan to maximize the provision of a safe and efficient pedestrian and bicycle network and trails and bring facilities into compliance with the Americans with Disabilities Act (ADA) standards.

22. Allocate an annual budget for sidewalk construction to schools and the methodically construct sidewalk, with the locations

identified in this section getting first priority. Apply for grant funding to accelerate up the process of sidewalk construction.

23. Create a farm to school program.



## Built Environment In this Section:

Future Land Use + Neighborhoods  
Housing + Redevelopment

### Future Land Use + Neighborhoods

Land Use is the horizontal and vertical patterns of development occurring within a community. Land Use categories are more specific than neighborhood boundaries and are tied more closely to legal structures such as city codes, zoning ordinances and development standards.

Neighborhoods are relatively large sections of the city united by some physical, social or cultural element or character. Neighborhoods can also be defined by vicinity to a place or attraction. Neighborhoods can contain a variety of land uses.

The following section provides specific strategies for maintaining, developing or redeveloping neighborhoods throughout the city of Woodward.

It is important to remember that neighborhoods exist within a context. Neighborhoods are connected to each other and to the community as a whole by a larger framework and united by a shared community character. While looking at Woodward neighborhood by neighborhood is useful for planning purposes, in order to make the most thoughtful decisions for development in Woodward, the following neighborhood strategies must be used in the context of the Framework and Character elements included in this plan.

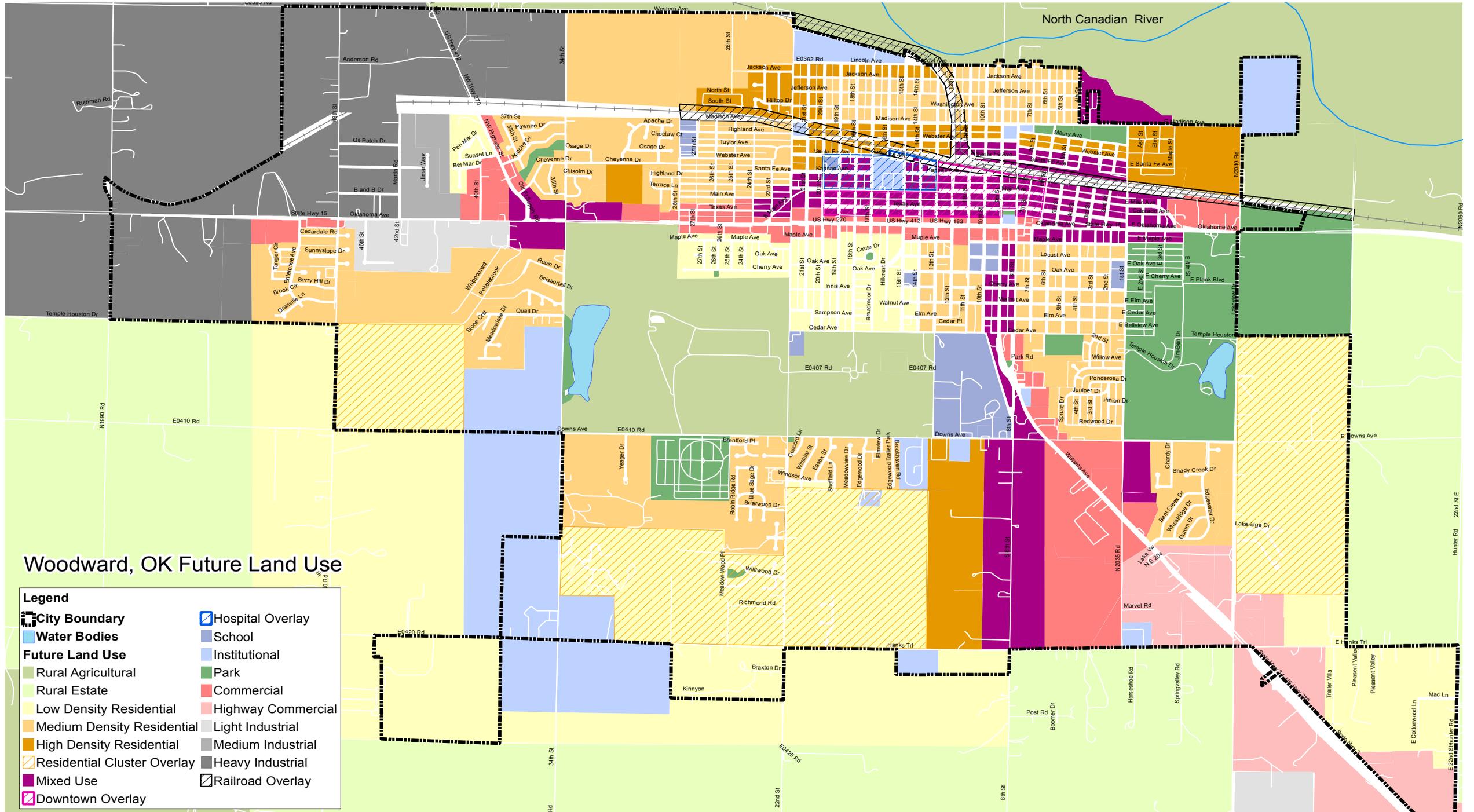
### City-Wide Strategies

There are some circumstances and related practices that transcend the definitions of community buildings blocks and land use configurations. The impact of these circumstances are far reaching and their solutions are community-wide.

As part of moving towards a Great Woodward, it is recognized that there are some issues and conditions that transcend community building blocks and land use configurations. In order to address these far reaching circumstances, it is recommended that the City pursue a series of strategies that are not specific to a single building block or neighborhood. Those recommendations are:

1. Floodplain: Pursue a detailed study of the floodplain and make necessary physical and policy improvements.
2. Codes and Regulations: Develop a new Land Development Code to implement the goals and strategies included in the comprehensive plan. The new Code will combine zoning, subdivision, landscaping, building design, signage, parking, and all other land development related ordinances and policies into one easy to use document.

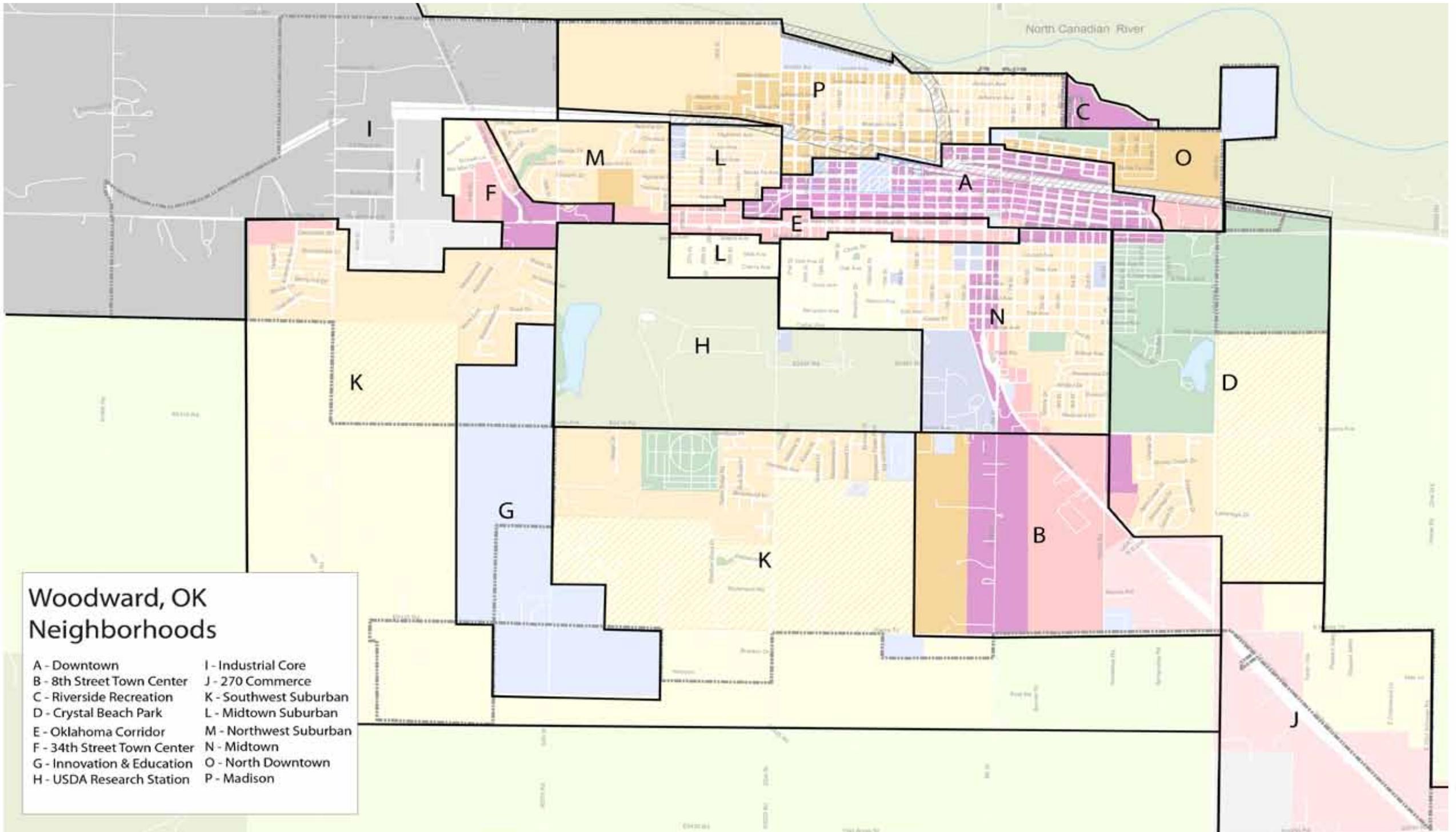
3. Rezoning: As part of plan implementation and implementation of the new Land Development Code (LDC), rezone lands as recommended on the Future Land Use Map (FLUM).
4. Community Identity: Building on the many strengths of the community, and remembering the good-to-great principles, identifies Woodward's brand and begin to use it on all marketing and physical improvements.
5. Wayfinding: Building on the community brand, develop and implement a citywide wayfinding program. This program should provide a consistent identity throughout the community while also providing an opportunity for each neighborhood to project its uniqueness.
6. Streetscape: Building on the community brand, a citywide streetscape initiative should be planned and constructed along all major routes.
7. Complete Streets: Develop a network of boulevards to serve as a local traffic route to efficiently carry local traffic, limit truck traffic, and beautify the community

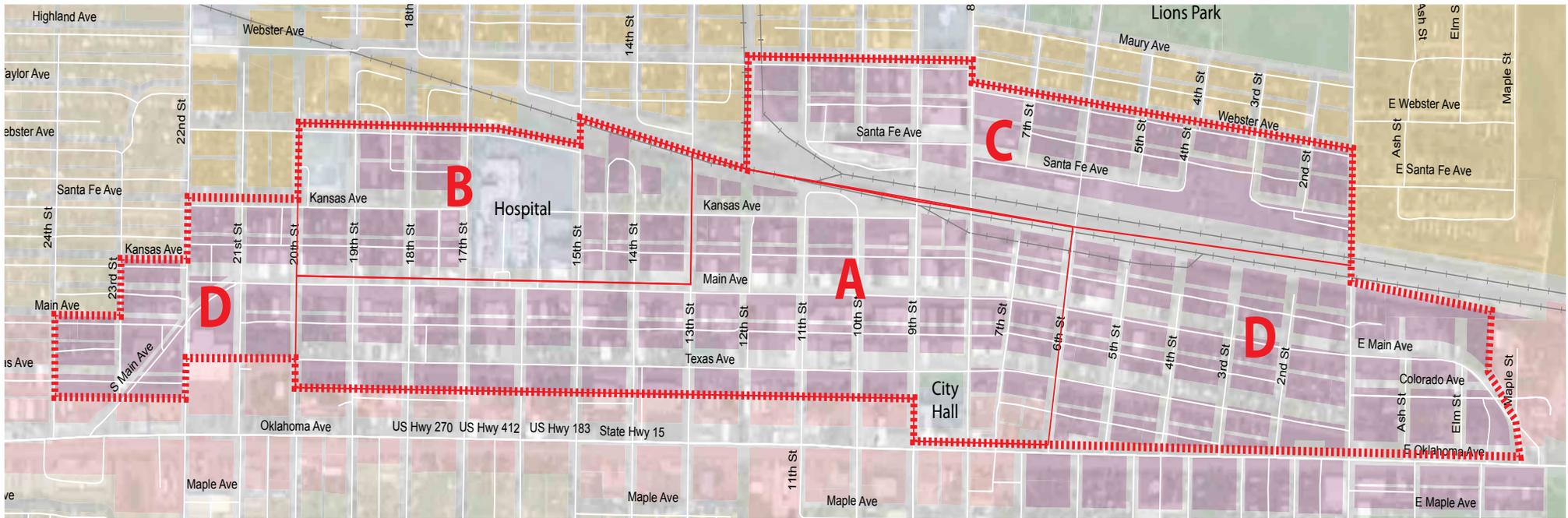


### Woodward, OK Future Land Use

**Legend**

City Boundary	Hospital Overlay
Water Bodies	School
<b>Future Land Use</b>	Institutional
Rural Agricultural	Park
Rural Estate	Commercial
Low Density Residential	Highway Commercial
Medium Density Residential	Light Industrial
High Density Residential	Medium Industrial
Residential Cluster Overlay	Heavy Industrial
Mixed Use	Railroad Overlay
Downtown Overlay	





## A | Downtown

Downtown Woodward is the heart of the community, the seat of local government, an emerging entertainment and cultural destination, and a regional medical district. In the future, Downtown Woodward will be a thriving regional destination with a mix of uses. Historic buildings will be revitalized and new buildings will be compatible with the scale of the area. Sidewalks will be maintained and extended and surface parking will be convenient yet not prominent. The Stine-Bradbury Mansion will be redeveloped as a community center and the surrounding greenspace will serve as Downtown’s park hosting concerts, a farmers market, outdoor exercise classes, and more. Visitors will be welcomed to Downtown at three key intersections: 9th Street and Oklahoma Avenue and the two ‘hooks’ where Main Street connects to Oklahoma Avenue.

Downtown includes four sub-neighborhoods:

- A | Downtown Core
- B | Medical Service
- C | Warehouse Arts District
- D | Downtown Transition





## A | Downtown Core

Woodward's Downtown Core retains the basic elements of a traditional commercial downtown. This area is Woodward's historic main street and boasts some of the city's most prominent buildings. It is the most urban part of Woodward - it is the traditional city center. Revitalizing Downtown Core should not force a return to times gone by, rather the changing ways Americans shop and live should be seen as an opportunity to reinvent Downtown as a 24/7 live-work-play area. The Downtown Core should provide opportunities for retail, office, entertainment, dining, and upper floor residential land uses. The area recently received a \$4m streetscape investment. This public investment should be leveraged to welcome new businesses and support existing business. Building revitalization, landscaping, signage, and wayfinding are critical to the identity and success of Downtown.

## Strategies

1. Develop and implement a Downtown Overlay zoning district allowing for a mix of land uses, outlining design standards, addressing parking, signage, and other improvements that support the revitalization of Downtown into a cultural and entertainment destination.
2. Rezone land in accordance with the comprehensive plan and new Land Development Code.
3. Continue to support façade improvement grants
4. Prevent storefronts and commercial spaces from being used for non-retail or office uses.
5. As part of a citywide wayfinding program, develop a brand for Downtown that can be used on directional signage and carried through to marketing and informational material.
6. Construct a Visitor's Center / Welcome Center on the southeast corner of 9th Street and Oklahoma Avenue in the area soon to be vacated by the Fire Department.
7. Construct informational and interactive kiosks throughout Downtown to help visitors find destination and businesses.
8. Extend the streetscape south on 9th Street to Cedar.
9. Extend the streetscape north on 9th Street to 34th / or the N Canadian River.
10. Redevelop and revitalize the creek that runs N-S between 11th Street and 13th Street, along what would be 12th Street, into a greenway and trail connecting Downtown to other neighborhoods and ultimately to the N Canadian River. (See Trail Map)
11. Through public-private partnerships, implement a Railroad Quiet Zone.
12. Through public-private partnerships re-open the Stine Bradbury Mansion as a special event facility.
13. Develop the vacant land around the Stine Bradbury Mansion into a downtown park that can host events, concerts, a farmers market, etc.
14. Create incentives and develop funding mechanisms and regulations to promote the rehabilitation, reuse, and maintenance of historic properties.



## D | Downtown Transition

These Transition zones, located on the eastern and western ends of Main street, anchor Main Street to Oklahoma Avenue / 412 / 270.

The eastern end provides connection to Crystal Beach Park. This connection, or hook in Main Street, provides an opportunity to invite passersby and visitors to Crystal Beach Park into downtown. The eastern transition area is a mix of commercial and single family uses. Existing commercial uses tend to be single to two-story with less density and massing than the Downtown Core. These uses appear to have developed surrounding automobile service and include dealerships and service stations. The single family residential neighborhood immediately south of Main Street is at a tipping point - it is suffering from the decline but is not so far gone that it cannot be revitalized. Any residential added in this district along Main Street should be upper story apartments or condominiums or townhomes/ rowhouses.

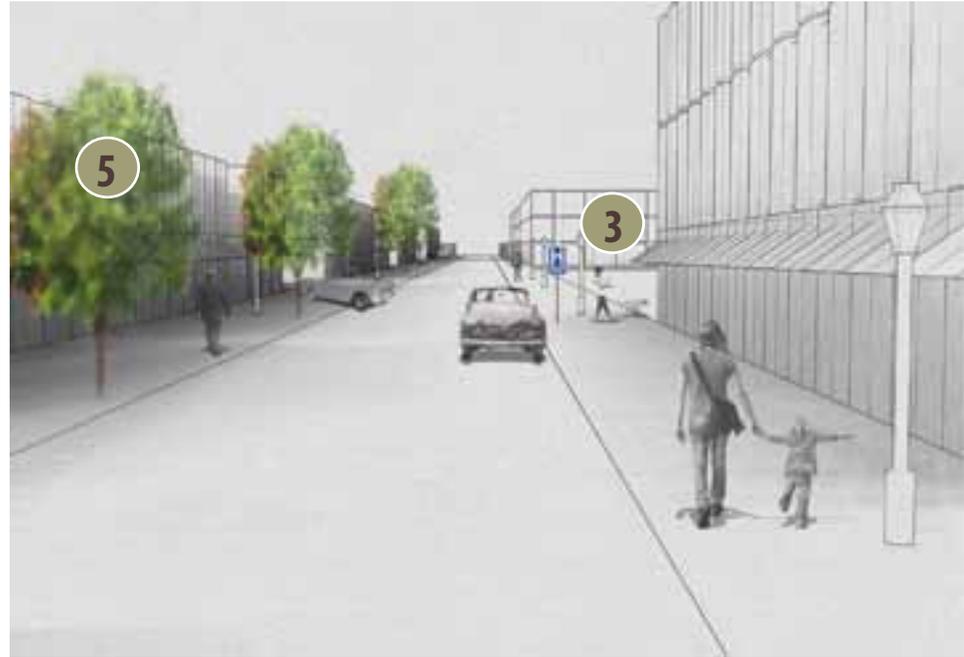
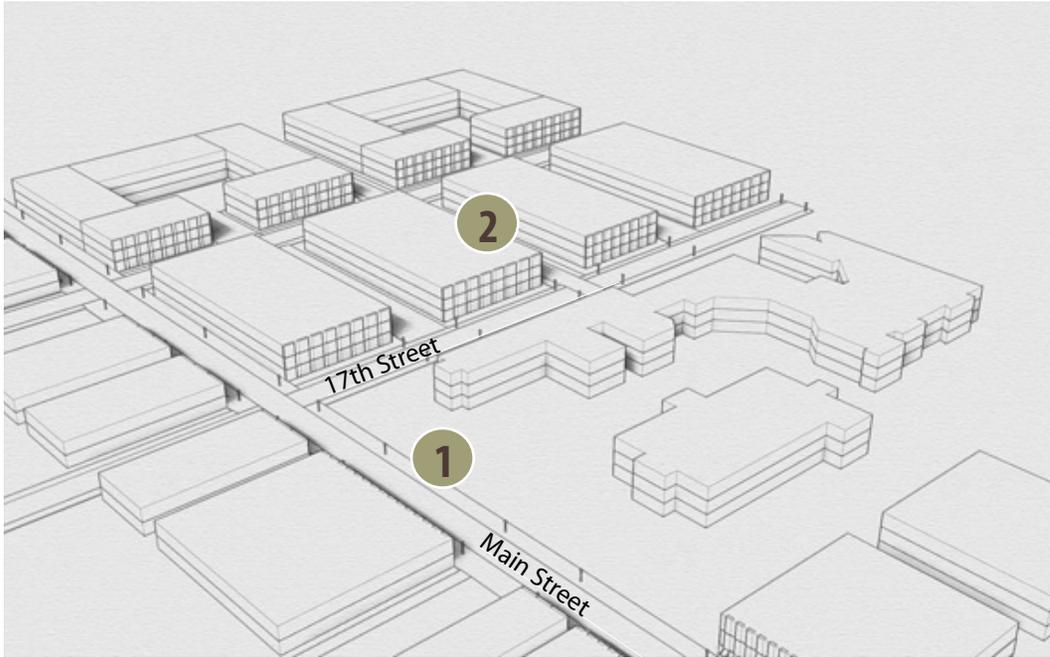
A balance should be struck between unifying this area

with the rest of Downtown and still providing a unique identity. Furthermore, a connection to Crystal Beach Park can be achieved by incorporating the rocks seen in the park at the amphitheater and First Street entrance. Utilization of signage and a change in design standards can serve to unify this area with the rest of Downtown while simultaneously providing a unique identity.

The western end of Main Street serves as the transition between the traditional downtown and the western suburbs. Traditionally, this area has not had the same density as the rest of downtown. New development and redevelopment should be oriented to the street and provide a transition from the higher density of the medical district and the lower density suburban neighborhoods. This area serves as the transition between the traditional downtown and the western suburbs. Traditionally, this area has not had the same density as the rest of downtown. New development and redevelopment should be oriented to the street and provide a transition from the higher density of the medical district and the lower density suburban neighborhoods.

## Strategies

1. Develop and implement new zoning classifications in the form of a new Land Development Code based on the comprehensive plan.
2. Rezone land in accordance with the comprehensive plan and new Land Development Code.
3. Continue the streetscape east and west to run the length of Main Street.
4. As part of a citywide wayfinding program, develop a brand for Downtown that can be used on directional signage and carried through to marketing and informational material.
5. Construct neighborhood transition points at the intersections of Main Street and Oklahoma and at the intersection of 9th and Oklahoma to demarcate Downtown as a unique neighborhood.
6. Re-align the intersection of Main Street / Main Avenue / and 22nd to allow for smoother, safer traffic flow.



## B | Hospital Service

Like the Downtown Core, the Hospital Service District has great “bones” upon which to build. The Woodward Regional Hospital is an anchor in downtown and provides needed medical services to the Woodward region. While there are some medical uses such as doctors’ offices and clinics that have sprung up in close proximity to the hospital, the area lacks a cohesive development pattern and identity. By formalizing a Hospital Service District, the City will provide opportunities for medical services to expand. This is one step in growing Woodward’s role as a regional hub. The Hospital Service District should benefit from streetscape improvements similar to those constructed in the Downtown Core. Through the use of landscaping, signage, and wayfinding the District can be identified as a part of Downtown.

## Strategies

1. Develop and implement a Hospital Service Area overlay district to allowing for a mix of land uses, outlining design standards, addressing parking, signage, and other improvements that support the development of the area into a regional medical hub.
2. Rezone land in accordance with the comprehensive plan.
3. As part of a citywide wayfinding program, develop a brand for the Medical District that can be used on directional signage and carried through to marketing and informational material.
4. Construct informational and interactive kiosks to help visitors navigate to destinations in the district and throughout the community.
5. Continue the streetscape along Main Street and extend elements and features north of Main along 17th and 18th Streets.
6. Partner with Woodward Regional Hospital to develop a master plan for the Hospital Service Area.
7. Through public/private partnerships implement a Railroad Quiet Zone to protect the mission and service of the hospital.



## C | Warehouse Arts

The Warehouse Arts District is an opportunity for Downtown to expand its footprint and influence north across the railroad tracks. This expansion provides a link between the arts and entertainment uses in the Downtown Core and potential live-work space for artists. This area should be home to work spaces, galleries, restaurants, commercial and retail uses, offices, and small footprint/higher density residential uses. The existing character of this neighborhood, with unique warehouse buildings containing large expanse of windows and open floorplans, make it ideal for this adaptive reuse. Minimal investment is needed to transform these resources into a vibrant neighborhood. Furthermore, many of the neighborhoods north of the railroad tracks are blighted and suffering from disinvestment. By extending the influence and uses of downtown into this area, the City can begin to make strides towards area-wide revitalization.

## Strategies

1. Develop and implement an arts and cultural district to allow for a mix of uses, outlining design standards, landscaping, addressing parking, signage, and other improvements in accordance with the comprehensive plan.
  - Live/work spaces
  - More flexibility
  - Pop-up shops / Open Streets
  - Food trucks
2. Rezone land in accordance with the comprehensive plan.
3. Revitalize the area through a variety of tools including, but not limited to, urban renewal and special district financing.
4. As part of a citywide wayfinding program, develop a brand for the Warehouse Arts District that can be used on directional signage and carried through to marketing and informational material.
5. Construct informational and interactive kiosks to help visitors navigate to destinations in the district and throughout the community.
6. Continue the streetscape north along 9th Street and extend elements and features east along Santa Fe.
7. Convert the vacant lot on the south side of Santa Fe, between 8th and 9th into greenspace for events and gatherings.
8. Allow arts and cultural related events and performances such as outdoor concerts, food trucks,
9. Screen railroad right-of-way and equipment from view. Accomplish creative screening through a contest for artists.
10. Provide pedestrian and vehicular connectivity to the rest of Downtown at railroad crossing at 9th Street and 6th Street.
11. Develop and support an arts incubator in partnership with NWSU, High Plains Technology Center, and Woodward Public Schools.



## D | Crystal Beach Park

The main character driver of this neighborhood is the Crystal Beach Park, a regional sports and recreation destination that was first developed by the Civilian Conservation Corp (CCC). Currently, the park occupies approximately two sections of northeast Woodward, though it shares the block with a variety of residential uses. The park is surrounded by residential neighborhoods and adjacent to Main Street and the east end of Downtown, but lacks clear connections to any of the surrounding neighborhoods. Future development of this area should provide a visible connections to surrounding neighborhoods and increased park presence along Oklahoma Avenue, including a new entrance. A redevelopment initiative will result in a mixed-use center that will provide for the dining and shopping needs of visitors to the park and area residents while connecting the area more visibly to Main Street and Downtown. Future redevelopment of the residential neighborhood northwest of the park will allow the park to expand services and become an extension of the neighborhoods.

## Strategies

1. Create a new entrance to the park off of Oklahoma Avenue using unopened 4th Street.
2. As part of the new entrance, create a new point of arrival into Woodward for visitors from the east. Improvements should be coordinated at Crystal Beach Park and at the intersection of Main Street and Oklahoma Avenue.
3. Develop and implement a new zoning district for the park
4. Using urban renewal and other tools, redevelop the residential neighborhood along 1st Street SE. Portions of the neighborhood should become a mixed use development to serve the park and provide multi-family housing, portions should be redeveloped as additional parkland, and portions with adequate infrastructure should be redeveloped as an RV park to serve the park.
5. Pedestrian connectivity and safety within the park should be improved and increased.
6. Roundabouts should be installed at the park entrances on 1st Street SE and Lakeview Drive to quickly and safely move traffic in and out of the park during events. Care should be taken to design roundabouts that can accommodate the types of vehicles and trailers that frequent park activities.
7. Connect Crystal Beach Park to other neighborhoods and destinations using a multi-purpose trail.
8. Find areas within the park to demonstrate Low Impact Development practices helping with stormwater management and giving the City the opportunity to lead by example.
9. Work with surrounding neighborhoods to address and mitigate and nuisances from noise related to events at the park.
10. Work to expand the park across Lakeview Road in keeping with comprehensive plan recommendations.



## B | 8th Street Town Center

The 8th Street Town Center Neighborhood is currently a mix of small scale suburban shopping center development and rural lands. Recent water and sewer infrastructure expansions and the area's proximity to Highway 270 make it ideal to develop as a mixed use town center. Future development of this area must balance the difference in intensity of uses between the 8th Street Corridor and the existing commercial fronting Highway 270/Williams. Intensification of the parcels fronting Williams through the development of out-parcels and a repositioning of the area as a cohesive retail destination should be a primary short-term goal while the long term conversion of the 8th Street Corridor to a Mixed Use Town Center is highly desirable. Repositioning of this area should be cohesive, providing visual cues and connectivity from 8th Street east to include retail and commercial development on both sides of Williams. The area should include a mix of retail, office, and entertainment with upper story residential and stand-alone multi-family (townhomes, apartments, live-work condominiums). Industrial uses should not be present in this area. Buildings should be oriented to the

street at a pedestrian scale and pedestrians should be able to move comfortably from place to place. Design and landscaping standards should be implemented for beautification and to unify the area.

### Strategies

1. As part of a new Land Development Code, create an overlay district to allow for a mix of uses and an increase in density along the 8th Street corridor. In addition to land use and density, the overlay district should address building massing, scale and height; landscaping; signage; parking; multi-modal connectivity;
  - Front setback should be minimal, allowing buildings to front the sidewalk with parking in the rear and on the sides.
  - Traffic Impact Analysis trigger / threshold
  - Interconnected parking lots / minimize curb cuts for traffic flow and safety
  - Right in / right out for traffic flow and safety
  - Landscape parking lots for beautification and shade (heat island)
  - Low Impact Development (LID)
  - Buffer commercial uses from residential when

development is not mixed use

2. Discourage single-family residential in this neighborhood.
3. Develop and implement design standards for all buildings with particular attention to big box stores and national chains to ensure that the site and building are reflective of Woodward's natural setting.
4. Rezone lands in accordance with the comprehensive plan and the new Land Development Code.
5. Reconstruct 8th Street as a boulevard with a landscaped median, decorative lighting that is anchored by roundabouts at Downs Avenue and Hanks Trail. The landscaped median should be wide enough to accommodate a trail or sidewalk and serve as parkland for the area.
6. Construct Progress Drive through to 8th Street. As part of construction, ensure that the identity of the Town Center is carried through with landscaping, lighting and signage.
7. Create transition points to identify the main points of entry to the district using signage, public art, roundabouts, entry markers or a combination.



## F | 34th Street Town Center

The 34th Street Town Center marks the western entry into the community and the major vehicular intersection for residents accessing both the Innovation and Education corridor and suburban residential neighborhoods north and south of Oklahoma. Currently, many parcels in this neighborhood are currently vacant or underutilized, though recent developments have occurred. This mixed use neighborhood should continue to develop as a suburban enclave of services and entertainment. The intersection of 34th Street and Oklahoma Avenue serves as an important gateway to the community and planned improvements should capitalize on the opportunity to share Woodward’s unique identity with visitors through decorative lighting, signage, and landscaping.

## Strategies

1. Utilize streetscaping and public improvements to establish this neighborhood as an entryway into the community.
2. Establish design standards supporting the development of a town center with mixed use entertainment, shopping, lodging, office, and commerce uses.
3. Establish landscaping standards that beautify the neighborhood through native plants that are drought tolerant (xeroscaping) and reflect the surrounding region. Landscaping should also be functional and incorporated into Low Impact Development for stormwater management and for shading and cooling cars, buildings, and people.
4. Establish design standards for signage that prohibits billboards, encourages monument signs, and minimizes visual clutter.
5. Establish standards for exterior lighting protecting the night sky.
6. Maintain connection to the surrounding environment by visually connecting to research lands through landscaping and trails.
7. Establish development review standards that include triggers for Traffic Impact Analysis and thresholds for traffic system improvements.
8. Minimize curb cuts, encourage/require interconnected parking lots for improved traffic flow and safety.
9. Push buildings to the road edge with parking in the rear highlighting businesses and destinations, not their parking lots.

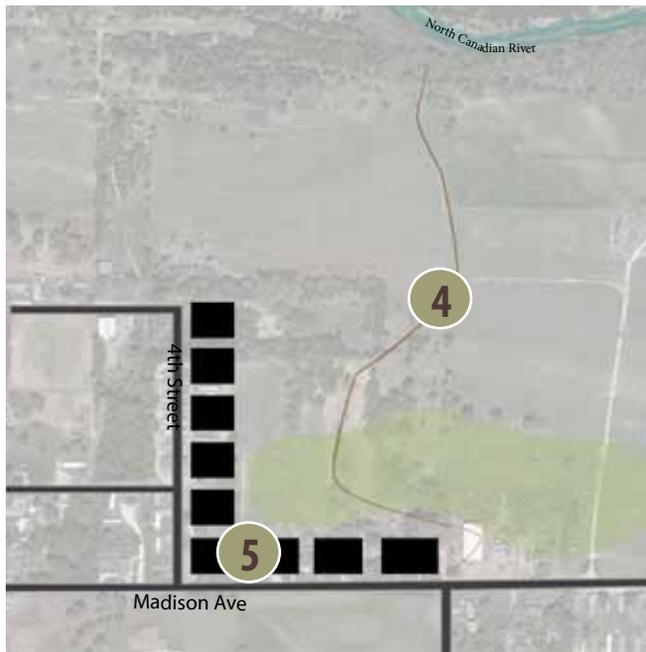


## G | Innovation and Education

The vast expanses of Northwest Oklahoma, with its natural resources, strong employment base, pioneer spirit, opportunity for growth, and tenacity provide a strong foundation for Woodward to become a regional leader in innovation and education. The Innovation and Education Neighborhood will cement Woodward's role as a leader of the tri-county region by fostering innovation, collaboration, and entrepreneurship. From a tech meet-up at a coworking space to an art exhibition opening, to the launch of a new start-up or a special chef's event at a local restaurant this neighborhood will support the energy and pioneering spirit of the region. This neighborhood should develop with a continuation of the campus-style development currently occurring in this corridor, mixed with hotels and other services to support expanded development.

## Strategies

1. Adopt and implement an overlay district/new district to accommodate and encourage a mix of uses in a campus style development. The new district should encourage buildings that are sited and designed to take advantage of surrounding natural areas, parking to the rear of buildings, multi-modal connectivity, landscaping, signage, exterior lighting
2. Establish design standards supporting the vision of campus style development conducive to institutions of research and higher learning.
3. Pursue public/private partnerships in the development of a technology and innovation incubator.
4. Partner with the Convention and Visitors Bureau and NWOSU to develop a master campus plan for the NWOSU campus and conference center.
5. Ensure that development patterns and opportunities support economic development goals outlined in the comprehensive plan and any other adopted plans or strategies.
6. Minimize curb cuts, encourage/require interconnected parking lots for improved traffic flow and safety.



## C | Riverside Recreation

Woodward is fortunate to have the North Canadian River, an amazing natural resource, running along the northern edge of the city. Despite proximity, the community is disconnected and makes little use of this asset. The Riverside Recreation neighborhood presents an opportunity to physically connect Woodward to the river, connects this natural asset to the urbanized city by capitalizing on the natural and economic opportunities presented by the connection between the river - downtown - and Boiling Springs. This area of the city currently contains a mobile home park and vacant lands outside of the floodplain. The proximity to the North Downtown and Madison neighborhoods, provide an opportunity to redevelop this area along the traditional grid pattern while allowing for new uses that take maximum advantage of the river. Uses in this area could include outfitters for hiking and canoeing; restaurants that take advantage of

the natural beauty of the area; trailhead and river access; and park space for all residents to enjoy this great community amenity.

### Strategies

1. Using a variety of tools including, but not limited to, urban renewal and special district financing redevelop the area to a mixed use destination. Residential uses should be limited to developments that have a non-residential component (mixed use).
2. Partner with natural resource agencies and organizations to ensure that development in this area enhances and protects natural features and amenities.
3. New development and redevelopment should connect to the citywide trail network and

provide for opportunities to move to and through the neighborhood on foot, by bike, and by car.

4. Construct public enhancements to provide access to the river and public greenspace.
5. Construct a trail connecting the neighborhood to the Boiling Springs Golf Course and Boiling Springs State Park.
6. Ensure that views from this neighborhood are protected from surrounding development.
7. Develop a brand for this neighborhood that can be used in wayfinding and marketing.
8. Develop design and landscape standards that connect this neighborhood to the surrounding natural environment and to Downtown.



## N | Midtown

Midtown Woodward is the heart of the community's traditional residential neighborhood. This area connects commercial uses along 9th/Williams to Downtown, abuts Crystal Beach Park and is home to the Middle and High Schools. This neighborhood was developed along a traditional grid pattern, and portions were redeveloped following the 1947 tornado. Characteristics include formal and informal parking on and off-street, some sidewalks, street trees, on-street parking, small, regular lots, limited open space, buildings close to or at the front property line, predominance of alleys, low degree of building separation, and neighborhood-scale businesses scattered throughout the area. The residential portions of the neighborhood are generally described as stable with relatively well-maintained housing, possessing a distinct identity through style, lot and street design, and higher rates of home-ownership. This neighborhood is ripe for revitalization and renewal. The commercial corridors at the edges of the neighborhood and along 9th/Williams require specific strategies to maintain and protect the

character of the neighborhood's residential areas while allowing for sensitive mixed use redevelopment.

### Strategies

1. Establish design standards for adaptive reuse of existing structures and appropriately scaled infill. Design standards should address building design, scale, mass, and height; landscaping; signage; and screening parking.
2. Maintain established land use patterns and density to serve as a transition and buffer residential uses from the highway.
3. Utilize alleys as pedestrian connectors.
4. As a truck route, this corridor is not recommended for multi-modal transportation. Multi-modal connections through the neighborhood are encouraged.
5. Pursue Traffic Impact Analysis trigger / threshold.
6. Parking in this area needs to be carefully planned and constructed. Parking may be provided off-

site, yet on the same block as a business. Curb cuts should be minimized and interconnected parking lots for improved traffic flow and safety.

7. The streetscaping along Main Street in Downtown should be continued south along Main Street to Cedar, defining this area as an important part of the traditional city center.
8. Established trees should be protected.
9. Establish design standards for signage that prohibits billboards, encourages monument signs, and minimizes visual clutter.
10. Establish landscaping standards that beautify the neighborhood through native plants that are drought tolerant and reflect the region. Landscaping should be functional and incorporated into Low Impact Development for stormwater management, shading and cooling.
11. A variety of tools may be used for the revitalization and stabilization of this neighborhood including urban renewal, special district financing, and public-private partnerships.



## J | 270 Commerce

This area is a commercial and service corridor defined by US 270/Williams running north/south through the community. This corridor provides region-serving commercial uses and serves as a community focal point. To reinforce these region-serving characteristics and ensure that the corridor will continue its service function, the development pattern in the area will stabilize by allowing only commercial, retail, and entertainment uses serving the region and passers-by. Industrial uses will not be allowed. The public streetscape will be enhanced, as will private property, especially large parking lots. Such enhancement may include, but is not limited to, trees and landscaping, appropriate lighting, wayfinding, and decorative paving. Essential to the viability of this district is an increased emphasis on an integrated transportation and traffic circulation plan.

## Strategies

1. Utilize streetscaping and public improvements to establish this neighborhood as an entryway into the community.
2. Establish design standards supporting the development of a town center with mixed use entertainment, shopping, lodging, office, and commerce uses.
3. Establish landscaping standards utilizing native plants that are drought tolerant (xeroscaping) and reflect the surrounding region. Landscaping should also be functional and incorporated into Low Impact Development for stormwater management and for shading and cooling cars, buildings, and people. All site development should include the landscaping of parking lots.
4. Establish design standards for signage that prohibits billboards, encourages monument signs, and minimizes visual clutter.
5. Establish standards for exterior lighting protecting the night sky.
6. Establish development review standards that include triggers for Traffic Impact Analysis and thresholds for traffic system improvements.
7. Minimize curb cuts, encourage/require interconnected parking lots for improved traffic flow and safety.



## E | Oklahoma Corridor

Oklahoma Avenue serves as a highway/truck route for those passing through Woodward and as a destination for employment and services for residents. The existing development pattern has been largely strip development with large parking lots fronting the road. Parts of the corridor are in need of redevelopment. In the future, Oklahoma Avenue should serve as the calling card for the community. Design and landscaping standards coupled with streetscaping improvements should create an aesthetic that is uniquely Woodward. Uses along this corridor are primarily commercial with some offices and services. Where non-residential uses abut residential uses, particularly on the south side of Oklahoma Avenue, additional measures should be implemented to buffer residential uses and minimize the impact of nuisances.

## Strategies

1. Utilize streetscaping and public improvements to provide identity and character.
2. Establish design standards for new construction and redevelopment. Special attention should be paid to building cladding, the arrangement of doors and windows, and roof pitch.
3. Establish landscaping standards utilizing native plants that are drought tolerant (xeroscaping) and reflect the surrounding region. Landscaping should also be functional and incorporated into Low Impact Development for stormwater management and for shading and cooling cars, buildings, and people. All site development should include the landscaping of parking lots.
4. Establish design standards for signage that prohibits billboards, encourages monument signs, and minimizes visual clutter.
5. Establish standards for exterior lighting protecting the night sky.
6. Establish development review standards that include triggers for Traffic Impact Analysis and thresholds for traffic system improvements.
7. Minimize curb cuts, encourage/require interconnected parking lots for improved traffic flow and safety.
8. Push buildings to the road edge with parking in the rear highlighting businesses and destinations, not their parking lots.
9. A variety of tools may be used for the revitalization and stabilization of this neighborhood including urban renewal, special district financing, and public-private partnerships.



## **P, O | Madison, North Downtown**

Woodward’s Madison and North Downtown neighborhoods comprise the majority of the residential areas north of Downtown. These area also includes some vacant parcels and lighter industrial uses focused around the railroad main line and spur. North Downtown neighborhood is a mix of institutional, park, residential and vacant land uses. The residential areas are a mix of both traditional residential patterns with mobile home infill and designated mobile home parks.

Both areas developed along traditional residential patterns. Characteristics include formal and informal parking arrangements on and off-street, some sidewalks, street trees, on-street parking, small, regular lots, limited open space, buildings close to or at the front property line, predominance of alleys, low degree of building separation, and neighborhood-scale businesses scattered throughout the area. The area is

generally described as declining. It retains much of its original housing stock, but housing conditions are worsening due to low rates of homeownership and neglected property maintenance. There has also been a gradual invasion of different types of housing stock, predominately mobile homes, an intensity of uses that are not compatible with the neighborhood residential use. This area is home to Woodward’s highest concentration of mobile homes.

The Census Block Groups in this area indicate that the area struggles with poverty and educational attainment. Care should be taken in decision-making about land uses and public spending to ensure that this community is treated fairly and not further disenfranchised. This neighborhood can and should be revitalized into a stable, healthy, and safe area. Uses should include a mix

of residential densities. Mobile homes should be limited and only allowed in mobile home parks. Neighborhood commercial uses providing services to neighborhoods should be allowed and encouraged, such uses would include those businesses that provide basic groceries and other needs for daily life.

Central to revitalization of the Madison neighborhood is the creation of a Madison Avenue Boulevard that would provides a pedestrian friendly, landscaped corridor connecting and uniting the neighborhood. Other streetscape improvements – landscaping, lighting, signage – should connect Madison across the railroad on 9th, 13th and other cross streets. Both neighborhoods require strategies for redevelopment and revitalization, including specific strategies to connect the area to Downtown, the River and the rest of the community.



### Madison Strategies

1. Utilization of urban renewal and other strategies, incentives, and partnerships to redevelop and revitalize the neighborhood.
2. Establish buffer transition zone to protect residential uses from higher intensity uses along the rail lines.
3. Implement the Madison Avenue boulevard to limit heavy truck traffic and provide a way to safely move through the neighborhood on bike and on foot.
4. Connect the neighborhood to the citywide trail and sidewalk network.
5. Ensure that public services are adequately distributed in the neighborhood - parks, public safety protection, etc.
6. Work with neighborhood residents to establish a Neighborhood Watch program and

Neighborhood Association.

7. Diligently use code enforcement as a critical tool in neighborhood revitalization.
8. Install neighborhood markers - free-standing signs or sign toppers - to define the neighborhood.
9. Pocket neighborhoods with parks and greenspace are encouraged. Not only does this allow for increased density

---

### North Downtown Strategies

1. Utilization of urban renewal and other strategies, incentives, and partnerships to redevelop and revitalize the neighborhood.
2. Use trails, sidewalks, and streetscaping to help the neighborhood cross the railroad tracks connecting to Downtown and the rest of the community.

3. Create complete streets to allow safe travel for all.
4. Connect the neighborhood to the citywide trail and sidewalk network.
5. Ensure that public services are adequately distributed in the neighborhood - parks, public safety protection, road conditions, etc.
6. Work with neighborhood residents to establish a Neighborhood Watch program and Neighborhood Association.
7. Diligently use code enforcement as a critical tool in neighborhood revitalization.
8. Install neighborhood markers - free-standing signs or sign toppers - to define the neighborhood.
9. Infill and redevelopment should be compatible to the scale and density of established single family residential.



## L | Midtown Suburban

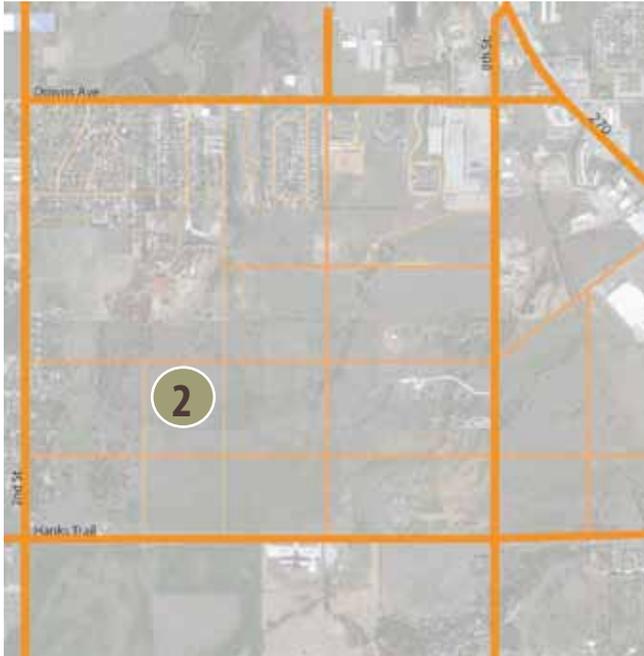
This established neighborhood is a traditional neighborhood developed mostly along a grid street pattern. Characteristics include formal and informal parking arrangements - on and off-street - some sidewalks, street trees, on-street parking, small, regular lots, limited open space, buildings close to the front property line, alleys, low degree of building separation, and neighborhood-scale businesses scattered throughout the area. This neighborhood has relatively well-maintained housing, most housing was built over the same twenty year time period, lot and street design, and has higher rates of home ownership. Location near declining areas of town may also cause this neighborhood to decline over time.

## M | Northwest Suburban

This established, suburban neighborhood connects and transitions between the traditional residential patterns of neighborhoods located to the east and commercial suburban uses located to the south and west. The area is characterized by low pedestrian orientation, little or no transit, high to moderate degree of building separation, predominantly residential with varied street patterns, often curvilinear. This area also contains land available for further residential development. Development and redevelopment in this area must focus on strategies to increase pedestrian connections, particularly to mixed use areas south of the neighborhood and along designated trail and pedestrian routes on Madison and across Oklahoma to the Goetzinger trail.

## Strategies

1. As part of the new Land Development Code, adopt land use regulations that protect the established land use pattern in these neighborhoods. For example, setbacks that would be appropriate in other neighborhoods with larger lots and lower density would not be appropriate here.
2. Install neighborhood markers to define the neighborhood.
3. Clean up and restore alleys.
4. Utilize code enforcement as a tool to aid in revitalization and stabilization.
5. Establish multi-modal connections to the Goetzinger Trail and River Trails.
6. Support and assist with the establishment of Neighborhood Associations.



## K | Southwest Suburban

The southwestern corner of Woodward consists of large tracts of rolling land, much of which has been divided into large lot subdivisions. This area will continue to experience pressure for typical types of suburban residential development due to availability of infrastructure (water and/or sewer). Without intervention, these areas are likely to evolve with low pedestrian orientation, high open space, high to moderate degree of building separation, predominantly residential with scattered civic buildings and varied street patterns, often curvilinear.

### Strategies

1. Evaluate infrastructure needs and consider the use of package plants and lift stations to support new development in this area.
2. Reconnect and extend the traditional street

grid from already developed parts of the city.

3. Support and assist with the establishment of Neighborhood Associations.
4. Ensure that the new Land Development Code allows for development that is compatible with established land uses and densities.

## Rural Residential

This rural, undeveloped land is likely to face development pressures for lower density (one unit per 2+ acres) residential development. Typically these areas will have very large lots, open space, accessory structures such as barns, and a high degree building separation. Daily services and conveniences can be found in nodes at key intersections.

### Strategies

1. Update Land Development Code to better accommodate conservation subdivisions.
2. Update Land Development Code to accommodate accessory structures and outbuildings.
3. Ensure that adequate buffering is in place when Rural Residential areas abut non rural areas, such as suburban neighborhoods.



## H | Agricultural Research and Experiment

The Agricultural Research and Experiment lands, in what is now the center of Woodward, provide over seven hundred acres of greenspace that is not accessible for recreation or community use, but does provide a connection to the rural landscape in the urban environment. The Goetzinger Trail circumvents the station and provides some connection to this greenspace. Opportunities to further expand and connect the trail to surrounding neighborhoods and amenities should be pursued.

### Strategies

1. Extend and connect the trail Goetzinger Trail. Connect to the River Trails and sidewalk network.
2. Surrounding neighborhoods should take

advantage of the pastoral views offered by the open space.

3. This area should serve as a connection to surrounding rural areas, a visual reminder of Woodward's identity

## Airport

Woodward's Regional Airport currently serves private and industrial uses. This area should continue to serve these functions while enhancing access through wayfinding and landscaping.

### Strategies

1. Continue to support improvements and upgrades to the Woodward Regional Airport.
2. As part of plan implementation and the new Land Development Code, ensure that new development will not hinder future expansion of the airport and airport services.
3. Using streetscaping and wayfinding, brand the airport as a key piece of the local economy.
4. Work with Woodward County to improve the appearance of the roads leading to the airport.



## I | Industrial Core

Westernmost Woodward, those areas located west of 270/412/NW Highway Street is where most of the Woodward’s high intensity industrial uses are located. These land uses include higher intensity manufacturing, assembly, processing activities where noise, particulate matter, vibration, smoke, dust, gas, fumes, odors, radiation, or other nuisance characteristics are not contained on-site. This area should continue to attract and concentrate these uses, while providing buffering and transition zones between existing residential uses. This area is also a western gateway to the community. As such streetscape improvements to create a more welcoming corridor and buffer industrial nuisances are needed. Enhancements should include landscaping and wayfinding.

## Strategies

1. As part of the new Land Development Code, ensure that industrial uses are protected from encroachment of other uses.
2. As part of the new Land Development Code, establish performance and development standards to include, but are not limited to, paving, noise suppression, buffering, landscaping, lighting, odor, vibration, and dust.
3. Improve the road network to support heavy truck traffic and allow for the expansion of uses. Considerations may include curb and gutter and “super paving”.
4. Utilize landscaping to soften the visual impact of industrial areas along entry corridors (15 and 270).
5. Continue to emphasize safety in all decisions related to the siting and development of industrial uses.



## Housing + Redevelopment

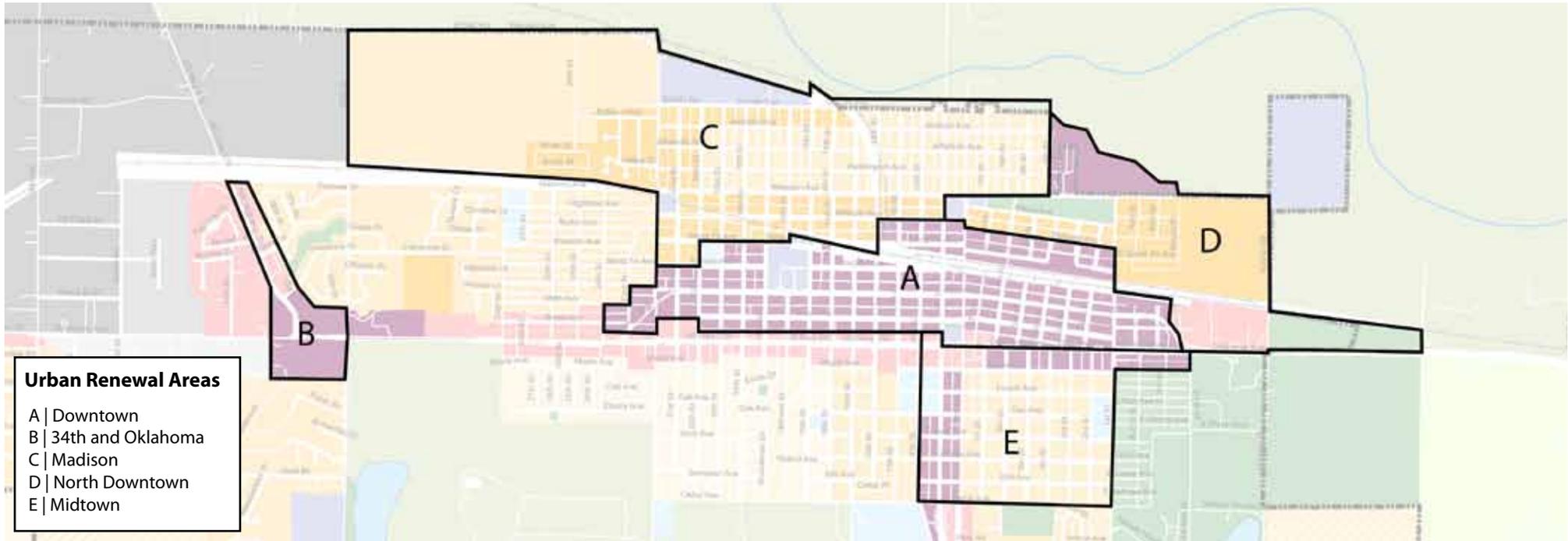
The availability of affordable, quality housing is inextricably connected to economic development and the ultimate health of the city. The lack of stable housing can impact an employer's ability to hire and retain workers. This increases the cost of doing business, negatively impacts a company's profitability and can affect the community's economic health. Conversely, redevelopment and expansion of the housing stock grows the tax base, attracts commerce, and demonstrates the health of neighborhood marketplaces.

While Woodward must ensure affordable housing, it must also strengthen its offerings for middle and upper income families and individuals. To accomplish this, housing in all styles and at all price points must be available. Diversity of housing allows people of different ages, cultures, races and incomes to live in each neighborhood. This helps achieve a balanced and stable housing market.

To achieve the goal of creating diverse housing choices, strategies must be developed to address the need for new housing as well as the need for rehabilitation and preservation of existing structures. But these strategies must look beyond housing alone. Neighborhoods are comprised of interdependent building blocks. Housing, commercial centers, transportation, cultural and entertainment amenities, schools and perceptions of safety all affect the desirability of a neighborhood. It is essential to maintain and improve all of the parts. Each neighborhood must be viewed and assessed as a whole, to determine what must be done to facilitate revitalization and growth. Promoting the preservation and development of housing in the City does more than keep neighborhoods viable. Preservation of existing housing also allows the city to maintain affordable housing stock. Maintaining and creating urban housing choices helps curb sprawl.

## Strategies

1. Create diverse housing choices.
  - Partner with area housing authorities to provide affordable housing options.
  - Increase and target new housing production that contributes to Woodward's unique character and identity.
  - Promote development of a variety of housing products at market rate
2. Promote preservation of existing housing stock.
3. Develop education programs and incentives for housing rehabilitation.
4. Revise land use regulations to protect the established land use pattern in existing neighborhoods.
5. Ensure that rehabilitation meets the same standards of quality as new construction.



6. Partner housing strategies with Urban Renewal initiatives to revitalize neighborhoods.
7. Develop and implement environmentally friendly construction and encourage high-quality, cost-effective building styles, methods and materials.
8. Promote responsible rental property ownership.
9. Assemble, prepare, and market sites for neighborhood redevelopment and new residential development.
10. Use selective intensive code enforcement and demolition based on neighborhood strategy to remove blighting or obsolete properties and make room for new development.
11. Develop systems to allow tracking of all housing development, public and private, on a citywide basis.
12. Preserve and enhance the unique features of neighborhoods.
13. Work with neighborhoods to develop neighborhood organizations and associations to aid in neighborhood revitalization.
14. Develop mechanisms to track and assess the effectiveness of investments in rehab, maintenance and new housing production.
15. Develop marketing materials to encourage private development and investment in housing.
16. Seek out and promote conversion and mixed-use opportunities, including live-work, throughout the city.
17. Highlight "best practice" models of residential construction to encourage and facilitate new residential infill development.
18. Work with partners in the housing delivery system to create a comprehensive city wide marketing plan to promote homeownership and responsible rental property ownership.
19. Provide training programs that teach property owners effective property management practices and how to reduce the incidence of illegal activities on their properties.
20. Ensure City ordinances requiring landlords to maintain properties in a decent, safe and sanitary condition are enforced.



## Character

### In this Section:

Local Economy

Cultural Resources



## Local Economy

There is not single answer or formula for economic development that leads to community prosperity. Rather, it is important to recognize that economic development is the simple term used to summarize the diverse collection of strategies used to stimulate private-sector investment to result in a prosperous community. In order to become a Great Woodward - one that can compete in a global economy - economic development efforts must address each of the “four pillars of prosperity: innovation, investments, connections, and preservation”. (Carsey Institute) Economic development efforts must reflect the demands of the new economy – jobs, wealth, and prosperity built on innovations and investments – while valuing community connections and efforts to nurture the natural environment. Furthermore, the attraction and retention of talent is absolutely critical to continuing to move the region forward. This next generation of leaders will be charged with assuming the leadership of the community, maintaining the gains that have occurred and continuing the process.

A Great Woodward will adopt an economic development strategy that is proactive and future-oriented with leadership that embraces change and assumes risk. In order to break, or at least soften the effects, of the boom-bust cycle associated with dependence on the oil and gas industry, Woodward must aggressively diversify the local economy. Agriculture and energy have always and should always play an important role in driving local prosperity, but new opportunities such as healthcare, innovation and technology, and tourism should also be supported. While the City is dependent on sales tax for operations, care should be taken to ensure that while Woodward expands its role as a regional shopping, entertainment, and recreation destination, low skilled low paying jobs do not dominate the local economy while higher skilled higher paid employees are pushed outside of the city limits. Retail development is only one component to economic development and on its own does not create a prosperous community.

## Strategies

1. Target industrial and business sectors that align with Woodward’s economic strengths, including research and innovation, healthcare, advanced manufacturing, information technology, education services, and renewable energy.
2. Leverage natural resources and amenities to expand the tourism and recreation sectors of the local economy.
3. Regional food systems: Building markets for local and regionally grown agricultural products makes great economic sense. The City and its partners should support efforts to expand local food production.
4. Connectivity:
  - Work to achieve universal access to broadband service, ensuring that all households and businesses have access to reliable, affordable telecommunication services throughout Woodward. Establish strategies to secure next-generation, state-of-the-art broadband and infrastructure.



5. Enhance and expand the City's online economic development presence, providing businesses with easy access to resources and information about economic development in Woodward.
6. Provide an attractive economic environment with a streamlined, business-friendly culture by making regulatory and permitting processes clear, predictable, and coordinated.
7. Support workforce development, including job training programs and initiatives for business development.
8. Establish strategies to retain and encourage growth of existing locally-owned businesses. Support efforts of locally-owned and independent businesses to organize and promote themselves through "buy local" and similar campaigns.
9. Strategically recruit new retail and commercial businesses that can serve as anchors for Woodward's commercial centers as well as those that provide goods or services not currently available in the community.
10. Develop strategies and initiatives for co-working spaces, live-work spaces, mixed use development, and other innovative office environments.
11. Encourage new business development in existing core or neighborhood commercial areas.
12. Support the development of the Woodward Industrial Park as a hub for renewable energy companies and other industrial operations, and promote appropriate development in the City's other designated urban renewal areas.
13. Cultivate relationships with strategic partners:
  - Continue to support the work of the Woodward Industrial Foundation.
  - Coordinate with the Woodward Industrial Foundation, Woodward Chamber of Commerce, Convention and Visitors Bureau, Woodward Main Street, NWOSU, High Plains Technology Center, and other organizations to attract new businesses and grow existing businesses.
14. Recognize Woodward's arts and cultural offerings as an important resource to attract businesses and recruit employees to Woodward. Cultivate Woodward's creative economy, including arts and culture, and support development particularly in Downtown, of unique nodes of economic activity, such as artist communities or high-tech business incubator spaces.
15. Use objective measurement tools to evaluate public financing and incentive requests.
16. Concentrate incentives on businesses that create jobs that provide multiplier effects in the local economy.



## Cultural Resources

Woodward has a rich and deep history as a pioneering outpost on the emerging American frontier. Founded as a cattle town when the railroad came through, Woodward's history is one of pioneering settlers and innovation, entrepreneurship and survival. Though many of Woodward's historic structures, particularly residential structures, were lost in the 1947 tornado, the rebuilt neighborhoods and Downtown provide a sense of history and place that tells the story of a resilient community. As a regional hub for northwest Oklahoma, southwest Kansas, and the eastern Texas panhandles Woodward is positioned to become the regional leader for arts and culture and for cultural and heritage tourism. The following strategies will provide the direction for such.

## Strategies

1. Protect, preserve and interpret cultural resources (those objects, buildings, structures, sites, places, or neighborhoods with historic, cultural, or aesthetic significance) in Woodward for residents and visitors through the use of conservation districts, design guidelines, and neighborhood revitalization.
2. Promote the arts throughout Woodward, particularly from local artists and highlight the revitalization of Downtown Woodward as a canvas for public art.
3. Use public art and Interpretative signage to tell the story of important places and moments in Woodward's history. Create opportunities for public art installations, both permanent and temporary, in downtown as focal points for the community, including murals, sculpture and unique street furniture.
4. Woodward's architectural heritage is a way of connecting future generations to the past. Design standards and guidelines can protect this heritage and ensure that the past is allowed to share its story.
5. Support culture as an engine for a creative economy, attracting and retaining young professionals.
6. Use landscaping as a way to connect the community to the prairie the first drew settlers and ranchers
7. Enhance Woodward's cultural identity throughout the region through the development of a regional arts council.
8. Develop a Cultural Tourism Strategy that includes strategies for arts, culture, and heritage tourism.
9. Designate an official arts district. The arts



*Unique cultural resources, like the Phillips Gas Station near the intersection of Main and Oklahoma are opportunities to revitalize and create Woodward's cultural identity.*

district should include opportunities for live-work spaces for artists.

10. Create “stumble upon” events in Downtown and the Arts District. These organized events could include concerts, movies in the park, or other opportunities for residents and visitors to gather and enjoy Woodward’s cultural offerings.

## In This Chapter:

Plan Review + Update  
Short Term Work Plan

It might take decades to realize the vision of a Great Woodward outlined in this plan and what are sure to be subsequent plans. In the meantime, what are we going to do now?

*“This is where the Stockdale Paradox comes into play: You must retain faith that you can prevail to greatness in the end, while retaining the discipline to confront the brutal facts of your current reality. What can you do today to create a pocket of greatness, despite the brutal facts of your environment?” - Jim Collins*

---

### Plan Review and Update

The Plan and Short Term Work Plan should be reviewed and updated annually as part of the City’s budgeting process. These updates should reflect projects or initiatives that are underway including information on why some projects may have been cancelled or postponed. It is recommended that this update result in a Report of Accomplishments that can (and should) be used to supplement a State of the City report. Every three to five years, the City should plan on engaging in a community-wide planning process that updates the plan to reflect current conditions, issues, and opportunities.

#### Report of Accomplishments

*Any journey from good to great requires... relentlessly tracking your trajectory on the output variables, and then driving yourself to even higher levels of performance and impact. Greatness is an inherently dynamic process, not an end point.*

### Short Term Work Program

Short Term Work Program (STWP): A STWP identifies specific implementation actions the City, or other entities, intend to take during the first five-year time frame of the planning period. This includes any ordinances, administrative systems (such as site plan review, design review, etc.), community improvements or investments, financing arrangements, or other programs or initiatives to be put in place to implement the Plan. The STWP includes the following information for each activity listed:

- Brief description of the activity;
- Time frame for undertaking the activity;
- Responsible party for implementing the activity;
- Estimated cost (if any) of implementing the activity;
- Funding source(s), if applicable.



## Woodward Comprehensive Plan Short Term Work Plan

Action / Project / Initiative		Strategy	Fiscal Year	Est. Cost	Partners	Comments / Resources
1	Implement the comprehensive plan		On-going	\$50,000/yr		
<b>Stormwater Management</b>						
2	Establish a stormwater utility		14-15	\$65,000		Staff time / GIS / Engineer
3	Commission a detailed floodplain study		15-16	\$400,000		General Fund to be reimbursed from Stormwater Utility. This needs further investigation to better determine cost.
4	Revise and update the Future Land Use Map to reflect the floodplain study		15-16	\$2,000		
5	Restore trees and vegetation along degraded waterways/creeks		17-18	\$75,000/yr	OSU Extension; NRCS; Soil Conservation	Incorporate into floodplain management / stormwater utility. Work with Dr. Jason Vogel, OSU Stormwater expert
6	After new floodplain maps have been adopted, identify areas for trails and recreation in floodplain; Extend the trail network to include connections to the N Canadian River through floodplain		15-16	Staff time		Phased implementation following floodplain study
7	Participate in FEMA's Community Rating System		14-15	Staff time		Following floodplain study
<b>Land Use and Development</b>						
8	Create and implement a new Land Development Code to implement the comprehensive plan and streamline development review (Zoning, Subdivision, Landscaping, Building Design, Signage, Parking, Exterior Lighting)		14-15	\$35,000	Steering Committee, Main Street, Industrial Foundation, City Staff, City Attorney	Partially budgeted / contracted
9	Rezone land in accordance with the Future Land Use Map and comprehensive plan		14-15		City Attorney, City Staff, City Commission, Steering Committee, Realtors, Chamber, Industrial Foundation, Main Street	As part of plan implementation
10	Rezone land in cooperative planning area (3 mile buffer) in compliance with comprehensive plan		14-15	Staff time	Woodward County Commission; City Staff; Steering Committee	Staff time / consultant



## Woodward Comprehensive Plan Short Term Work Plan

Action / Project / Initiative		Strategy	Fiscal Year	Est. Cost	Partners	Comments / Resources
11	Develop design standards for each neighborhood that promote high quality focal points in the areas where they are located. These standards should address issues such as re-use of existing structures, low impact development, tree planting, preservation and protection of existing neighborhoods, green spaces and parks, bike facilities, safe, connected walkways, building design and massing, and anchoring neighborhoods. (Also known as a Community Pattern Book)		14-15	\$35,000		
12	Establish incentives and regulations to promote the creation of artists' live/work space in residential areas that allow for limited gallery space		16-17	In-kind	Theater, Main Street	Waiver of fees and deposits
13	Streamlined development review (administrative review for some development; MAPC review for some development)		14-15	Staff time	MAPC, County Commission	Technical Review Committee; fast track for incentivized improvements (LID); checklists; pre-application meeting; on-line docs, maps, FAQs; flowchart/decision tree
14	Contract with Woodward County to expand the range of services offered in the cooperative planning area to the full range of zoning, subdivision, building permitting and inspection, nuisance abatement, and economic development services offered to City residents.		14-15	\$60,000	Woodward County Commission, City Staff	Should be close to zero sum - County will cover most costs. This assumes at least 1.5 FTEs
15	Develop a Master Plan for the 8th Street Town Center and 270 Commerce Center		15-16	\$20,000	Steering Committee	Planning consultant or retail consultant, or both
<b>Operations / Systems</b>						
16	Establish and continually monitor a set of measures to gauge the effectiveness of plan implementation (Performance Measures / Metrics for Success)		On-going	Staff time		Sync to GIS, CIP, LDC, etc.
17	Continue to develop the City's GIS		On-going	\$15,000/yr		
18	Increase access to City of Woodward services through new tools and technologies including web-based services and self-service kiosks. (Virtual City Hall)		On-going			



## Woodward Comprehensive Plan Short Term Work Plan

Action / Project / Initiative		Strategy	Fiscal Year	Est. Cost	Partners	Comments / Resources
19	Implement a system to inspect and accept infrastructure. The inspection process should be self-sufficient.		14-15	Staff time		Staff time / consultant.
20	Implement a system to inspect and accept roads and streets. The inspection process should be self-sufficient.		14-15	Staff time		Staff time / consultant
21	Implement system to review contracts with community entities and agencies. The system should include a mechanism to measure the success of entities receiving city funds or support.		14-15	Staff time		Performance Measures / Metrics for Success
22	Contract with a Professional Engineer to serve as the City Engineer - develop technical standards and specifications; assist with development review		14-15			Should be close to zero sum
23	Transition the comprehensive plan Steering Committee into a Citizens Advisory Committee to assist with plan implementation and updates		14-15	Staff time		Staff time / consultant; On-going
24	Transition the comprehensive plan Staff Committee into a Technical Advisory Committee to assist with plan implementation and updates		14-15	Staff time		Staff time / consultant; On-going
<b>Infrastructure</b>						
25	Operations/Systems		On-going	Staff time		PENDING INFORMATION FROM CITY; will probably need input from engineer
26	Adopt a solid waste management plan to divert waste from landfills with particular attention to: recycling; composting; Develop and implement a program to mulch and compost yard waste		15-16	\$15,000		
27	Adopt a conservation rate schedule for water		15-16	Staff time		
28	Conduct a cost of community services study: water, sewer, stormwater, trash, streets (are services covering expenses and how do they compare rates to other communities)		14-15	\$50,000		Cost assumes an engineer prepared utility yield/capacity study



## Woodward Comprehensive Plan Short Term Work Plan

Action / Project / Initiative		Strategy	Fiscal Year	Est. Cost	Partners	Comments / Resources
<b>Transportation</b>						
29	Create a transportation and congestion management plan and program to improve the flow of traffic (Downtown, 34th Street, schools, CBP at peak times)		15-16	\$45,000	ODOT	CIP
30	Create a trails master plan to ensure connectivity and provide consistency with regional, city, and neighborhood level trail and transportation goals.		CIP	\$15,000		
31	Synchronize lights along the truck route		14-15	Staff time		Long-term: need to update controls (CIP)
32	Retrofit existing sidewalks to comply with Americans with Disabilities standards		On-going	\$30,000/yr		CIP: Phases - as part of streetscape; Need an inventory of non-compliant sidewalks then a strategy to correct
33	Reconfigure and improve the intersection of Oklahoma Avenue and 9th Street to allow for smoother traffic flow and improve turning radii		18-19		ODOT	
34	Extend the Downtown streetscape west to Oklahoma Avenue		16-17	\$1.3m		Tie to medical district improvements and master plan
35	Extend the Downtown streetscape south from Main Street to Cedar		16-17	\$2m	Main Street, ODOT	
36	Extend the Downtown streetscape north from Main Street to turn for Boiling Springs		17-18	\$1.3m	Main Street, ODOT, OG&E	
37	Extend the Downtown streetscape east along Main to Oklahoma Avenue		18-19	\$1.3m		Time with opening of new CBP entry
38	As part of a Capital Improvement Plan, redevelop roads as boulevards as recommended in the comprehensive plan including construction of round-a-bouts		On-going			As part of reconstruction, upgrade utilities as needed
39	Establish a Railroad quiet zone in Downtown		17-18	\$2m	Main Street, Hospital, Industrial Foundation, BNSF	The cost-estimate assumes a "worst-case" scenario for crossing improvements, Increased safety measures, buffering, and screening
40	Create a "Sidewalk Bank" to allow for payment in lieu of construction of sidewalks.		14-15	Staff time		
41	Following completion of the floodplain study, extend the Goetzinger Walking Trail east along Cedar to Crystal Beach Park		16-17			Get cost from Kevin / Brian; Pending floodplain study



## Woodward Comprehensive Plan Short Term Work Plan

Action / Project / Initiative		Strategy	Fiscal Year	Est. Cost	Partners	Comments / Resources
42	Remove faded, outdated public signs throughout the community		14-15	Staff time		
43	Construct Progress Drive as a landscaped boulevard through to 8th Street		16-17			As part of development of the 8th Street Town Center
44	Reconfigure the intersection of 270/Williams and 1st Street to improve access to Walmart and ultimately improve access and visibility to the 8th Street Town Center, Walmart and/or Signalize the intersection of Williams and Progress Drive		18-19		ODOT, Industrial Foundation	As part of development of the 8th Street Town Center
45	Remove faded, outdated public signs throughout the community		14-15	Staff time		
46	Inventory existing road conditions then prioritize annual maintenance and improvements along with long range plans for road and utility upgrades (see also: Capital Improvement Plan)		14-15	\$100,000/yr		
47	Map all rights-of-way in GIS		14-15	\$5,000		As part of the GIS
48	Develop incentives and coordinate regulations to promote innovative water and greywater re-use options for building and site design, landscape maintenance, and agricultural irrigation		14-15	Staff time		Incorporate into LDC
49	Develop complete streets design guidelines, standards and specifications and require these standards for all new road construction and reconstruction: pedestrian and bicycle facilities and amenities; green street techniques; interconnected, navigable, grid-like streets and blocks; flexibility in design and regulations; traffic calming measures; use of native landscaping		14-15	\$10,000		Incorporate into LDC
<b>Local Economy</b>						
50	Develop a wayfinding program		15-16	\$35,000	CVB, Main Street, Chamber, Industrial Foundation	
51	Become the first city in Oklahoma to participate in Silicon Prairie		15-16	Staff time		<a href="http://www.siliconprairienews.com">http://www.siliconprairienews.com</a> - minimal cost when coupled with incubators and other economic/technology innovations
52	Implement the wayfinding program in phases, one neighborhood or corridor at a time		15-16	\$150,000/yr	CVB, Main Street, Chamber, Industrial Foundation	Cost of fabrication and installation

## Woodward Comprehensive Plan Short Term Work Plan

Action / Project / Initiative		Strategy	Fiscal Year	Est. Cost	Partners	Comments / Resources
53	Establish a Tax Increment Finance District to support improvements in the Medical District.		17-18			
54	Establish a Tax Increment Finance District to support improvements in the 8th Street Town Center		16-17			
55	Establish a Business Improvement District - 8th Street Town Center		18-19			
56	Create a small business incubator		15-16	\$300,000	NWOSU, HPTC, Industrial Foundation, USDA	
57	Create an arts/culture incubator		15-16	\$150,000	Theatre, Main Street, NWOSU	
58	Support the re-opening of the Stine Mansion as a special event and meeting center		15-16	\$65,000/year	Main Street	P3 - Main Street, Chamber, CVB, City
59	As part of the reopening of the Stine Mansion, program the surrounding green space for community events		15-16	\$5,000/year	Main Street	<a href="http://www.guthriegreen.com/visit">http://www.guthriegreen.com/visit</a>
60	Pursue approval of Sunday sales of liquor by the drink		14-15			Possible cost for an informational campaign
61	Develop and implement community wide customer service training		16-17	\$10,000	Chamber, CVB, Industrial Foundation, HPTC, NWOSU	
62	Provide free wi-fi access across Woodward in indoor and outdoor public spaces		15-16	\$10,000	USDA, Rural Broadband, Pioneer Telephone	
63	Conduct a Housing Market Study		14-15	\$35,000		Consultant - American MetroStudy
64	Construct a welcome center / visitor information center on the site of the soon to be vacated Fire Department		17-18	\$500,000		
<b>Neighborhood Revitalization</b>						
65	Create and fund an Urban Renewal Authority		15-16	\$400,000		On-going funding will be needed unless there is a strategy implemented to make the Authority self-sufficient.
66	Develop and implement Urban Renewal Plan in accordance with the identified Urban Renewal Areas in the comprehensive plan		14-15	\$15,000		
67	Develop and implement incentives for residential infill development		15-16	In-kind contributions - services and land		

## Woodward Comprehensive Plan Short Term Work Plan

Action / Project / Initiative		Strategy	Fiscal Year	Est. Cost	Partners	Comments / Resources
68	Develop and implement incentives for the adaptive reuse of buildings in the Midtown Mixed Use District		15-16	In-kind contributions - services and land		
69	Incentivize and subsidize the construction of infrastructure for projects providing affordable or workforce housing		14-15	In-kind contributions - services and land		
70	Create incentives and form partnerships with large employers to develop workforce housing		15-16	\$250,000/yr	Hospital, Woodward Public Schools, NWOSU, HPTC	
71	Implement a code of the month program to aid in code enforcement and more towards code compliance		14-15	Staff time		On-going
72	Participate in National Night Out		14-15	Staff time / Volunteers		<a href="http://natw.org">http://natw.org</a>
73	Develop and implement a "Blight to Bright" program to revitalize neighborhoods		14-15	\$25,000/year		
74	Develop a system for the salvage of building parts from structures to be demolished. Salvaged parts should be resold to fund rehabilitation and revitalization efforts.		16-17	\$25,000	Urban Renewal Authority	Warehouse space and labor (work release from Ft Supply?) - goal to be self-sufficient
75	Provide permit and utility connection discounts for infill housing and redevelopment		15-16	In-kind		Tie incentives to urban renewal and housing projects
76	Establish an Office of Neighborhood Vitality		16-17	\$60,000		As part of plan implementation and urban renewal: <a href="http://www.ci.garland.tx.us/gov/lq/pcd/vitalnbhds/office/default.asp">http://www.ci.garland.tx.us/gov/lq/pcd/vitalnbhds/office/default.asp</a>
77	Establish a Neighborhood Management Academy to support neighborhood revitalization efforts		17-18	\$5,000		
78	As part of the Urban Renewal Plan, use GIS to develop an inventory vacant lots / opportunities for infill development and redevelopment. Make this list available to developers and builders.		14-15	\$8,000		On-going maintenance will be minimal
79	Establish a rental registry to ensure that all rental property is code compliant and habitable		14-15	Staff time		
80	Adopt a Nuisance House Ordinance		14-15	Staff time		A NHO would provide an opportunity for the City to take steps to address houses that are repeatedly visited by the police and/or code enforcement

## Woodward Comprehensive Plan Short Term Work Plan

Action / Project / Initiative		Strategy	Fiscal Year	Est. Cost	Partners	Comments / Resources
81	Façade grants / Revolving Loan Fund: Oklahoma Corridor; Midtown MU		15-16	\$25,000		
82	Partner with the Freedom West Community Development Corporation to provide affordable housing		14-15			www.freedomwest.org
83	Construct Neighborhood transition points - monument signs, street sign toppers, entryways		15-16	\$5,000		As part of neighborhood revitalization
84	Develop a Health System Facilities Strategic Plan		15-16	\$60,000	Hospital, Industrial Foundation, Main Street	
85	Increase number of code enforcement officers; cross-train other departments to assist with recurring violations (abandoned vehicles; tall weeds and grass; unsafe living conditions)		14-15	\$45,000/year		This will be a rolling implementation - but critical; Option to out-source (Safebuilt)
86	As part of supporting neighborhood organizations, offer a citizens code enforcement academy and program		16-17	\$10,000	HPTC, NWOSU, OSU Extension, Chamber, City staff	
87	Screen railroad storage areas with fencing and vegetation		15-16	\$75,000	Main Street, Industrial Foundation, BNSF	Will have to happen in stages / Phased with other neighborhood improvements
88	Begin to buy-up property in the Crystal Beach Park renewal area and offer life estates for occupied, habitable structures		16-17	URP		Funded in Urban Renewal
89	Develop a mechanism to identify when utilities have been disconnected at a property - trigger inspection/site visit		15-16	\$3,000		Sync with GIS and code enforcement
90	Develop a façade grant / enhancement program for Oklahoma Avenue		16-17	\$15,000/year		In partnership with a merchant's association or design district
91	Develop a façade grant / enhancement program for the 270 Commerce Center		16-17	\$15,000/year		In partnership with a merchant's association and/or design district
92	Develop a program to mitigate the sound/noise from outdoor performance and recreation venues		15-16			Evaluate regulations and physical improvements
93	Update the Crystal Beach Park Master Plan to show the new entrance off of Oklahoma Avenue; 4th Street opening; extension of the park to 1st Street NE; redevelopment of neighborhood into RV park; and increased pedestrian access and safety		15-16	\$5,000		Cost includes design but not engineering or construction of improvements



## Woodward Comprehensive Plan Short Term Work Plan

Action / Project / Initiative		Strategy	Fiscal Year	Est. Cost	Partners	Comments / Resources
<b>Quality of Life / Social Capital</b>						
94	Pursue Certified Healthy Community designation		14-15	Staff time		Grant funds associated with designation
95	Pursue Certified Healthy Workplace designation		14-15	Staff time		
96	Indoor pool/waterpark		18-19	\$4m		
97	Develop a youth student leadership program that involves students in community planning and implementation		15-16	Staff time	Advisory Committee, Chamber, NWOSU, HPTC, Industrial Foundation	
98	Develop a branding campaign for arts and culture in Woodward		16-17	\$15,000		
99	Increase the City match for public art every other year		On-going	\$25,000		
100	Inventory social services and non-profits. Map resources and share information throughout the community.		18-19	\$5,000		GIS - - Red Cross? United Fund?
101	Establish an arts council		15-16	\$25,000	Theater, Main Street	City seed money then funded through dues/memberships/grants
102	Develop a young professionals networking group		15-16	Staff time	Chamber, Main Street, Industrial Foundation	Possible cost for marketing - could be paid by dues
103	Adopt an ordinance requiring 1% of every capital project be dedicated to public art/beautification		14-15			

## In This Chapter:

### Maps

- Context Map Series
- Zoning
- Existing Land Use
- Future Land Use Build Out Series
- Urban Renewal Map
- Water + Sewer
- Public School Locations
- Transportation Map Series
- Water Map Series

### Glossary

### Resources + Case Studies

### Baseline Data

- Demographic Data
- Community Character Analysis
- Transportation Existing Conditions
- Retail Market Study
- OK Comprehensive Water Plan



### City of Woodward Location Map in the United States

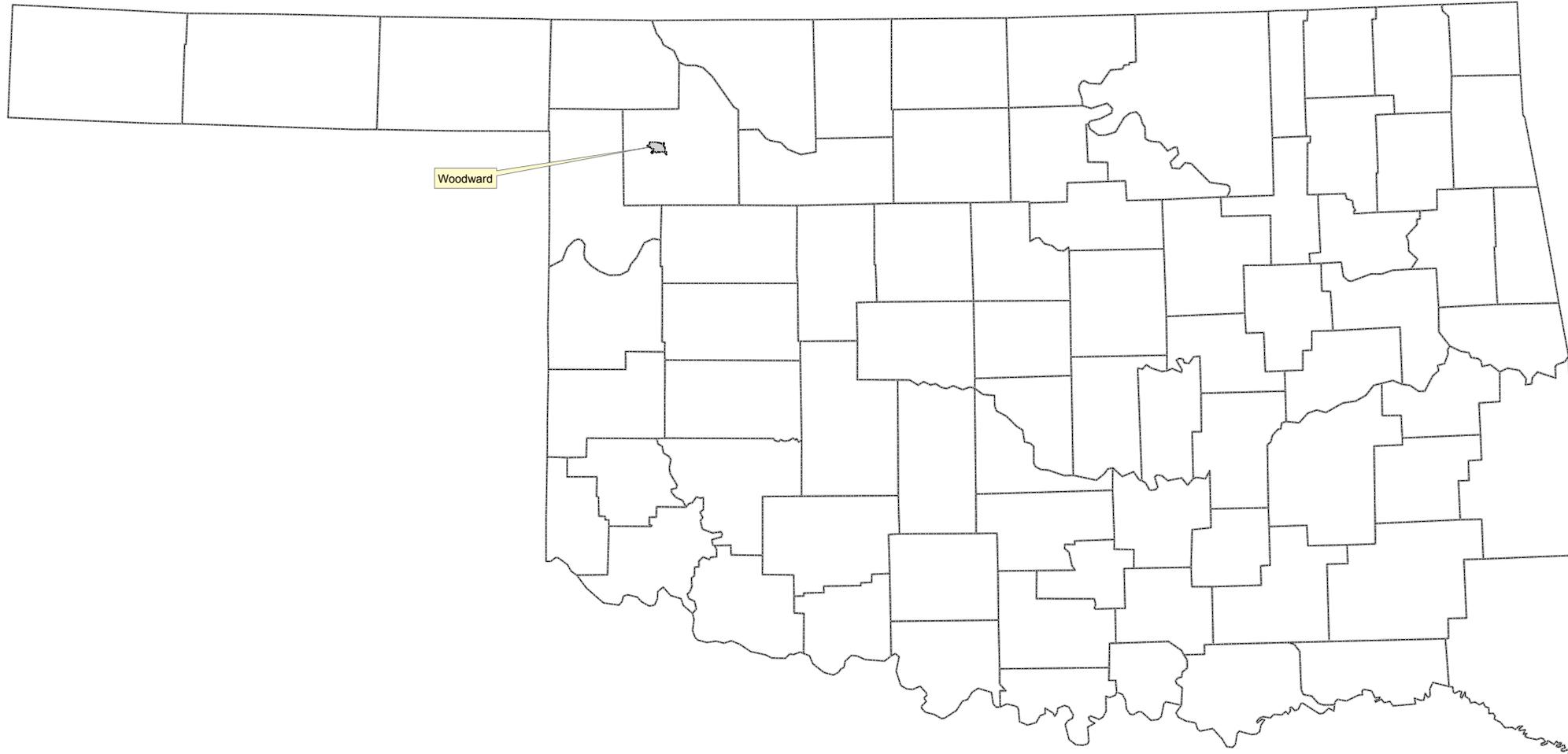


**Legend**

-  City Limits
-  States



City of Woodward Location Map  
in Oklahoma

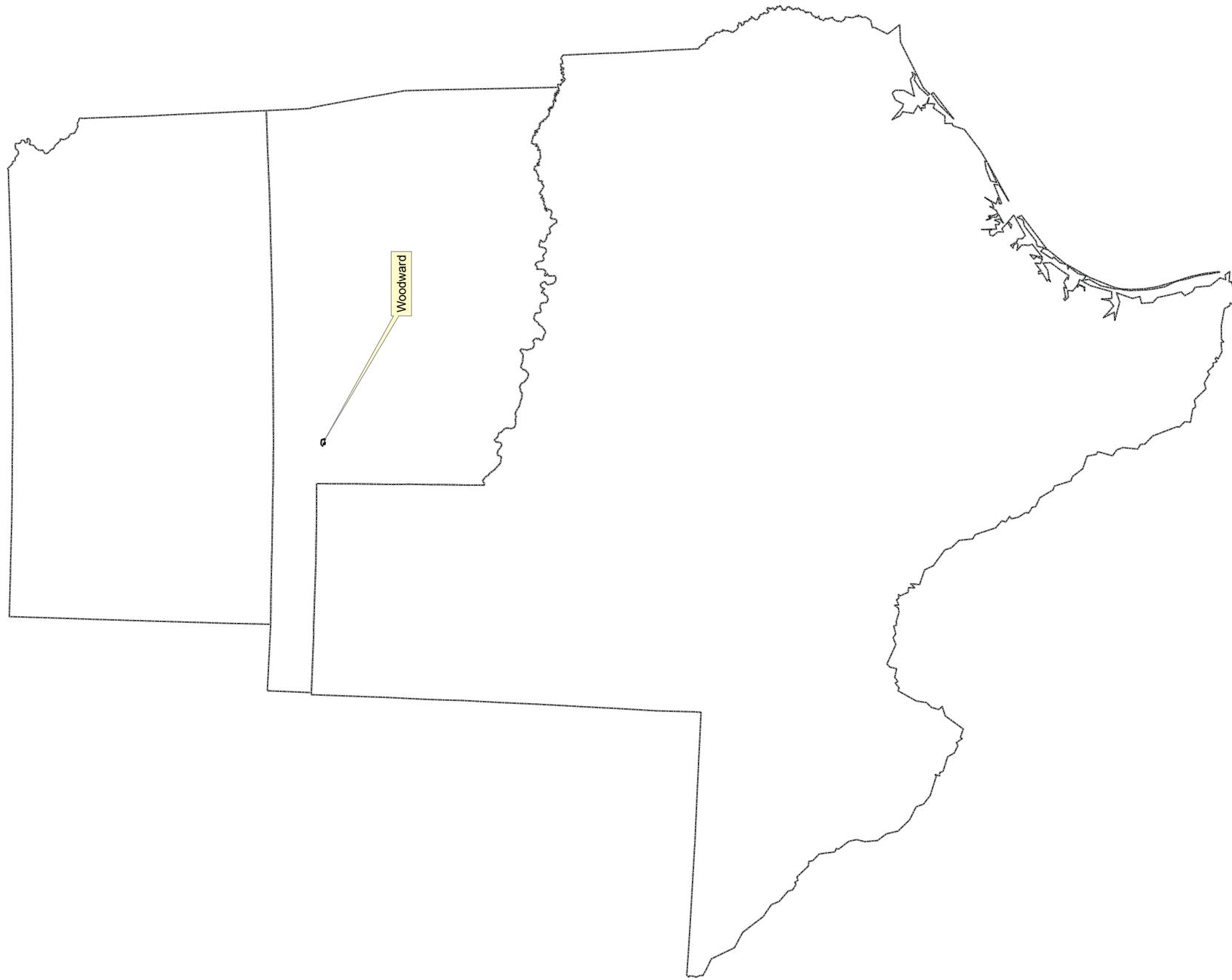


**Legend**

- City Limits
- counties

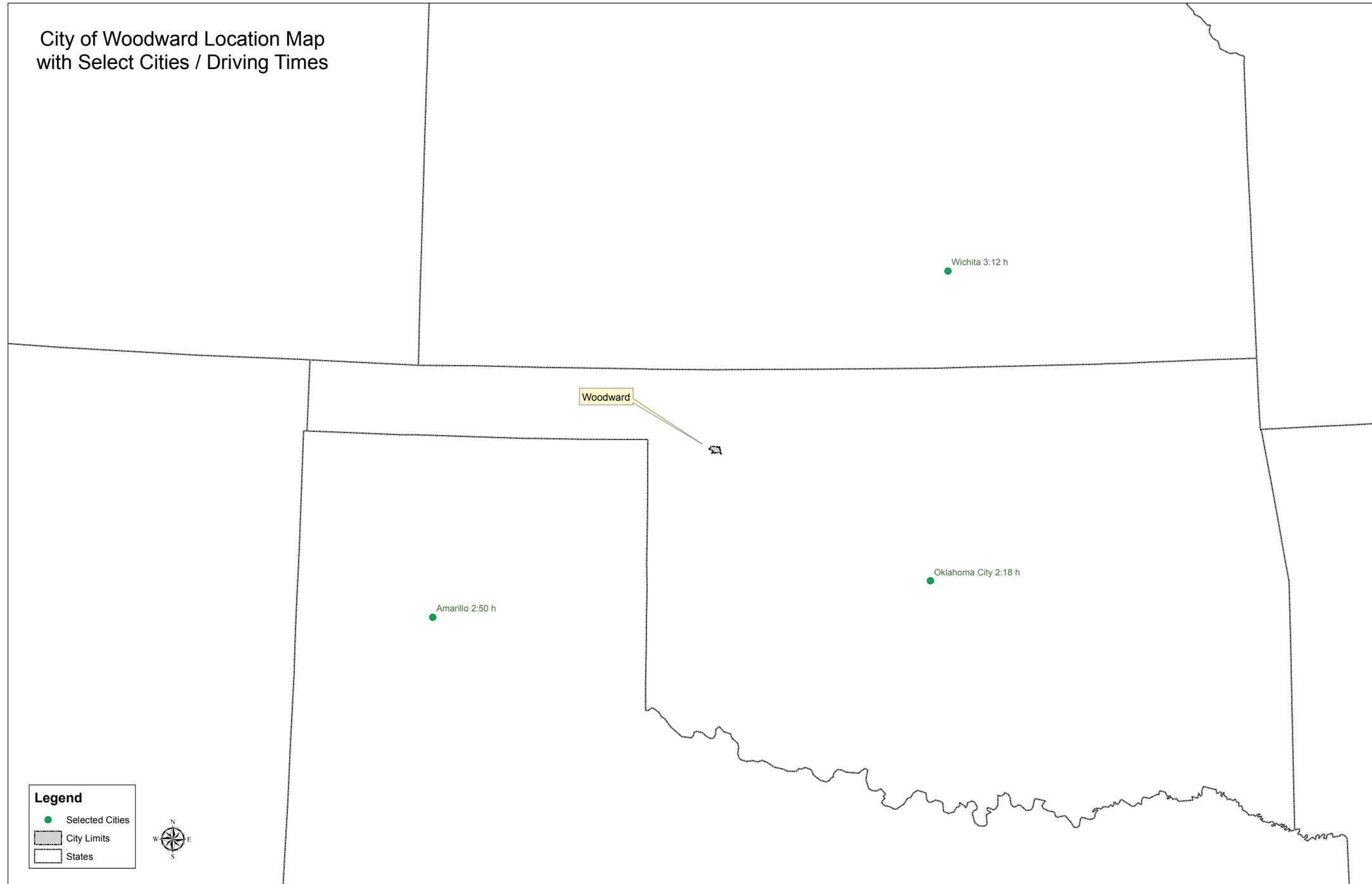


City of Woodward Location Map  
in Tri - State Region

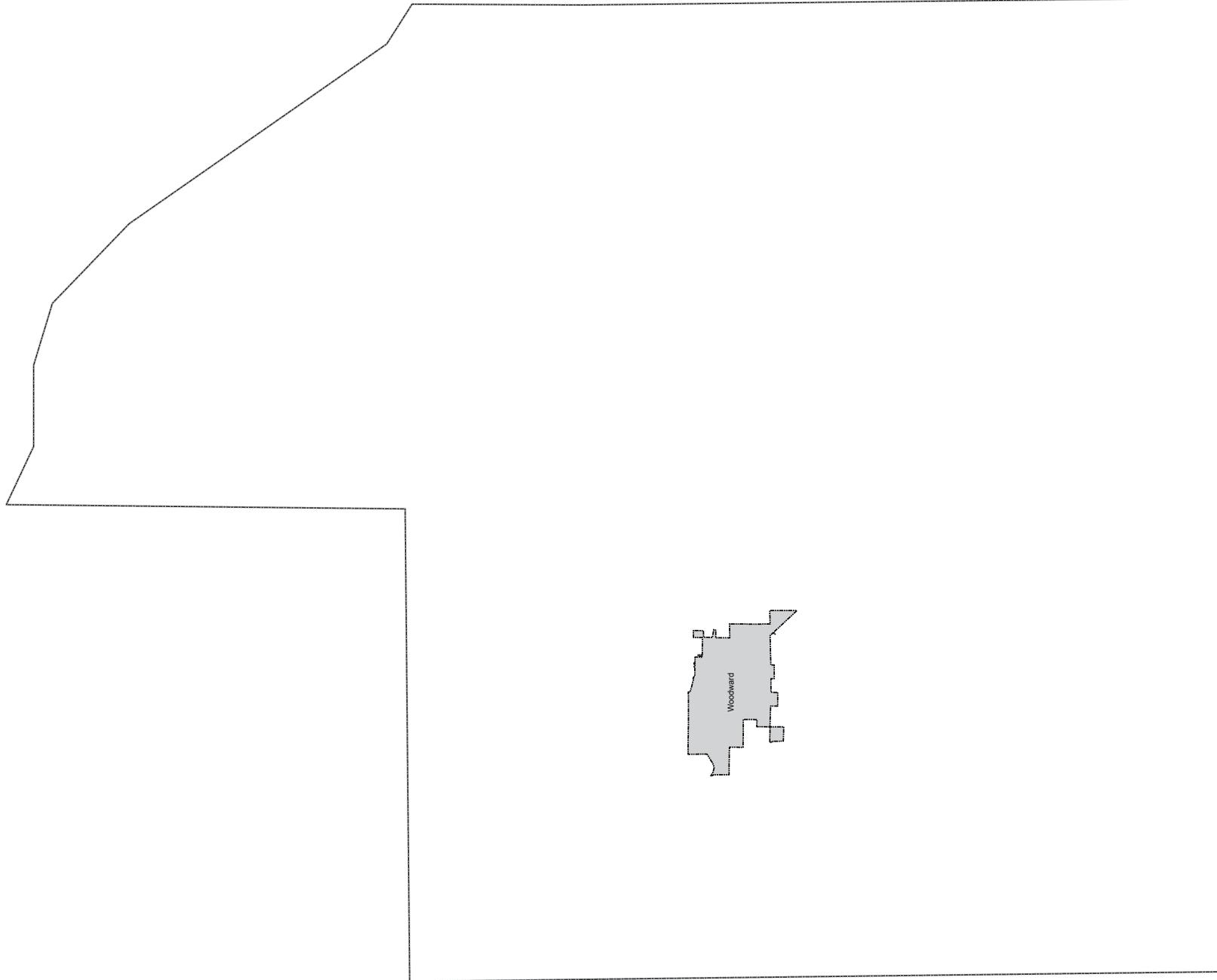




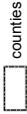
## City of Woodward Location Map with Select Cities / Driving Times

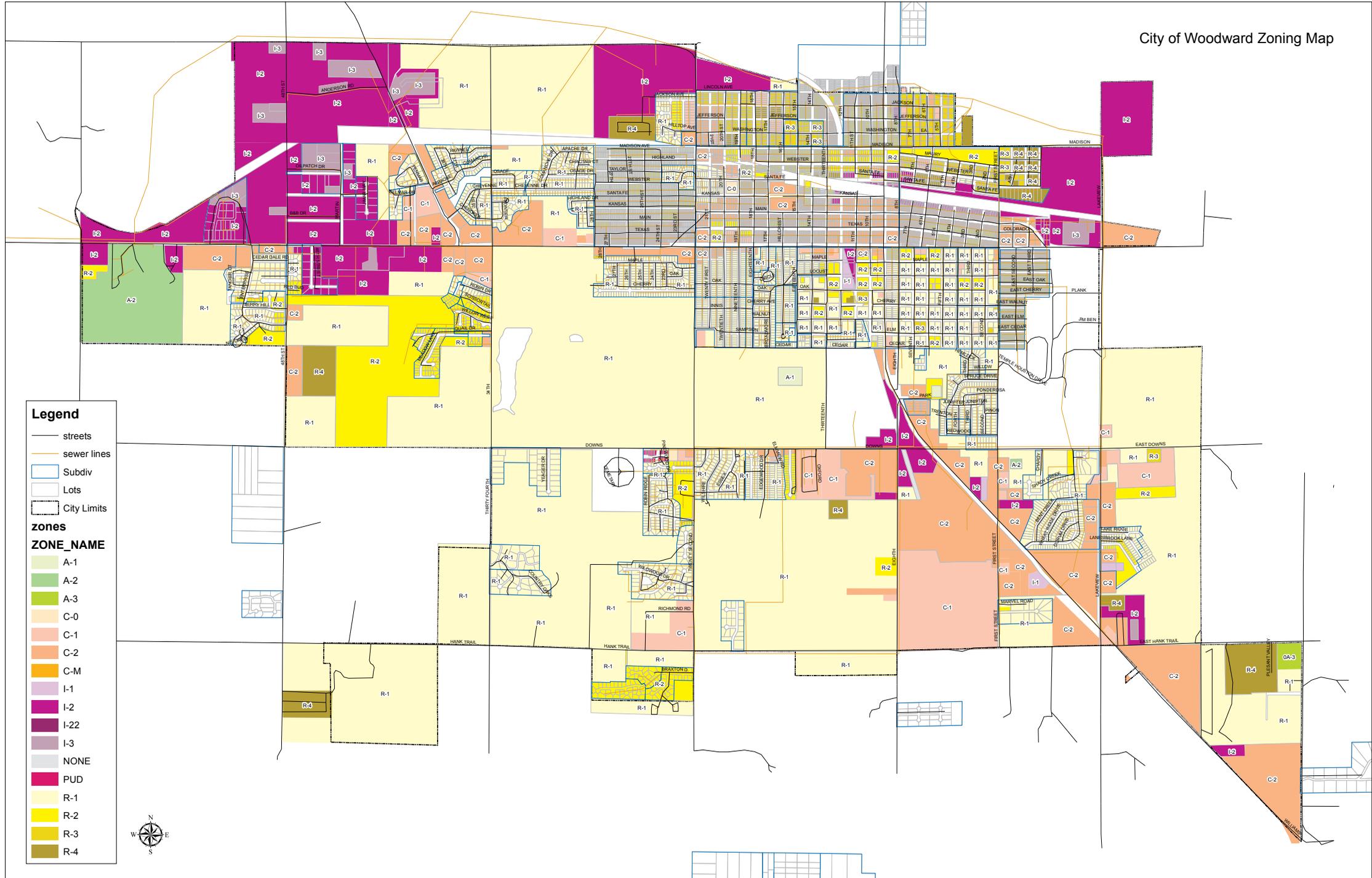


City of Woodward Location Map  
in Woodward County



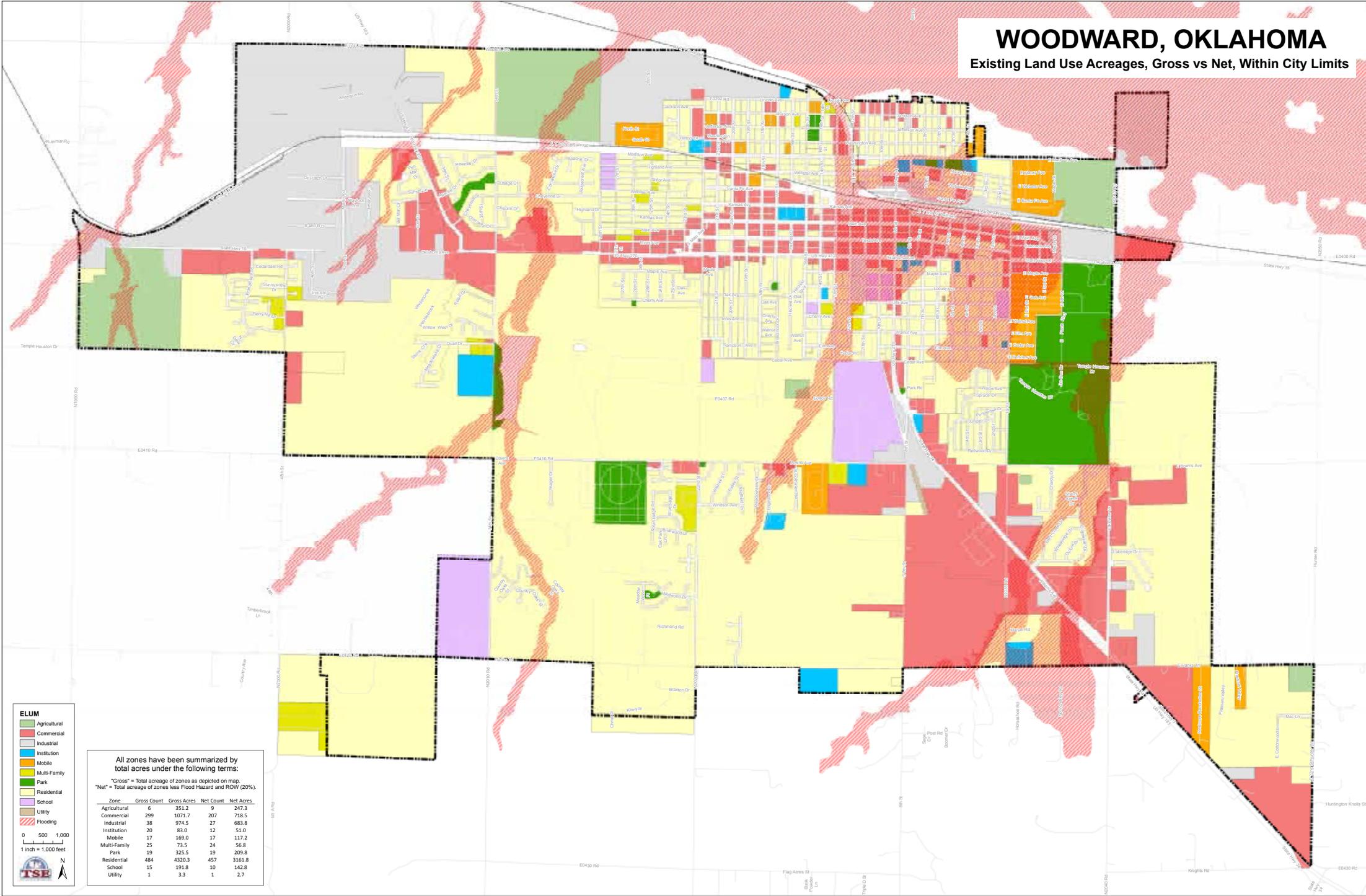
**Legend**

	City Limits
	county



# WOODWARD, OKLAHOMA

Existing Land Use Acreages, Gross vs Net, Within City Limits



**ELUM**

- Agricultural
- Commercial
- Industrial
- Institution
- Mobile
- Multi-Family
- Park
- Residential
- School
- Utility
- Flooding

0 500 1,000  
1 inch = 1,000 feet



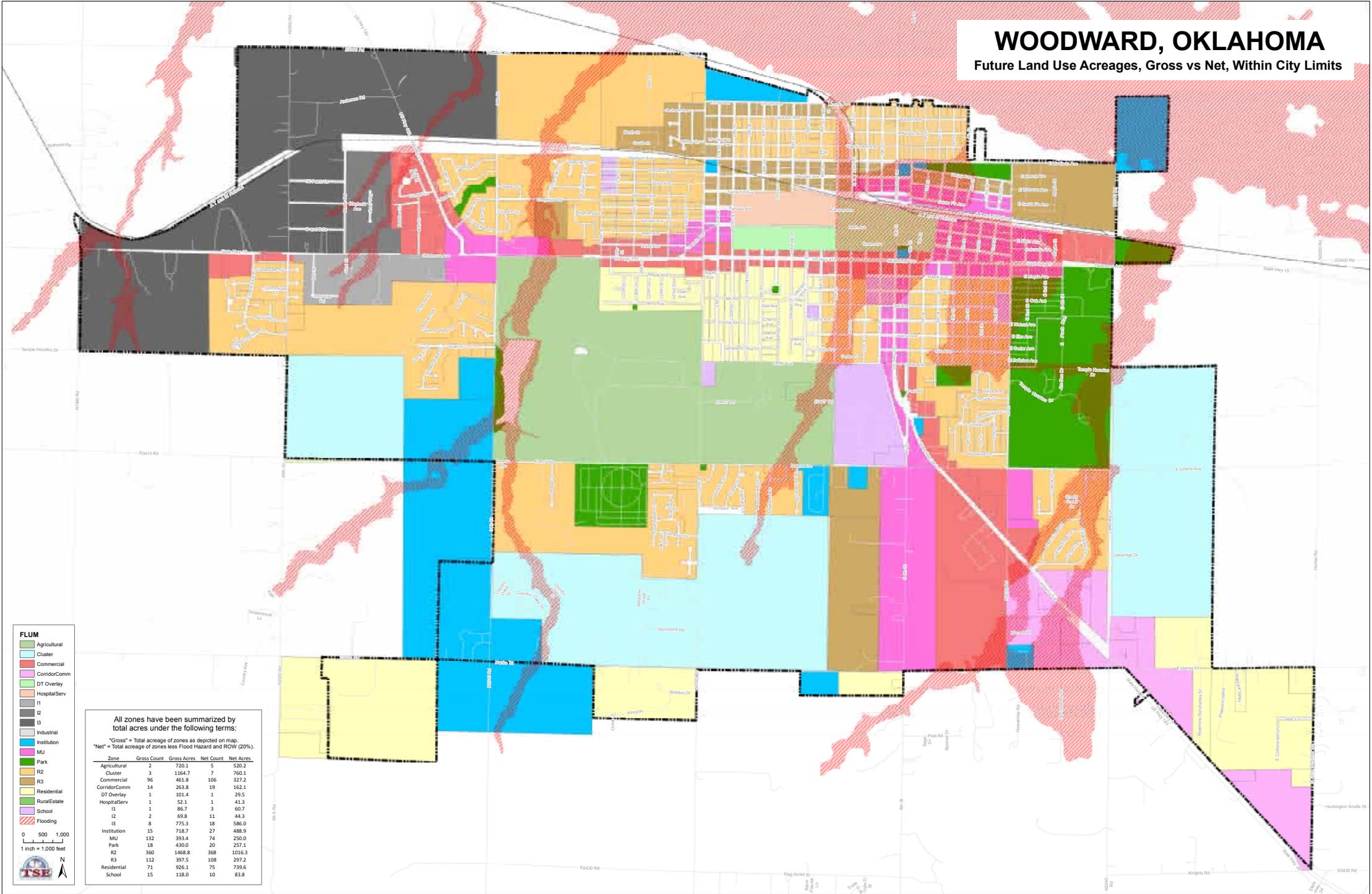
All zones have been summarized by total acres under the following terms:

\*Gross\* = Total acreage of zones as depicted on map.  
\*Net\* = Total acreage of zones less Flood Hazard and ROW (20%).

Zone	Gross Count	Gross Acres	Net Count	Net Acres
Agricultural	6	351.2	9	247.3
Commercial	299	1071.7	207	748.5
Industrial	36	374.5	27	683.8
Institution	20	83.0	12	51.0
Mobile	17	169.0	17	117.2
Multi-Family	25	73.5	24	56.8
Park	19	325.5	19	309.8
Residential	484	4320.3	457	3161.8
School	15	191.8	10	142.8
Utility	1	3.3	1	2.7

# WOODWARD, OKLAHOMA

Future Land Use Acreages, Gross vs Net, Within City Limits



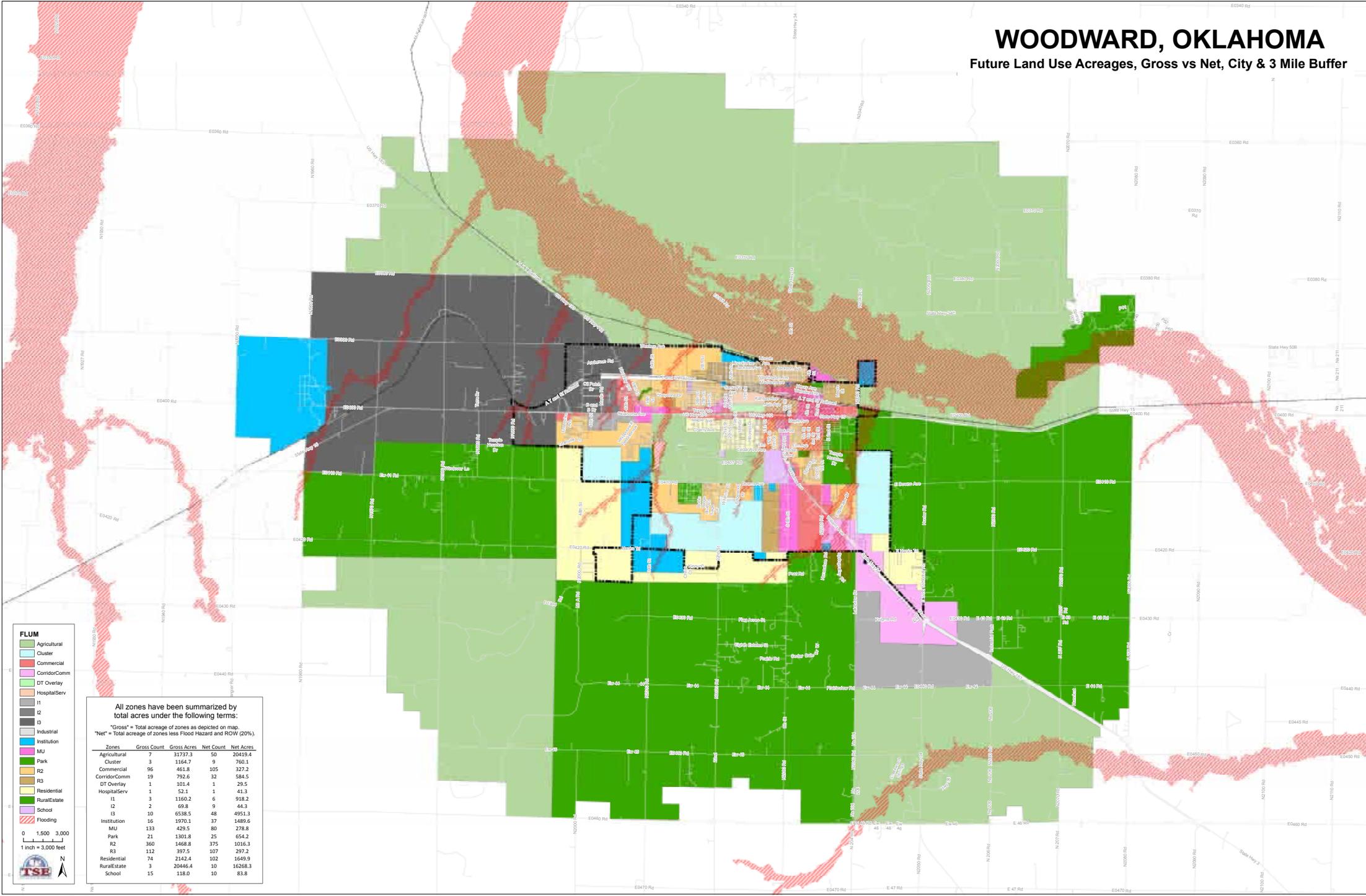
All zones have been summarized by total acres under the following terms:

\*Gross\* = Total acreage of zones as depicted on map.  
 \*Net\* = Total acreage of zones less Flood Hazard and ROW (20%).

Zone	Gross Count	Gross Acres	Net Count	Net Acres
Agricultural	2	720.1	5	520.2
Cluster	3	1364.7	7	760.1
Commercial	96	461.8	106	337.2
CorridorComm	14	263.8	19	162.1
DT Overlay	1	101.4	1	29.5
HospitalServ	1	52.1	1	41.3
I1	1	86.7	3	60.7
I2	2	69.8	11	44.3
I3	8	775.3	18	586.0
Institution	15	718.7	27	488.9
MU	132	393.4	74	250.0
Park	18	430.0	20	257.1
R2	360	1468.8	368	1016.3
R3	112	397.5	108	297.2
Residential	71	926.1	75	739.6
School	15	118.0	10	83.8

# WOODWARD, OKLAHOMA

## Future Land Use Acreages, Gross vs Net, City & 3 Mile Buffer

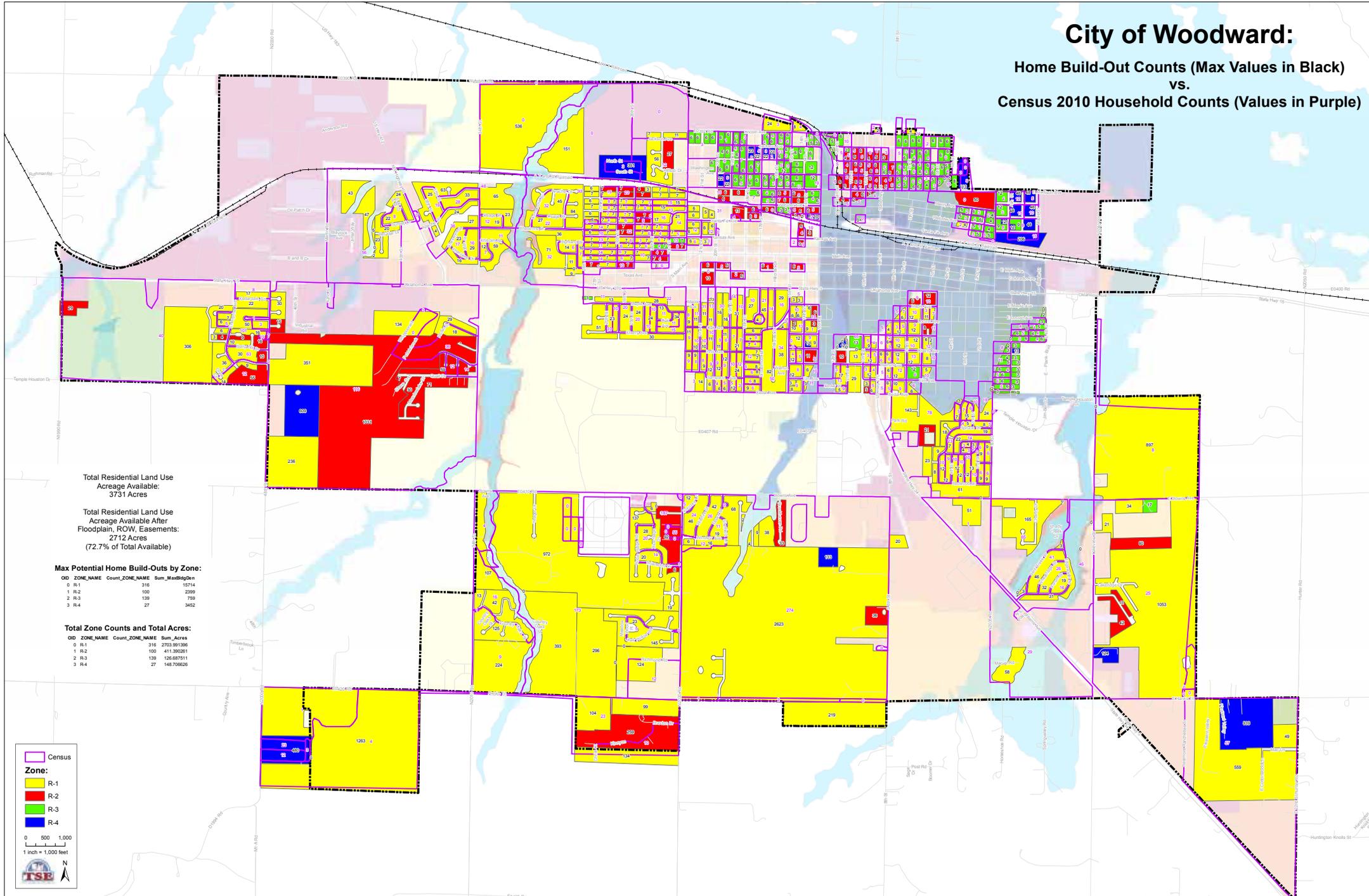


All zones have been summarized by total acres under the following terms:  
 \*Gross\* = Total acreage of zones as depicted on map.  
 \*Net\* = Total acreage of zones less Flood Hazard and ROW (20%).

Zones	Gross Count	Gross Acres	Net Count	Net Acres
Agricultural	7	31737.3	50	20418.4
Cluster	3	1164.7	9	760.1
Commercial	96	461.8	105	327.2
CorridorComm	19	792.6	32	584.5
DT Overlay	1	101.4	1	29.5
HospitalServ	1	52.1	1	41.3
I1	3	1160.2	6	918.2
I2	2	69.8	9	44.3
I3	10	6538.5	48	4951.3
Institution	16	1970.1	37	1489.6
MU	133	429.5	80	278.8
Park	21	1301.8	25	654.2
R2	360	1468.8	375	1016.3
R3	112	397.5	107	297.2
Residential	74	2142.4	102	1649.9
RuralEstate	3	20446.4	10	16268.3
School	15	118.0	10	83.8



# City of Woodward: Home Build-Out Counts (Max Values in Black) vs. Census 2010 Household Counts (Values in Purple)



Total Residential Land Use  
Acreage Available:  
3731 Acres

Total Residential Land Use  
Acreage Available After  
Floodplain, ROW, Easements:  
2712 Acres  
(72.7% of Total Available)

**Max Potential Home Build-Outs by Zone:**

OID	ZONE_NAME	Count_ZONE_NAME	Sum_MaxBldgDen
0	R-1	316	15714
1	R-2	100	2399
2	R-3	139	799
3	R-4	27	3452

**Total Zone Counts and Total Acres:**

OID	ZONE_NAME	Count_ZONE_NAME	Sum_Acres
0	R-1	316	2703.991396
1	R-2	100	411.3902651
2	R-3	139	120.687511
3	R-4	27	148.706626

— Census

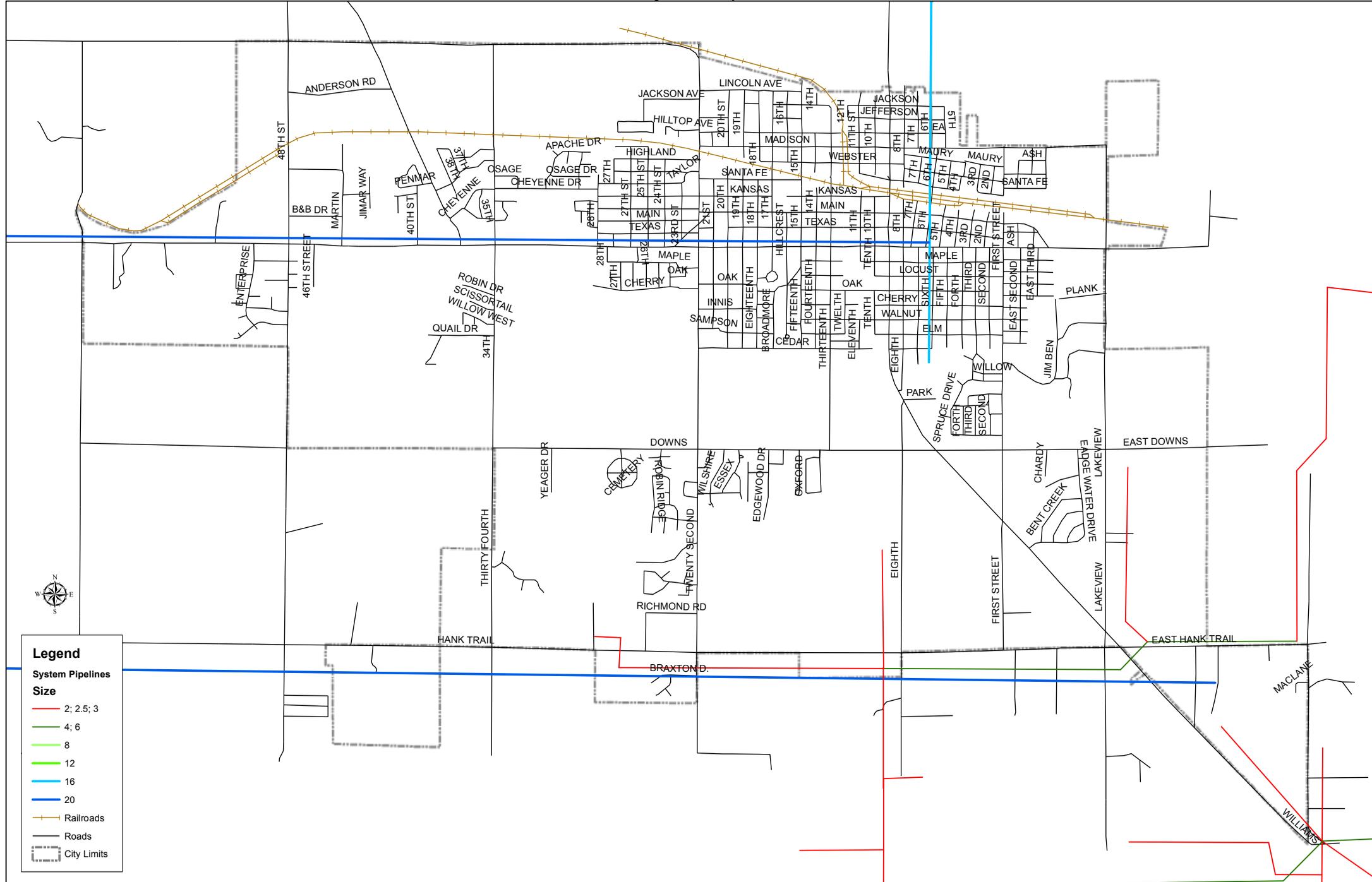
**Zone:**

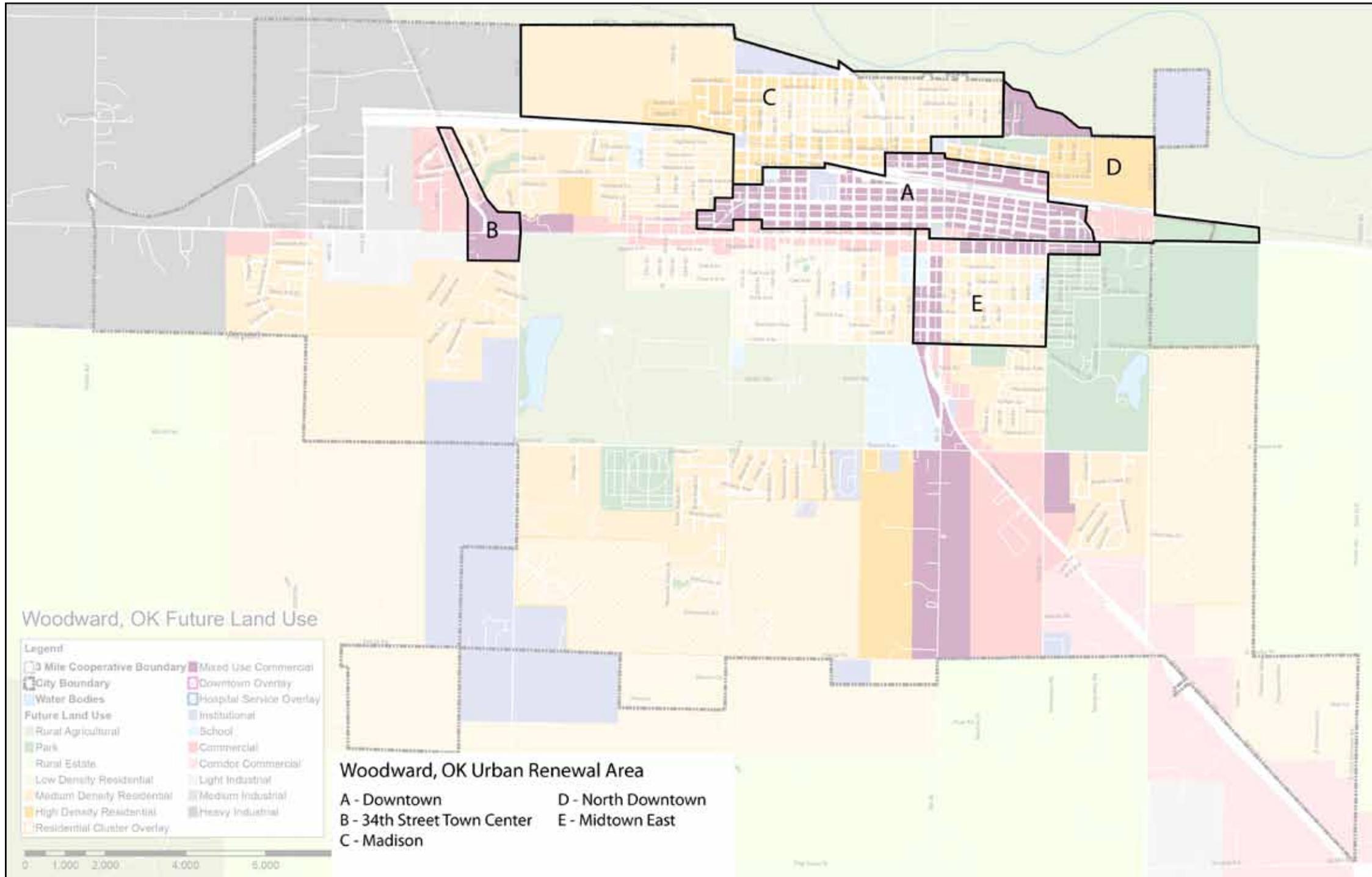
- R-1
- R-2
- R-3
- R-4

0 500 1,000  
1 inch = 1,000 feet



### System Pipelines

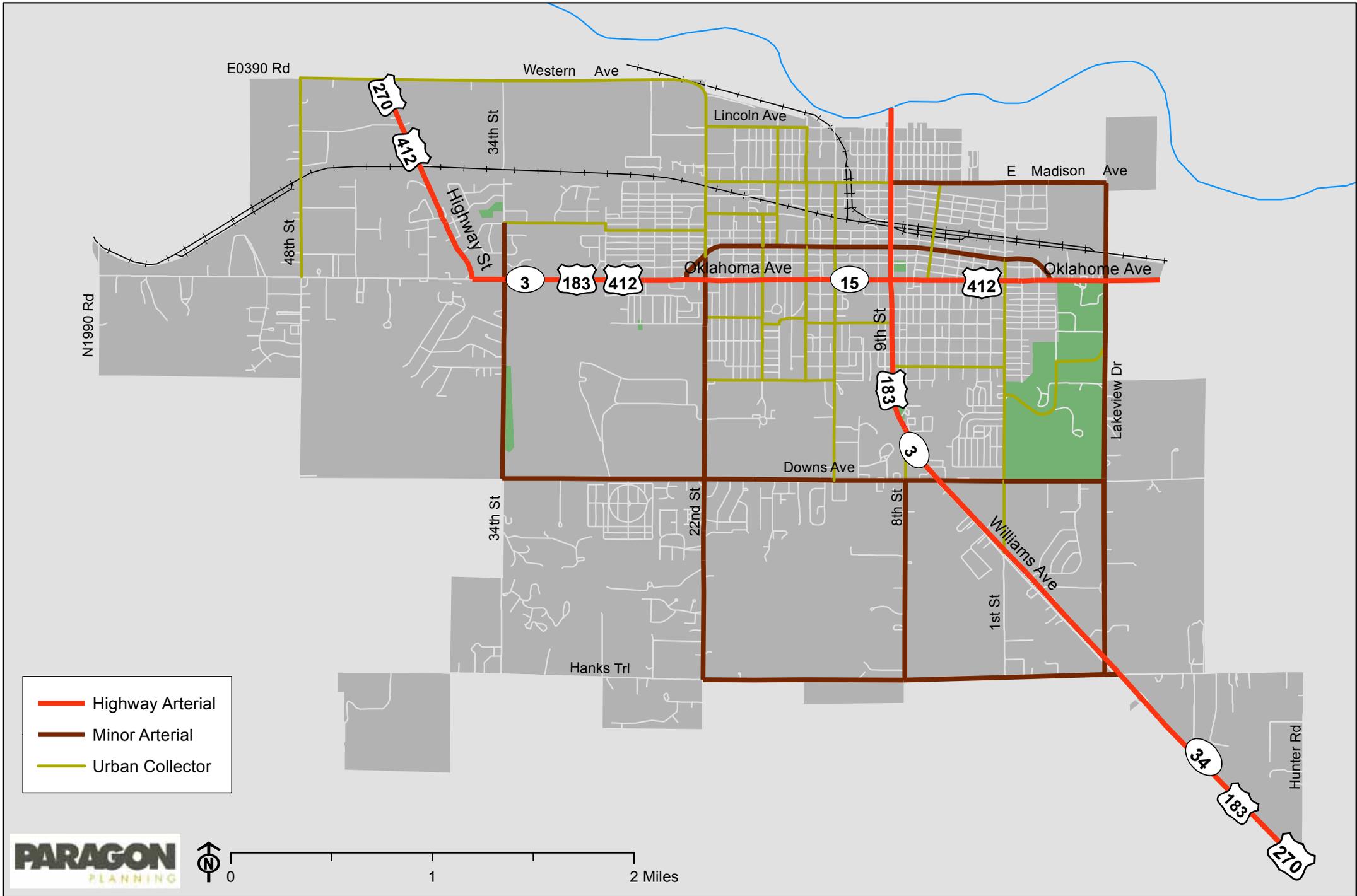




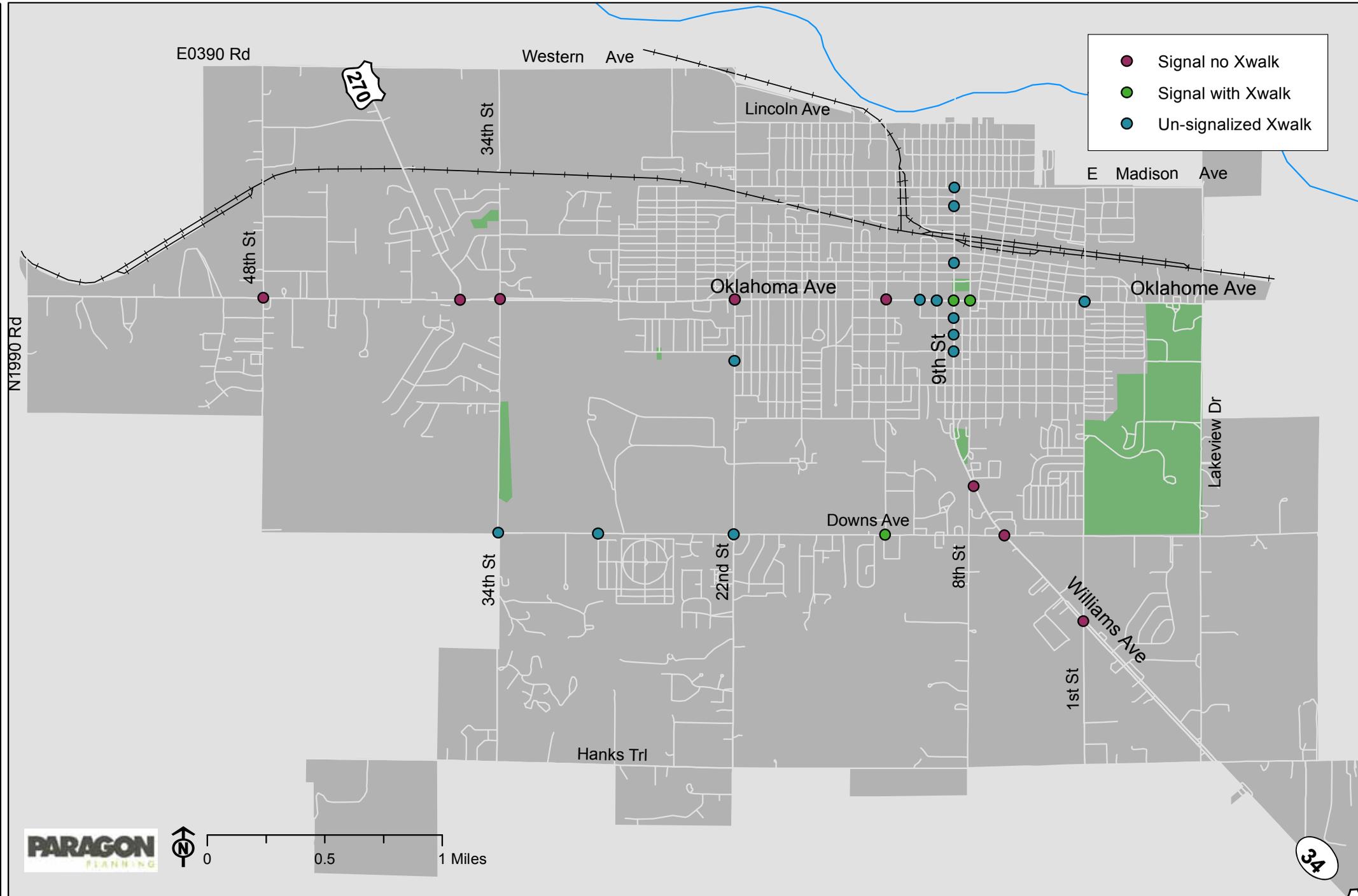
**Woodward Public Schools  
Roads within 1/4 mile of a school**



City of Woodward  
Functional Classification of Streets

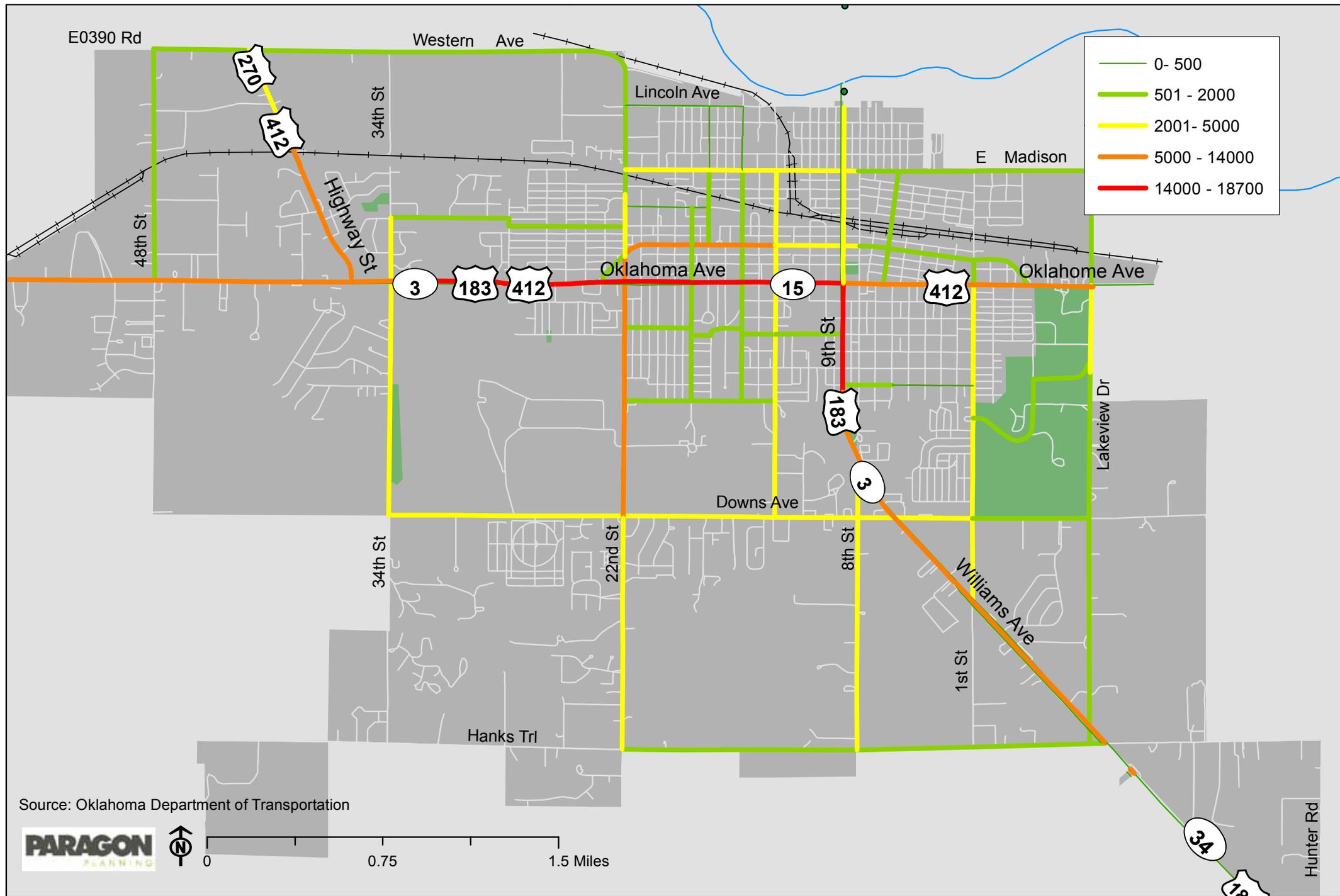


**City of Woodward  
Traffic Signals and Crosswalks**

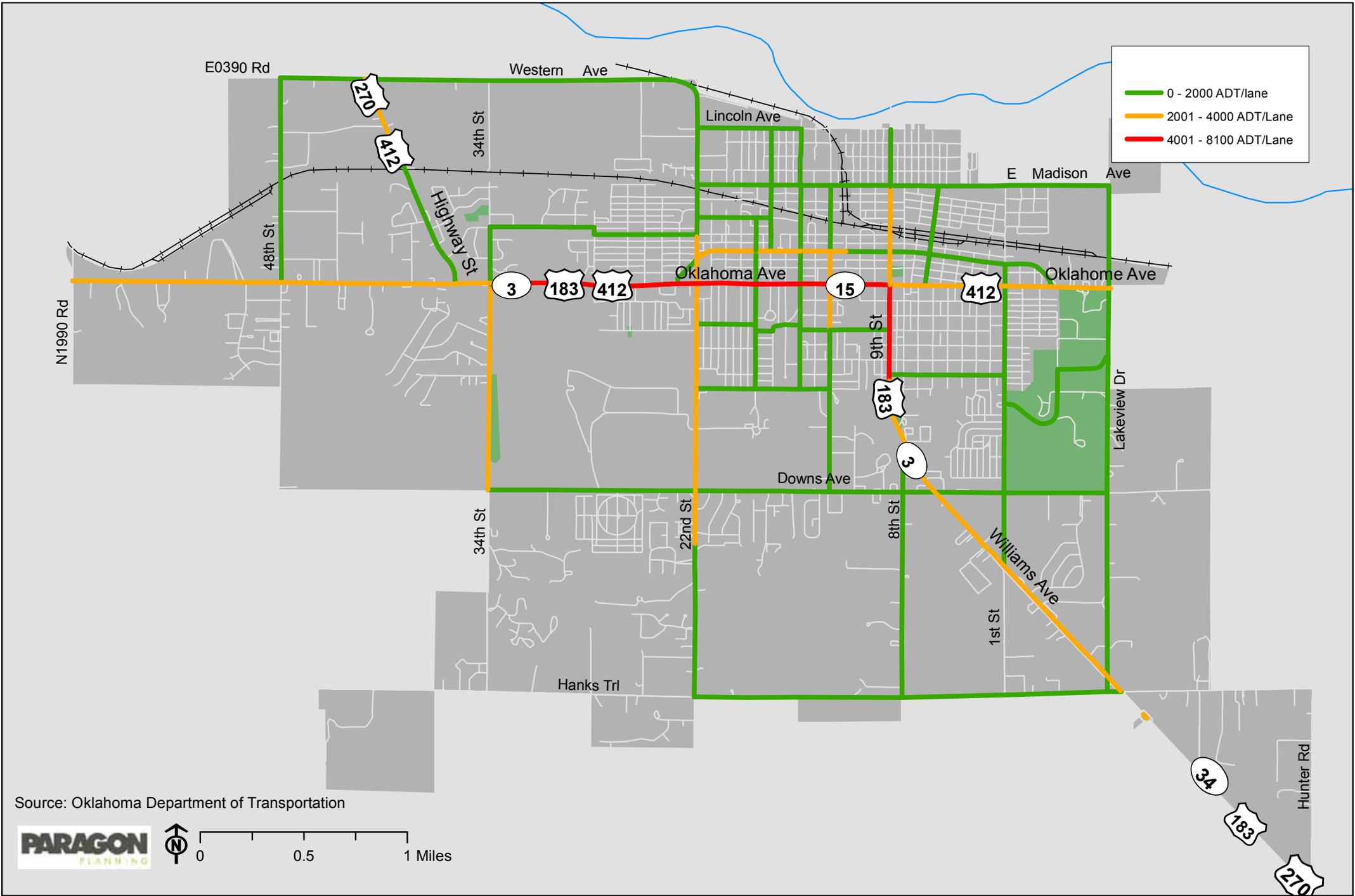




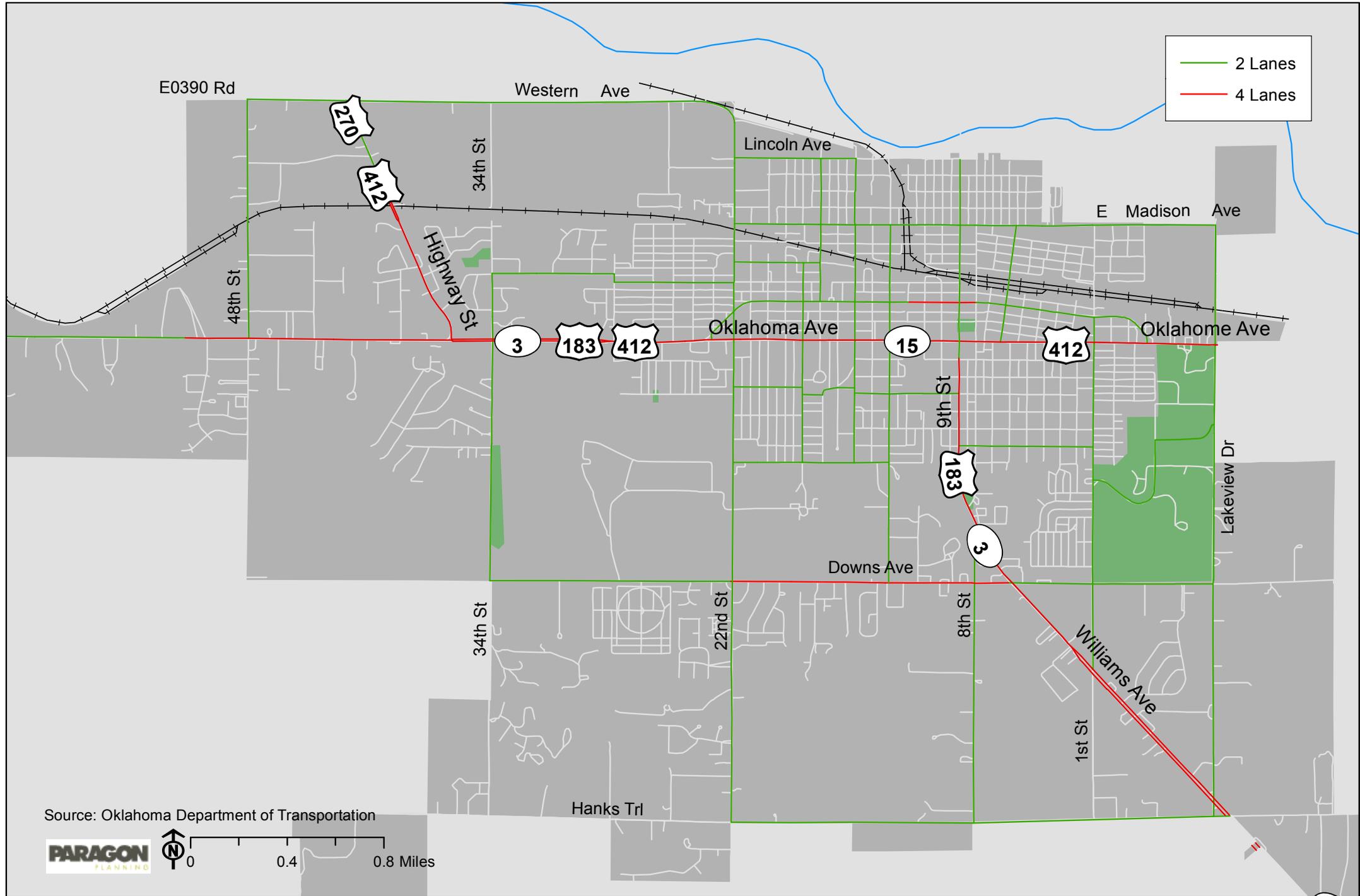
City of Woodward  
Average Daily Traffic Volume



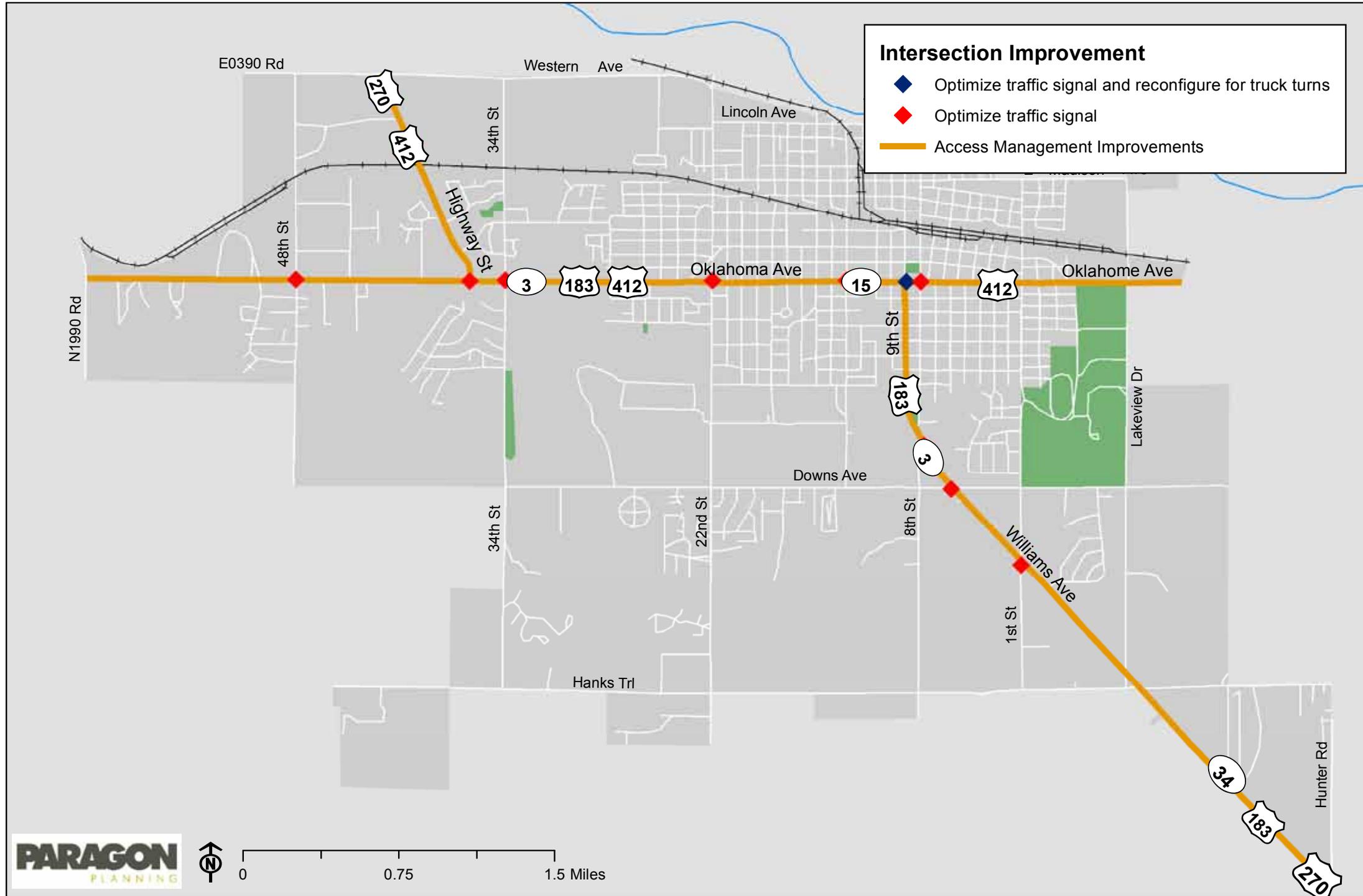
**City of Woodward  
Average Daily Traffic Volume per Traffic Lane**



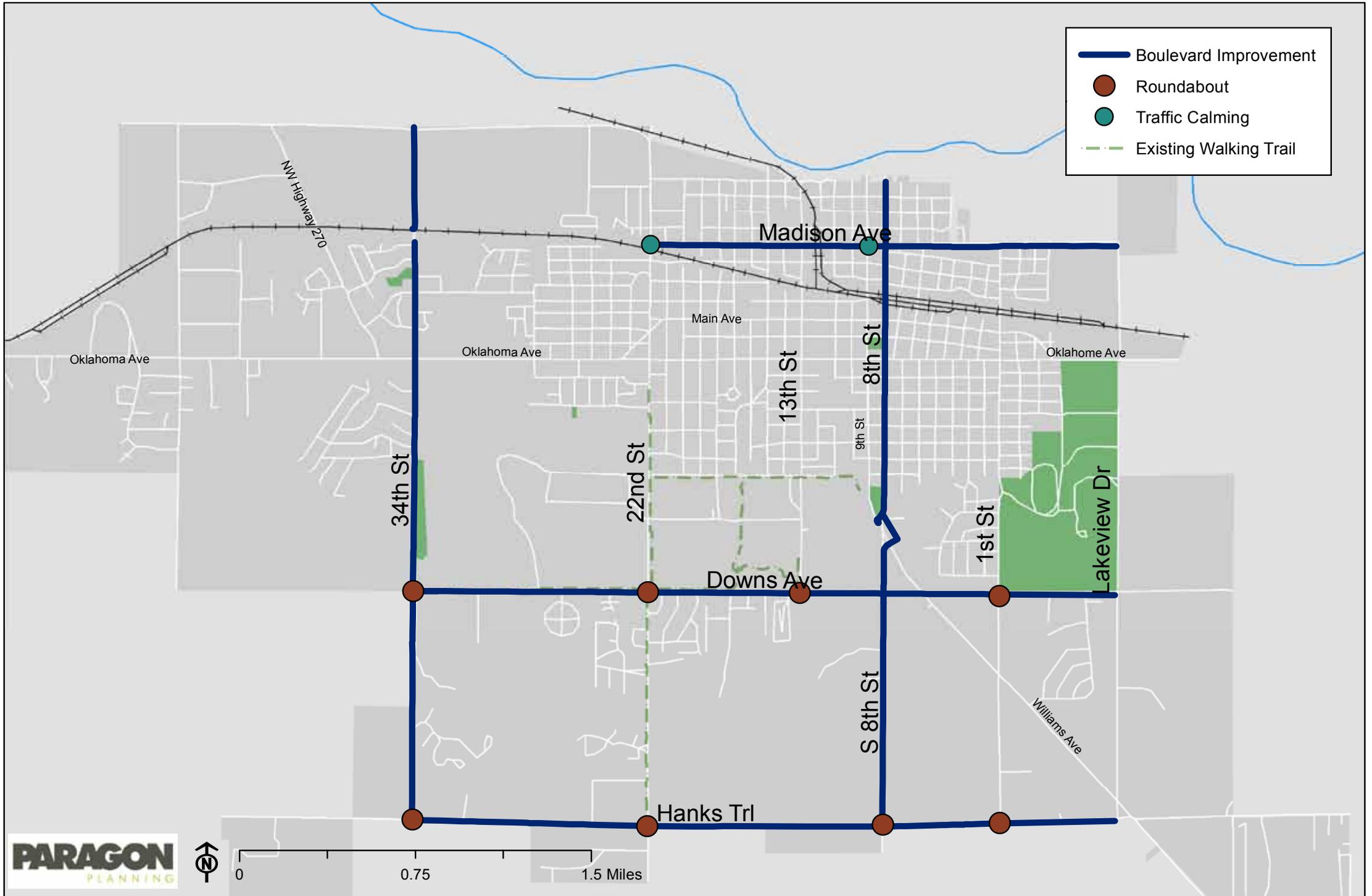
**City of Woodward  
# of Travel Lanes on Arterial and Collector Streets**



**City of Woodward  
Highway Arterial Improvements**

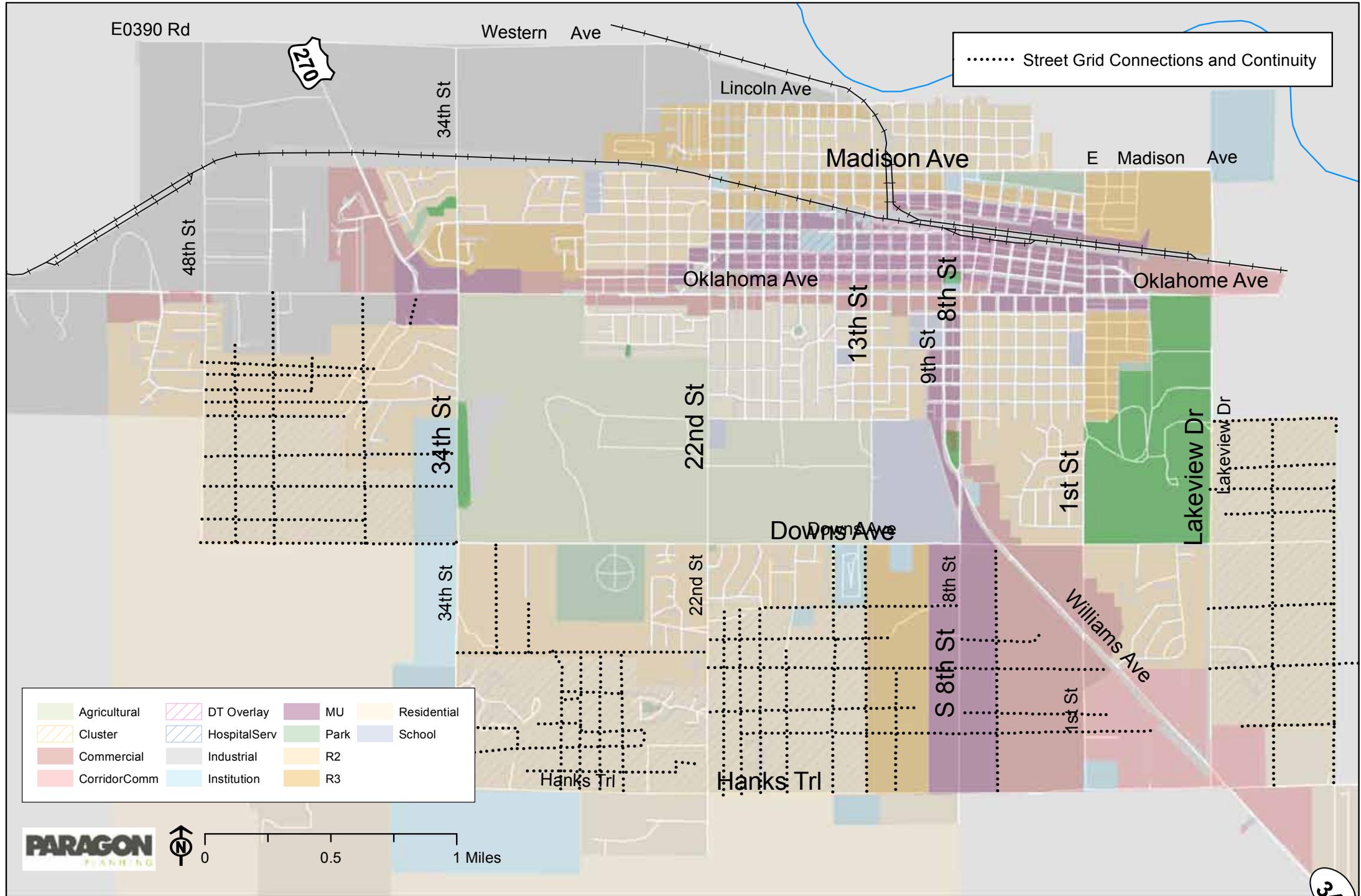


City of Woodward  
Boulevard Improvements



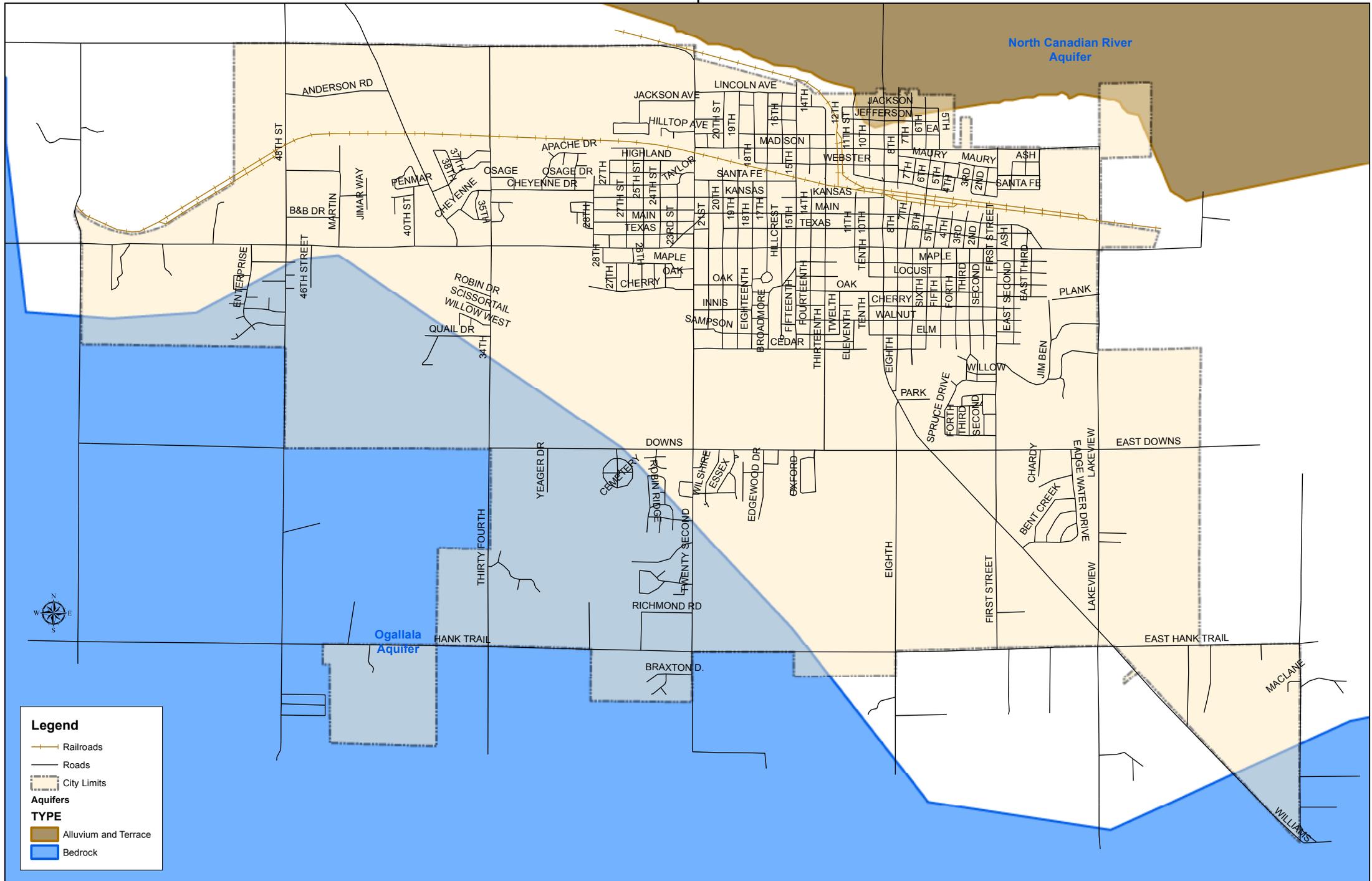
0 0.75 1.5 Miles

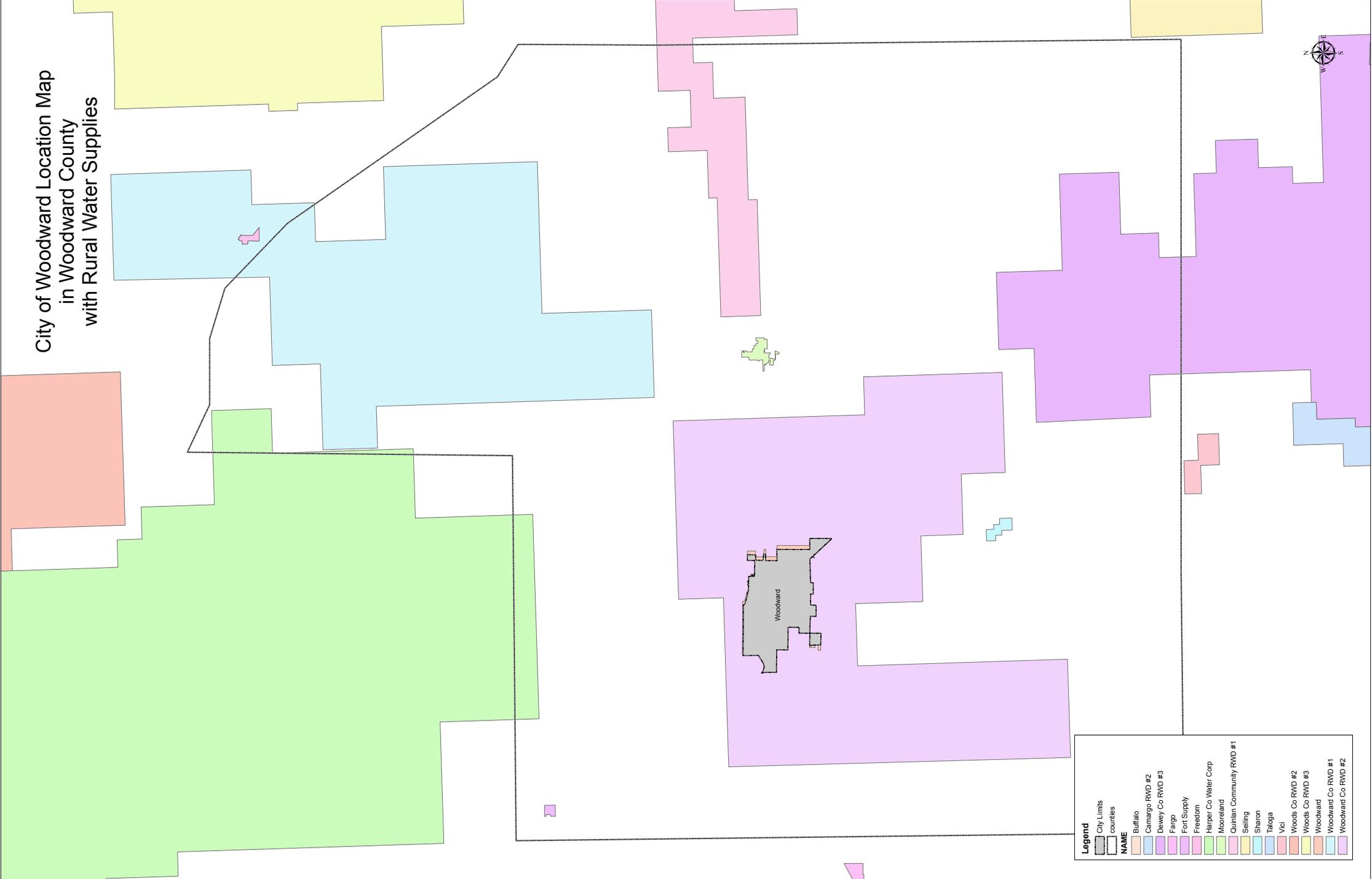
**City of Woodward  
Street Grid Continuity**





### Aquifers













**Abandoned building:**

Any vacant building which by reason of the boarding up of its doors and windows, or other reasons, has a substantial adverse effect on the value of property in the immediate neighborhood.

**Abatement:**

Any action taken to reduce, relieve, or suppress another continuing action.

**Accessory unit:**

A use of structure that is subordinate in size and purpose to the principal structure or use of the same lot or parcel of ground and serving a purpose customarily incidental to the use of the principal structure or use of land.

**ADA:**

See the Americans with Disabilities Act

**Adaptive reuse:**

Rehabilitation or renovation of existing building(s) or structures for any use(s) other than the present use(s).

**Accessory Apartments (Granny Flats):**

A separate and complete dwelling unit that is contained on the same lot as the structure of a single-family dwelling or business.

**Agritourism:**

An activity, enterprise or business that combines primary elements and characteristics of agriculture and tourism and provides an experience for visitors that stimulates economic activity and impacts both farm and community income.

**Alley:**

A right-of-way dedicated to public uses, which give a primary or secondary means of vehicular access to the rear or side of properties otherwise abutting a street, and which may be used for public vehicular or utility access.

**American Community Survey (ACS):**

An ongoing survey that provides data every year -- giving communities the current information they need to plan investments and services. Information requested includes: age, sex, race, family and relationships, income and benefits, health insurance, education, veteran status, disabilities, where you work and how you get there, where you live and how much you pay for some essentials. U.S. Census Bureau

**Americans with Disabilities Act (ADA):**

Provides federal civil rights protection to individuals who are physically or mentally disabled. The ADA prohibits discrimination against the disabled in employment, public services, public accommodations, and telecommunications. Entities that are covered by the ADA must make reasonable accommodation, which involves adapting programs, facilities, or workplaces to allow disabled individuals to participate in the program of services.

**Arts incubator:**

A location, focused on the arts, which provides the environment, services, and market necessary for the success of arts organizations and individual artists.

**Better Site Design:**

Site and subdivision design techniques that minimize impacts to the natural environment, including topography, hydrology, vegetation, natural habitat, groundwater recharge, and stormwater runoff. Such a design respects these natural systems by employing practices that minimize impacts to these systems both on and off site.

**Big Box:**

A big-box store (also supercenter, superstore, or megastore) is a physically large retail establishment, usually part of a chain. The term sometimes also refers, by extension, to the company that operates the store.

**Blighted area:**

An area in which there are properties, buildings, or improvements, whether occupied or vacant, whether

residential or nonresidential, which by reason of dilapidation, deterioration, age or obsolescence, inadequate provision for ventilation, light, air, sanitation or open spaces; population overcrowding; improper subdivision or obsolete platting of land, inadequate parcel size; arrested economic development; improper street layout in terms of existing or projected traffic needs, traffic congestion or lack of parking or terminal facilities needed for existing or proposed land uses in the area, predominance of defective or inadequate street layouts; faulty lot layout in relation to size, adequacy, accessibility or usefulness; in sanitary or unsafe conditions, deterioration of site or other improvements; diversity of ownership, tax or special assessment delinquency exceeding the fair value of the land; defective or unusual conditions of title; any one or combination of such conditions which substantially impair or arrest the sound growth of municipalities, or constitutes an economic or social liability, or which endangers life or property by fire or other causes, or is conducive to ill health, transmission of disease, mortality, juvenile delinquency, or crime and by reason thereof, is detrimental to the public health, safety, morals or welfare. O.S. 11-38-101

**Branding:**

The mixture of attributes – tangible and intangible – that create value and influence. From a marketing or consumer perspective, “value” is “the promise and delivery of an experience. Community brands helps consumers (residents, businesses and tourists) distinguish one city from other cities in the marketplace.

**Buffering:**

The area of open land which serves to mitigate potential conflicts between different types of land uses. Buffer zones are most commonly employed between different types of uses but, in certain circumstances, it may be appropriate to provide a buffer between high and low density residential uses.

**Business Improvement District (BID):**

A defined area within which businesses pay an additional tax or fee in order to fund improvements within the district’s boundaries. Grant funds acquired by the city for

special programs and/or incentives such as tax abatements can be made available to assist businesses or to recruit new business. BIDs provide services, such as cleaning streets, providing security, making capital improvements, construction of pedestrian and streetscape enhancements, and marketing the area. The services provided by BIDs are supplemental to those already provided by the municipality.

## **Capital Improvement Plan (CIP):**

The CIP guides the development of public facilities over a five year period. It shows the arrangement of projects in a sequential order based on a schedule of priorities and assigns an estimated cost and anticipated method of funding each project. The Capital Improvement Plan provides the financial foundation necessary to implement the Comprehensive Plan and public facilities plans.

## **CDBG:**

See Community Development Block Grant

## **Census:**

A decennial census mandated by the United States Constitution. The population is enumerated every 10 years and the results are used to allocate Congressional seats (congressional apportionment), electoral votes, and government program funding. The United States Census Bureau is the government agency that is responsible for the United States Census.

## **Cluster Development:**

Development in which individual lots may be smaller than the average lot authorized by the zoning ordinance. Buildable lots are located on a portion of rather than the entire site so that the residual area may be preserved for recreation or environmental protection. See Figure 32 .

## **Code compliance:**

The preservation and protection of people, animals, property, and property values through compliance with City codes, regulations and policies as they pertain to the appearance, maintenance, and safety of property in the city. Compliance is encouraged over enforcement which

involves an aggressive action on the part of the city to correct a situation.

## **Code enforcement:**

The active enforcement of any provision of the Code of Seminole, Oklahoma particularly pertaining to the active correction of conditions that threaten the health, safety, and general welfare of the community and its residents.

## **Complete Street(s):**

Street(s) designed and operated to enable safe access for all users. Pedestrians, bicyclists, motorists and transit riders of all ages and abilities must be able to safely move along and across a complete street. Complete Streets make it easy to cross the street, walk to shops, and bicycle to work. They allow buses to run on time and make it safe for people to walk to and from train stations.

## **Community Development Block Grant (CDBG):**

A grant program administered by the U.S. Department of Housing and Urban Development (HUD) on a formula basis for entitlement communities. This grant allots money to cities and counties for housing rehabilitation and community development, including public facilities and economic development.

## **Conservation subdivision:**

Conservation subdivisions are characterized by common open space and clustered compact lots. The purpose of a conservation subdivision is to protect farmland and/or natural resources while allowing for the flexibility in subdivision design. At a minimum, conservation subdivisions are density neutral (the number of lots developed will be at least the same number as allowed by conventional zoning). In some cases a greater density (density bonus) may be offered to encourage this approach to residential development planning. See Figure 32 .

## **Conservation easement:**

A nonpossessory interest of a holder in real property imposing limitations or affirmative obligations for conservation purposes or to preserve the historical,

architectural, archaeological, cultural aspects, or natural resources of real property.

## **Context Sensitive Solutions (CSS):**

A collaborative, interdisciplinary approach that involves all stakeholders to develop a transportation facility that fits its physical setting and preserves scenic, aesthetic, historic and environmental resources, while maintaining safety and mobility. CSS is an approach that considers the total context within which a transportation improvement project will exist (Federal Highway Administration, FHWA).

## **Corridor:**

A street or roadway identified as a principal link or gateway within the community.

## **Density:**

The number of persons or dwelling units per acre.

## **Design guidelines:**

Standards regarding the aesthetics and architectural appearance of a building or improvement to property; the standards govern the alteration, construction demolition, or relocation of a building or improvement. This includes building and site design elements such as exterior modifications and additions, accessory buildings, fences, walls, landscaping, architectural styles, building materials, colors, right-of-way, easements, setbacks, scale, density and maintenance of character.

## **Development Intensity:**

A quantitative measure of non-residential and mixed use development, which may include residential components, usually expressed in terms of floor area ratio; the mix and distribution of uses within a given area that determines the impact on public facility systems and transportation facilities.

## **Development review:**

The review, by the City, of applications for a site development plan, rezoning or zoning, subdivision plat,



annexation, de-annexation, variance, project development plan, lot combination, or lot split. Development review may be conducted by administrative review, or at times, will require review and input from the Planning Commission and City Council.

## **Easement:**

A legal interest in land, granted by the owner to another person, which allows that person(s) the use of all of a portion of the owner's land, generally for a stated purpose including but not limited to access or placement of utilities.

## **Economic Development:**

Activities aimed at job creation, retention and expansion, which strengthen a community's economic base and provide employment opportunities for the population.

## **Energy Efficiency:**

The incorporation of design and/or technological measures that serve to reduce energy use while attaining a similar level of service

## **Energy star rated:**

Energy Star is a government-backed labeling program that helps people and organizations save money and reduce greenhouse gas emissions by identifying factories, office equipment, home appliances and electronics that have superior energy efficiency. In recent years, Energy Star ratings have been extended to some new homes, commercial and industrial facilities. Energy Star originated in 1992 as a joint program of the U.S. Environmental Protection Agency (EPA) and the U.S. Department of Energy (DoE).

## **Entrepreneurship:**

One of the four basic categories of resources, or factors of production (the other three are labor, capital, and land). An entrepreneur is a person who organizes, operates, and assumes the risk for a business venture.

## **Facade:**

The exterior elevation of a structure of building as viewed

from a single vantage point.

## **FEMA:**

Federal Emergency Management Agency

## **FIRMs:**

Flood Insurance Rate Maps

## **Floodplain:**

Those land areas in and adjacent to streams and watercourses subject to periodic inundation from flood events. For instance, the 100-year flood frequency event has a one percent chance of occurrence in any given year.

## **Floodway:**

The channel of a river or other watercourse and the adjacent land areas that must be reserved in order to discharge the base flood without cumulatively increasing the water surface elevation more than a designated height.

## **Geographic Information System (GIS):**

A geographic information system (GIS) integrates hardware, software, and data for capturing, managing, analyzing, and displaying all forms of geographically referenced information.

Resource: <http://www.gis.com/>

## **Greenfield development:**

The development of previously undeveloped land.

## **Greyfield:**

Economically obsolescent, outdated, failing, moribund and/or underused real estate assets or land often characterized by a sea of empty asphalt that often accompanies these sites. The term has historically been applied to formerly viable retail and commercial shopping sites (such as regional malls and strip centers) that suffer from lack of reinvestment.

## **Heritage tourism:**

Travelling to experience the places and activities that

authentically represent the stories and people of the past. National Trust for Historic Preservation

## **Historic district:**

An area of historic significance that has been formally designated as such by the National Park Service and listed in the National Register of Historic Places. A historic district may contain any number of buildings, or may consist of a site such as a park or monument with no buildings at all. Local historic districts may also be established without input or review from the State Historic Preservation Office or National Park Service.

## **Historic preservation:**

Historic preservation is often defined as the process of identifying, protecting, and enhancing buildings, places, and objects of historical and cultural significance. This process embraces many phases including the survey and evaluation of historical, architectural, and cultural resources in an area; the development of planning and legal measures to protect these resources; the identification of public and private funding sources applicable to preservation projects; the design for the restoration, rehabilitation, and/or adaptive use of historic structures; and the ongoing maintenance of these resources.

Resource: <http://www.preservationnation.org/>

## **Historic structure:**

Any structure that is (1) individually listed in the National Register of Historic Places maintained by the U.S. Department of Interior or preliminarily determined by the Secretary of the Interior as meeting the requirements for individual listing in the National Register; (2) certified or preliminarily determined by the Secretary of the Interior as contributing to the historical significance of a registered historic district or a district preliminarily determined to qualify as a registered historic district.

## **HOME:**

HOME is the largest Federal block grant to State and local governments designed exclusively to create affordable housing for low-income households. Each year it allocates approximately \$2 billion among the States and hundreds of

localities nationwide.

Resource: <http://www.hud.gov/offices/cpd/affordablehousing/programs/home/>

## Housing, low-income:

Housing that is affordable, according to the U.S. Department of Housing and Urban Development, for either home ownership or rental, and that is occupied, reserved, or marketed for occupancy for households with a gross household income that does not exceed 50 percent of the median gross household income for households of the same size within the housing region in which the housing is located.

## Housing, moderate income:

Housing that is affordable, according to the U.S. Department of Housing and Urban Development, for either home ownership or rental, and that is occupied, reserved, or marketed for occupancy for households with a gross household income that is greater than 50 percent but does not exceed 80 percent of the median gross household income for households of the same size within the housing region in which the housing is located.

## Housing, very low income:

Housing that is affordable, according to the U.S. Department of Housing and Urban Development, for either home ownership or rental, and that is occupied, reserved, or marketed for occupancy for households with a gross household income equal to 30 percent or less of the median gross household income for households of the same size within the housing region in which the housing is located.

## HUD:

The U.S. Department of Housing and Urban Development  
Resource: <http://portal.hud.gov/hudportal/HUD>

## Implementation plan:

A strategy for action to ensure attainment of planning, development, and environmental quality standards within a specific time period.

## IEBC:

International Existing Building Code

## Industrial Areas:

A special or exclusive type of planned industrial area designed and equipped to accommodate a community of industries, providing them with all necessary facilities and services in attractive surroundings among compatible neighbors. Industrial parks may be promoted or sponsored by private developers, community organizations, or governmental organizations. The category does not allow residential uses and generally limits future office uses to those which are ancillary to an area's industrial uses.

## Infill development:

The use of vacant land, the reuse or change of use of a previously developed parcel or group of parcels, or the intensification of use or change of use by remodeling or renovating an entire structure.



Figure 1. Infill Development

## Infrastructure:

The network of vital systems that comprises the improvements and publicly funded facilities added to the built environment to support new development and growth. Such systems include, but are not limited to, transportation, sanitary sewer, communications, stormwater, solid waste disposal, and water treatment and distribution.

## Land use:

The type of use activity occurring on a land parcel or within a building situated upon a land parcel.

## Land use element:

The long-range plan for the desirable use of land in the area; the purpose of such plan being, among other purposes, to serve as a guide in the future development and zoning for the community.

## Light Pollution:

Any adverse effect of artificial light including sky glow, glare, light trespass, light clutter, decreased visibility at night, and energy waste. Light pollution obscures the stars in the night sky for city dwellers, interferes with astronomical observatories, and, like any other form of pollution, disrupts ecosystems and has adverse health effects. Light pollution can be divided into two main types: (1) annoying light that intrudes on an otherwise natural or low-light setting and (2) excessive light (generally indoors) that leads to discomfort and adverse health effects.

Resource: <http://www.darksky.org/>

## Low Impact Development (LID):

The use of site and subdivision design techniques in coordination with stormwater management engineering to mimic the hydrologic conditions associated with an undeveloped site to the greatest extent practicable.

Resource: <http://lid.okstate.edu/>

## Mixed-Use:

A designation that permits a combination of uses within a single development or district. The development may contain a mix of office buildings, retail establishments, hotels, housing, and related uses.

## National Register of Historic Places:

The National Register of Historic Places is the official list of the Nation's historic places worthy of preservation. Authorized by the National Historic Preservation Act of 1966, the National Park Service's National Register of Historic Places is part of a national program to coordinate and support public and private efforts to identify, evaluate, and protect America's historic and archeological resources.  
Resource: <http://www.nps.gov/nr/>



## **Neighborhood:**

An area of the community with characteristics that distinguish it from other community areas, such as schools or parks or boundaries defined by physical barriers such as major highways and railroads, or natural features such as creeks.

## **Neighborhood character/Community character:**

The atmosphere or physical environment which is created by the combination of land use and buildings within an area. Neighborhood character is established and influenced by land-use types and intensity, traffic generation, landscaping/vegetation, signage, and also by the location, size, and design of structures as well as the interrelationship of all of these features.

## **Neighborhood retail/commercial:**

Developments intended for retail stores and personal service businesses which are appropriately located in close proximity to residential areas, while minimizing the undesirable impact of such uses in the neighborhoods which they serve.

## **NFIP:**

National Flood Insurance Program

Resource: <http://www.fema.gov/business/nfip/>

## **Nuisance:**

An offensive, annoying, unpleasant, or obnoxious thing, act, or practice, a cause or source of annoyance, especially a continual repeated invasion of a use of activity which invades the property line of another so as to cause harm or discomfort to the owner or resident of that property. Excessive or noisy vehicular traffic, dust, glare, light, and smoke are examples of nuisances.

## **Nuisance lighting:**

The unwelcome intrusion of light from nearby premises, especially into bedrooms.

Resource: <http://www.darksky.org/>

## **ODOT:**

The Oklahoma Department of Transportation

Resource: <http://www.okladot.state.ok.us/>

## **Overlay zoning district:**

An area where certain additional requirements are superimposed upon a base zoning district or underlying district and where the requirements of the base or underlying district may or may not be altered.

## **Pedestrian connection:**

A continuous, unobstructed, reasonably direct route between two points that is intended and suitable for pedestrian use. Pedestrian connections include but are not limited to sidewalks, walkways, accessways, stairways, trails, and pedestrian bridges.

## **Pedestrian-friendly:**

The density, layout, and infrastructure that encourages walking and biking within a community or neighborhood, including short setbacks, front porches, and paths.

## **Pedestrian-oriented development:**

Development designed so a person can comfortably walk from one location to another, provides a mix of commercial and civic uses (offices, a mix of different retail types, residential, and government outlets), and provides visually interesting and useful details such as: public clocks; benches; public art, such as murals and sculptures; shade structures; decorative water features; textured pavement, such as bricks or cobblestones; shade trees; interesting light poles; trash bins; and street-level retail with storefront windows.

## **Pedestrian scale:**

Design and construction consideration based upon the scale of human beings which imbue occupants and users of the built environment with a sense of comfort and security.

## **Planned Unit Development (PUD):**

A tract of land developed as a unit under single ownership or unified control, which includes one or more principal buildings or uses. Also, a parcel of land planned as a single unit, rather than as an aggregate of individual lots, with design flexibility from traditional siting regulations (such as side yards, setbacks, and height limitations) or land-use restrictions (such as prohibitions against mixing land uses within a development). The greater flexibility in locating buildings and in combining various land uses often makes it possible to achieve certain economies in construction, as well as the preservation of open space and the inclusion of many amenities.

## **Planning Commission:**

The group of people appointed by the City Council that administers planning and land-use regulations for the city and provides recommendations on a wide array of land-use and land-use policy decisions.

## **Pocket park:**

A small park accessible to the general public frequently created on a single vacant building lot or on small, irregular pieces of land. Pocket parks can be on public or private land. Although they are too small for physical activities, pocket parks provide greenery, a place to sit outdoors, and sometimes a children's playground. They may be created around a monument, historic marker or art project. In downtowns pocket parks are the only option for creating new public spaces and are often part of urban renewal plans and provide areas where wildlife such as birds can establish a foothold. Unlike larger parks, pocket parks are sometimes designed to be fenced and locked when not in use.

## **Poverty Level/Line:**

As used by the U.S. Census, families and unrelated individuals are classified as being above or below the poverty level based on a poverty index that provides a range of income cutoffs or "poverty thresholds" varying by size of family, number of children, and age of householder. The income cutoffs are updated each year to reflect the

change in the Consumer Price Index.

Resource: <http://www.census.gov/hhes/www/poverty/about/overview/measure.html>

## Poverty Rate:

The proportion of the population that lies beneath the official poverty line.

## Revitalization:

The renewal and improvement of older commercial and residential areas through any of a series of actions or programs that encourage and facilitate private and public investment. This community investment can include (but is not limited to) activities and programs designed to improve neighborhoods; strengthen existing businesses; attract new businesses; encourage quality renovation and new construction; enhance public spaces and pedestrian amenities; ensure safe, efficient and convenient traffic flow; and contribute to the social and economic vitality of the area.

## Revolving loan fund:

A source of money from which loans are made for multiple small business development projects. Borrowers tend to be small producers of goods and services — typically artisans, farmers, and women who have no credit history or access to other types of loans from financial institutions. Organizations that offer revolving loan funds lending aim to help new project or business owners in become financially independent and eventually to become eligible for loans from commercial banks. The fund gets its name from the revolving aspect of loan repayment, where the central fund is replenished as individual projects pay back their loans, creating the opportunity to issue other loans to new projects.

## Screening:

Landscaping and/or physical barriers that are erected to mitigate potential incompatibilities between different types of land uses.

## Site plan:

A plan, drawn to scale, showing uses and structures proposed for a parcel of land as required the zoning ordinance or subdivision regulations. Includes lot lines, streets, building sites, reserved open space, buildings, major landscape features - both natural and manmade - and, depending on requirements, the locations of proposed utility lines.

## Slum and blight:

See “Blighted Area”

## Smart growth:

Planning, regulatory, and development practices and techniques founded upon and promoting smart growth principles.

Resource: <http://www.smartgrowthamerica.org/>

Resource: <http://www.smartgrowth.org/>

## Spot zoning:

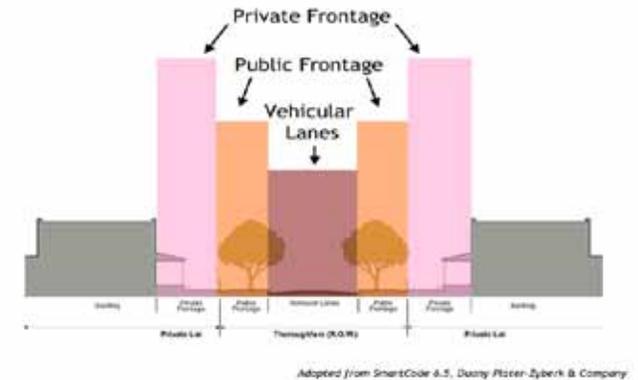
The application of zoning to a specific parcel of land within a larger zoned area when the rezoning is usually at odds with a city’s master plan and current zoning restrictions. The rezoning may be for the benefit of a particular owner, and at odds with pre-existing adjacent property owners. The city can rezone a single parcel if the action is shown to be consistent with the comprehensive plan and other land use policies.

## Stormwater:

Excess rain that does not soak into the ground or that is absorbed by trees and plants. Instead it “runs off” into storm drain pipes and flows, untreated, into streams. When impervious surfaces prevent or inhibit the flow of water into the earth, more water is left on the surface, which results in more stormwater. As the water runs over land, it picks up pollutants like oil, fertilizer, pesticides, pet waste and sediment. These pollutants impact a stream’s water quality. As the stormwater increases in volume and speed, it causes stream bank erosion and dumps more sediment into the stream, which harms aquatic insects, fish and animals that depend on the stream for their food and habitat.

## Streetscape:

Streetscape consists of the vehicular way and frontages. The streetscape layers are summarized by Figure 27 .



The three layers of streetscapes are: the private frontage, the public frontage, and the vehicular lanes.

- The *private frontage* is the privately owned layer between the building facade and the lot line. Private frontages may include arcades, porches, stoops, fences and yards.
- The *public frontage* is the publicly owned layer between the lot line and the edge of the vehicular lanes. The public frontage may include sidewalks, street planters, trees and other vegetated landscaping, benches, lamp posts, and other street furniture. Synonym: roadside.
- The *vehicular lanes* are in the space from curb to curb (or, if there are no curbs, from pavement edge to pavement edge), including travel lanes and parking lanes. Synonyms: travelway or cartway.

In some situations, such as historic streets with no setbacks or sidewalks, or lanes and alleys, these three elements are not differentiated.

In formal usage, a thoroughfare is the public right of way (R.O.W.). It is the vehicular lanes combined with the public frontage.

### **Subdivision regulations:**

Assist orderly, efficient and coordinated development within the territorial jurisdiction; promote the health, safety, morals and general welfare of the residents of the city and environs; ensure conformance of subdivision plans with the public improvement plans of the city and environs; and secure equitable handling of all subdivision plans by providing uniform procedures and standards for observance both by subdividers and the city planning commission.

Resource: [http://www.sterlingcodifiers.com/codebook/index.php?book\\_id=620](http://www.sterlingcodifiers.com/codebook/index.php?book_id=620)

### **Tax Increment District:**

A contiguous geographic area within a redevelopment area, defined and created by resolution or ordinance of the governing body of the municipality, in which TIF funds may be expended.

### **Tax Increment Financing (TIF):**

A tool used by cities and other development authorities to finance certain types of development costs. The public purposes of TIF are the redevelopment of blighted areas, construction of low- and moderate – income housing, provision of employment opportunities, and improvement of the tax base. (With TIF, a city “captures” the additional property taxes generated by the development that would have gone to other taxing jurisdiction and uses the ‘tax increments’ to finance the development costs.)

### **Traditional Neighborhood Design (TND):**

A development that exhibits several of the following characteristics: alleys, streets laid out in a grid system, buildings oriented to the street, front porches on houses, pedestrian-orientation, compatible and mixed land uses, and neighborhood parks and greenspace.

Resource: <http://www.tndtownpaper.com/neighborhoods.htm>

### **Traffic calming:**

The combination of mainly physical measures that reduce

the negative effects of motor vehicle use and improve conditions for non-motorized street users. However, the term “traffic calming” also applies to a number of transportation techniques developed to educate the public and provide awareness to unsafe driver behavior. As traffic calming techniques often differ, techniques include police enforcement and education only in some areas. In others, it means the employment of speed humps only, while in others it means the possible use of a wide array of techniques and devices. This web site is dedicated to all the known and/or electronically publicized transportation programs and studies that pertain to traffic calming.

Resource: <http://www.pps.org/articles/livememtraffic/>

### **Tree bank:**

A fund established by the city to provide an opportunity to make a cash payment to the city in lieu of providing required landscape stock on site.

### **Tree ordinance:**

A public law developed to organize a municipal urban forestry program, formulate a tree commission, and control the planting, removal, and care of public or private trees.

### **Tree protection ordinance:**

An ordinance established for the protection of established trees and the planting or replanting of specified trees as part of development or revitalization efforts.

### **Unemployment Rate:**

The proportion of the civilian labor force 16 years or older that is actively seeking employment, but is unemployed and not engaged in the production of goods and services. The unemployment rate is estimated and reported monthly by the U.S. Department of Labor’s Bureau of Labor Statistics. (It is used as a key indicator of business-cycle instability.) In practice, the official unemployment rate is simply the ratio of total unemployment to the total civilian labor force, in percentage terms.

### **Universal Design:**

The design of products and environments to be usable

by people of all ages and abilities, to the greatest extent possible, without the need for significant adaptation or specialized design.

### **Urban Design:**

An aspect of urban or suburban planning that focuses on creating a desirable environment in which to live, work and play. Design analysis includes the relationship between buildings, streets, land use, open space, circulation, height, natural features and human activity. A well-designed urban or suburban environment demonstrates the four generally accepted principles of urban design: clearly identifiable function for the area; easily understood order; distinctive identity; and visual appeal.

### **Urban Renewal:**

The active renewal or redevelopment of an area by an authority and municipality for the elimination and prevention of the spread of blight and may involve clearance and redevelopment or rehabilitation or conservation or any combination of these.

### **Walkability:**

Walkability is a measure of how friendly an area is to walking. Walkability has many health, environmental, and economic benefits. Factors influencing walkability include the presence or absence and quality of footpaths, sidewalks or other pedestrian right-of-ways, traffic and road conditions, land use patterns, building accessibility, and safety, among others. Walkability is an important concept in sustainable urban design.

Resource: <http://www.walkscore.com/>

### **Wayfinding:**

Wayfinding is the organization and communication of our dynamic relationship to space and the environment. Successful design to promote wayfinding allows people to: (1) determine their location within a setting, (2) determine their destination, and (3) develop a plan that will take them from their location to their destination. The design of wayfinding systems should include: (1) identifying and marking spaces, (2) grouping spaces, and (3) linking and

organizing spaces through both architectural and graphic means.

Resource: <http://www.ap.buffalo.edu/idea/udny/section4-1c.htm>

## **Zoning:**

The process of classifying land into areas and districts, such areas and districts being generally referred to as “zones” and the prescribing and application in each area and district of regulations concerning building and structure designs, building and structure placement, and uses to which land, buildings, and structures within such designated areas and districts may be put.

## **Zoning map:**

The map adopted as an ordinance by the city that delineates the extent of each district or zone established in the zoning ordinance. The map, along with the zoning text, comprise the zoning ordinance.