

# Community Overview

*This Comprehensive Plan is designed as a framework for guiding future development, redevelopment, and community enhancement in the City and its planning area over the next 20 years and beyond. The purpose of this plan is to establish a vision, along with realistic goals and achievable strategies, that residents, business and land owners, major institutions, civic groups, members of advisory committees, and public officials prefer – and will support with action – in the years ahead.*

## 1.1 INTRODUCTION

Ponca City is a community with an agricultural history that has evolved over the years into a town center and a hub of economic activity. The evidence of this history is still represented in every corner of the City – through the museums, historic downtown, and nearby lakeside recreation areas. This planning process offers an opportunity for the community to remember its past, but, more importantly, to envision its future. While future actions are likely to build upon past endeavors, the success of the City in achieving its vision will largely depend on the manner in which residents address current challenges and opportunities.

From the Cherokee Outlet Land Run of 1893, B. S. Barnes founded a community that initially boomed to become the City of Ponca in 1899. The oil industry added to the original influx of people, allowing Ponca's population to explode during the first half of the 20th century. Since the oil industry boom, Ponca City has continued to grow by adding new jobs, but has largely remained engaged with the energy sector. Today, Ponca City seeks additional and innovative economic opportunities to be able to keep growing physically and, particularly, economically. Changes in the economy

### *Welcome to Ponca City!*

*Ponca City is a strong community based upon a rich, historical background. Residents enjoy a good school system, along with a remarkable parks and recreation system that substantially bolsters community livability. Nearby lakes and outdoor recreation opportunities are within a short drive of the City so that residents can experience nature as part of their everyday routine. Many pleasant neighborhoods include the iconic, tree-lined streets that typify the Midwest.*

*All these amenities are in close proximity to local jobs and a slightly larger market in Stillwater, including OSU. Looking at the extended geography, the nearby metropolitan areas of Oklahoma City and Tulsa are accessible by interstate highway. These metro markets provide additional transportation and business hubs for Ponca City residents and workers to utilize, in addition to the abundant opportunities available locally.*

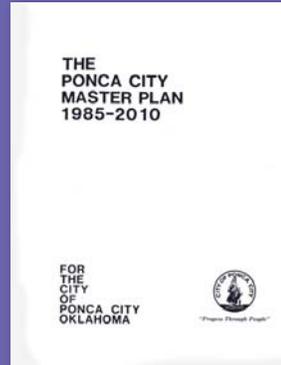
## Ponca City in Context

*Yesterday, Today, and Tomorrow*

This is not the first time Ponca City has undertaken a comprehensive plan. Most recently, the 1985 Master Plan served as a guide for the City over the past 23 years. The goals and objectives set forth in the last master plan set several other planning efforts in motion. These subsequent efforts will be incorporated into this planning process, including incorporating the goals from past documents, such as:

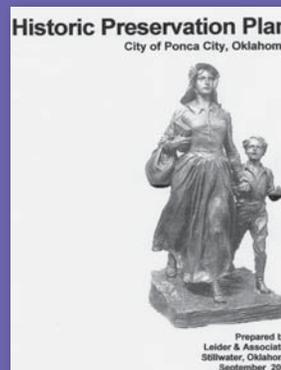
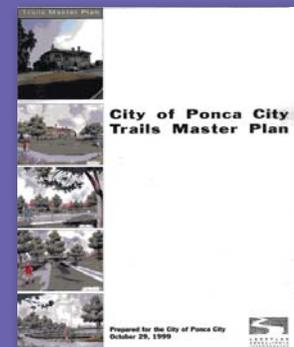
- o 1985 - Ponca City Master Plan
- o 1992 - Economic Impact Report
- o 1992 - Municipal Airport Master Plan
- o 1995 - Long Range Transportation Plan and Transportation Improvement Program
- o 1999 - Trails Master Plan
- o 2003 - Sanitary Sewer Master Plan – Engineering Report
- o 2003 - Subdivision Regulations Update
- o 2004 - Vision Development
- o 2005 - Water Distribution Master Plan
- o 2005 - Strategic Plan
- o 2006 - Water Supply Master Plan
- o 2006 - Vision 2020: The Dawning of a New Day
- o 2007 - Historic Preservation Plan
- o 2007 - State of the City
- o 2008 - Strategic Plan
- o 2008 - Ponca City by the Numbers

Through this process, the Comprehensive Plan will serve as an up-to-date guide for the development of Ponca City with respect to land use, thoroughfares and streets, and other matters affecting development within the City and its study area.



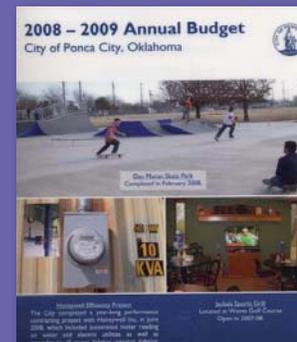
1985 Ponca City Master Plan

1999 Trails Master Plan



2007 Historic Preservation Plan

2008 - 2009 Annual Budget



and available housing market, among other characteristics, carry implications that residents acknowledge must be addressed in order to remain successful in the future.

Over the past 100+ years, Ponca City has increased its population over ten-fold, while Kay County doubled its population, as shown in **Table 1.1, Historical Population**. In the year 1900, Ponca City only made up 10.2 percent of the County. Between 1910 and 1930, Ponca City experienced population explosions due to the emergence of the oil industry, which occurred again between 1940 and 1960 as the oil industry flourished among other sources of employment in the area. Ponca City has had consistent population growth since the turn of the 20th century until about 1970. Now, well over half of the County population lives in Ponca City. Projections indicate that Ponca City will remain steady and potentially witness a moderate increase during the 20-year horizon of this Plan.

Ponca City's population has fluctuated in the past, with modest growth in recent decades. Since 1970, Ponca City has experienced small increases until this past decade. Between 1990 and 2000, the City experienced a 1.7 percent

decrease in population. According to *Ponca City by the Numbers* (2008), there are now 25,759 residents, representing a 0.6 percent decrease since 2000. Similarly, Kay County has 46,434 residents, representing a 3.4 percent decrease since 2000.

**Figure 1.1, Past and Projected Population**, shows the previous and future growth of Ponca City compared to the cities of Stillwater, Bartlesville, Ardmore, and Altus. Ponca City's primary years of population growth occurred between 1910 and 1930 (13,615 people).

According to the Oklahoma State Data Center, future projections show that Ponca City is expected to increase in population even though the populations declined over the last ten years. Between 2000 and 2030, Ponca City is expected to increase by 8.4 percent (2,171 residents). Comparatively, Bartlesville is expected to increase by 4.6 percent (1,632 people); Ardmore by 15.9 percent (3,779 people); Altus by 17.4 percent (3,743 people); and Stillwater by 31.4 percent (6,930 people). The expected future growth in Ponca City will require suitable housing and employment opportunities. These are focuses of the community and this plan.

*Before looking at the future, it is important to consider the past and current conditions. Successful plans analyze current realities and propose strategies accordingly.*

**Table 1.1:**  
**Historical Population**

Year	Ponca City	Percent Change	Kay County	Percent Change	City Share of County Population
1900	2,528	--	24,757	--	10.2%
1910	2,521	-0.3%	26,999	9.1%	9.3%
1920	7,051	179.7%	34,907	29.3%	20.2%
1930	16,136	128.8%	50,180	43.8%	32.2%
1940	16,794	4.1%	47,084	-6.2%	35.7%
1950	20,180	20.2%	48,892	3.8%	41.3%
1960	24,411	21.0%	51,042	4.4%	47.8%
1970	25,940	6.3%	37,922	-25.7%	68.4%
1980	26,238	1.1%	48,056	26.7%	54.6%
1990	26,359	0.5%	48,056	0.0%	54.9%
2000	25,919	-1.7%	48,080	0.0%	53.9%

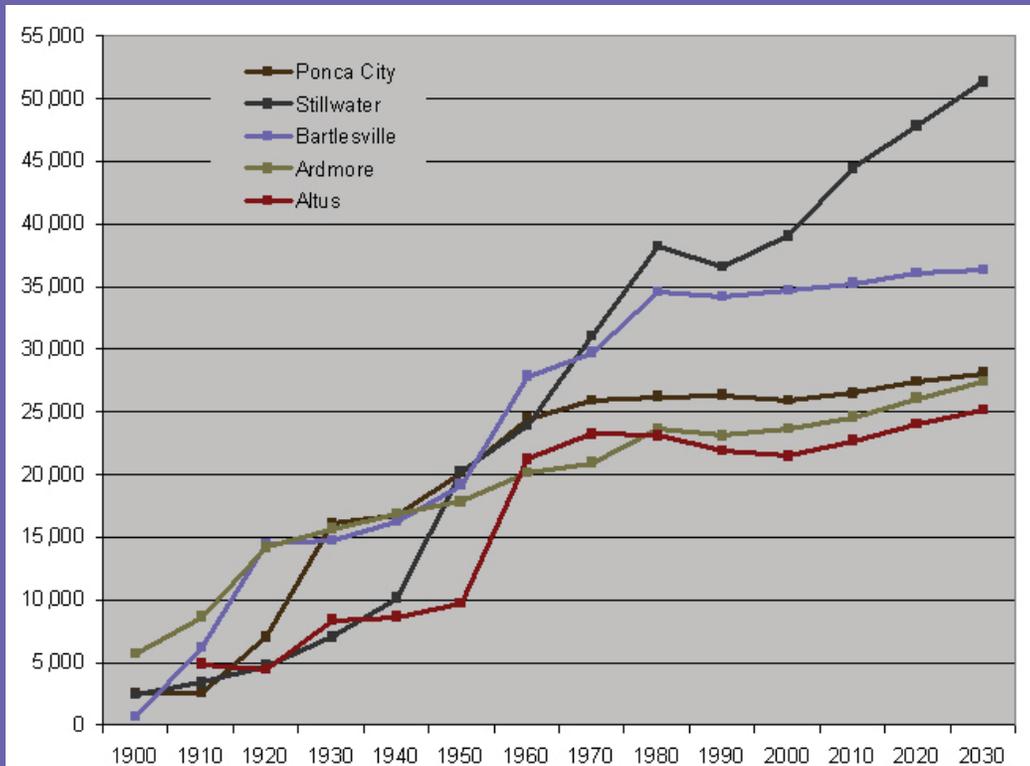
Source: U.S. Census (2000)

## 1.2 COMMUNITY VISION

Vision 2020: Dawning of a New Day was created by a 31-member Task Force in 2006 as a response to some of the recent changes in Ponca City life. These 31 members came from varying ethnic and occupational backgrounds, using diversity as an important foundation to gain a broader perspective of the community. The 2020 Vision states that the purpose was:

*"To create a vision for the Ponca City Neighborhood out to the year 2020,*

**Figure 1.1:**  
Past and Projected Population



Source: US Census (2000) and Oklahoma State Data Center (2008 Projections)

*using diverse resources within and outside the community, so that the quality of life is enhanced for all citizens within our neighborhood."*

Through Vision 2020, goals, strengths, weaknesses, desires, and needs were organized to help create a course of action to create a stronger Ponca City. The process involved finding out where Ponca City currently stands and deciding where residents want to be by the year 2020. The 2020 Vision states the process taken to achieve the chosen goals:

*"Our vision for Ponca City in 2020 was shaped by careful and honest analysis of her strengths and weaknesses. A brainstorming session in January provided an extensive list of perceived assets and liabilities and*

*ensuing sessions saw the list refined as the Task Force members combined today's facts with tomorrow's dreams."*

The course of action defined in the Vision is a list of desired outcomes based on a vision, or major goal, set for each of several different community services and districts, including:

1. City Services,
2. Community Health  
Medical Services,
3. Cultural Affairs and  
Historic Preservation,
4. the Downtown District,
5. Education,
6. Housing,
7. Neighborhoods,
8. Public Transportation,



Three specific capital projects were also included in the report:

1. *The revitalization of the Downtown District, primarily constructed to promote Downtown as a location for investment opportunities in a service-oriented environment.*
2. *Plans were also set for updating the City's recreational services by providing a new multi-use facility to provide a safe environment for recreational programs throughout the community.*
3. *Finally, plans for a multi-use facility have also been created to provide a "venue that maintains and expands opportunities for diverse local groups to provide educational, cultural, entertainment, and trade events to community members, while also providing space for large private functions such as receptions, banquets, dances, and conferences."*

9. Recreation,
10. Tourism, and
11. Youth.

These eleven categories created "the 11 outcomes," which includes dozens of ideas supporting one of the 11 main goals. Overall, each category has a specific long-term vision or goal, and a list of actions is created based on the desire of achieving that goal.

The purpose of Vision 2020 was to generate common goals used to strengthen and vitalize the community. The needs and solutions set in Vision 2020: Dawning of a New Day created a foundation from which this Comprehensive Plan will build a path forward through a consensus of community members. The Vision remains valid and purposeful in guiding this long-range planning effort.

### 1.3 PLANNING CONTEXT

#### PLANNING AUTHORITY

The State of Oklahoma states that a comprehensive plan is to be used when creating municipal regulations. Therefore, the Plan text and maps are a necessity

since these documents establish a rational basis for legislative action. Section 101 of Article 43, Title 11 states:

*"Municipal regulations as to buildings, structures and land shall be made in accordance with a comprehensive plan and be designed to accomplish any of the following objectives:*

1. *To lessen congestion in the streets;*
2. *To secure safety from fire, panic and other dangers;*
3. *To promote health and the general welfare, including the peace and quality of life of the district;*
4. *To provide adequate light and air;*
5. *To prevent the overcrowding of land;*
6. *To promote historical preservation;*
7. *To avoid undue concentration of population; or*
8. *To facilitate the adequate provision of transportation, water, sewerage, schools, parks and other public requirements. The regulations shall be made with reasonable consideration, among other things, as to the character of the district and its peculiar suitability for particular uses, and with a view to conserving the value of buildings and encouraging the most appropriate use of land throughout the municipality. The governing body shall provide the manner in which regulations, restriction and district boundaries shall be determined, established and enforced, and amended, supplemented or changed."*

Source: Oklahoma State Statutes, Title 11, Article 43, Section 101

#### PURPOSE OF THE COMPREHENSIVE PLAN

This Comprehensive Plan is an important policy document for Ponca City because it:

- ◆ lays out the City's "big picture" vision and associated goals regarding the future growth and enhancement of the community;
- ◆ considers at once the entire geographic area of Ponca City, including potential growth areas where new development and/or annexation may occur beyond the already developed portions of the City; and
- ◆ assesses near- and longer-term needs and desires across a variety of inter-related topics that represent the key "building blocks" of Ponca City (e.g., land use, transportation, urban design, economic development, redevelopment, neighborhoods, parks and recreation, utility infrastructure, public facilities and services, etc.).

Through this Comprehensive Plan, the City may determine how best to accommodate and manage its projected growth, as well as the redevelopment of older neighborhoods and commercial and industrial areas. This plan is aimed at ensuring that ongoing development and redevelopment will proceed in an orderly, well-planned manner. Resident quality of life will be enhanced by clarifying and stating the City's intentions regarding the City's physical development and infrastructure investment. This plan may also create a level of certainty for residents, land owners, developers, and potential investors as to the City's plans for its future development.

*"Planning" is...the process of identifying issues and needs, establishing goals and objectives, and determining the most effective means by which these ends may be achieved.*

#### **USE OF THIS PLAN**

This Comprehensive Plan as embraced by the community and its leadership, is envisioned to advance the community toward achievement of its vision and realization of tangible accomplishments. However, this plan will not achieve success unless its action recommendations are pursued and effectively implemented.

This plan is a guidance document for City officials and staff who must make decisions on a daily basis that will determine the future directions, fiscal health, and character of the community. These decisions are carried out through:

- ◆ targeted programs and expenditures prioritized through the City's annual budget process, including routine, but essential, functions such as code enforcement;
- ◆ major public improvements and land acquisitions financed through the City's capital improvements program and related bond initiatives;
- ◆ new and amended City ordinances and regulations closely linked to Comprehensive Plan objectives (and associated review and approval procedures in the case of land development, subdivisions, and zoning matters);
- ◆ departmental work plans and staffing in key areas;
- ◆ support for ongoing planning and studies that will further clarify needs and strategies, including the City Council's own strategic planning;
- ◆ pursuit of external grant funding to supplement local budgets and/or expedite certain projects; and
- ◆ initiatives pursued in conjunction with other public and private partners to leverage resources and achieve successes that neither could accomplish alone.

It is also important to distinguish between the function of the Comprehensive Plan relative to the City's development regulations, such as the zoning ordinance and subdivision regulations.

*Getting to Action – This plan must go beyond general and lofty goals. While everybody may agree with such goals, true progress will only occur if the plan establishes a policy framework and provides guidance as to how particular opportunities and challenges are to be tackled.*

This plan establishes overall policy for future land use, roads, utilities, and other aspects of community growth and enhancement. The City's zoning ordinance and official zoning district map implement the plan in terms of specific land uses and building and site development standards. The City's subdivision regulations also establish standards in conformance with the plan for the physical subdivision of land, the layout of new streets and building sites, and the design and construction of roads, water and sewer lines, and storm drainage facilities.

### CITIZEN INVOLVEMENT

Local planning is often the most direct and efficient way to involve members of the general public in determining the vision for their community. The process of plan preparation provides a rare opportunity for two-way communication between citizens and local government officials as to their vision of the community and the details of how that vision is to be achieved. The plan results in a series of goals and policies that, ideally, will guide the City in administering development regulations; determining the location, financing, and sequencing of public improvements; and guiding reinvestment and redevelopment efforts. The plan also provides a means of coordinating the actions of many different departments and divisions within and outside the City.

To facilitate the process of updating this Comprehensive Plan, the City engaged Kendig Keast Collaborative, urban planning consultants, and appointed a 48-member, broadly-representative Comprehensive Plan Committee (CPC) to work with City officials, staff, residents, and the consultants.

- 1 Review Past Public Involvement Efforts
- 2 Stakeholder Interviews
- 3 Comprehensive Plan Committee Meetings
- 4 Open House
- 5 Planning and Zoning Commission and City Commission Hearings



A citizen survey was posted on the City's website to allow residents the opportunity to express their planning priorities via the internet.

Over the course of a one-year period, a variety of public outreach and involvement activities were conducted, background studies were completed, and individual elements of the Plan were drafted, reviewed, and refined to produce a document for public and official consideration.

The ability to implement the plan is directly correlated to the amount of citizen participation and the sense of ownership derived from the process. This plan contains many components and serves numerous functions such as providing information, identifying existing conditions and characteristics, and establishing local governmental policies and strategies.

Vision 2020: Dawning of a New Day (2006) is a strategic planning document that summarizes the goals that Ponca City has identified through the involvement and participation of numerous community residents. Although this effort preceded this planning effort, the positive

impacts of the citizen involvement can still be felt in the community. As stated in the Vision,

*"Through thousands of volunteered man-hours, Task Force members met with dozens of individuals representing a cross section of Ponca City entities. Field trips across Oklahoma – both group and individual fact-finding missions – were conducted. Over 200 surveys were sent to area agencies soliciting information about goals and needs. Press releases encouraged input from all area citizens. City of Ponca City department heads served as ex-officio Task Force members, providing expertise in shaping real goals."*

As a continuation of the Vision 2020 process, the process of developing this plan also included a substantial amount of public involvement, using citizen input to define the City's planning objectives, strategies, priorities, and the means by which they are achieved.

Not only were citizens given frequent updates through the City's website, but residents were also able to participate on the CPC, attend an open house, voice the ideas through small-group interviews, complete a community survey, and voice support at the adoption hearings. By its nature, this plan is intended to serve all interests of the community.

## 1.4 DEMOGRAPHIC PROFILE

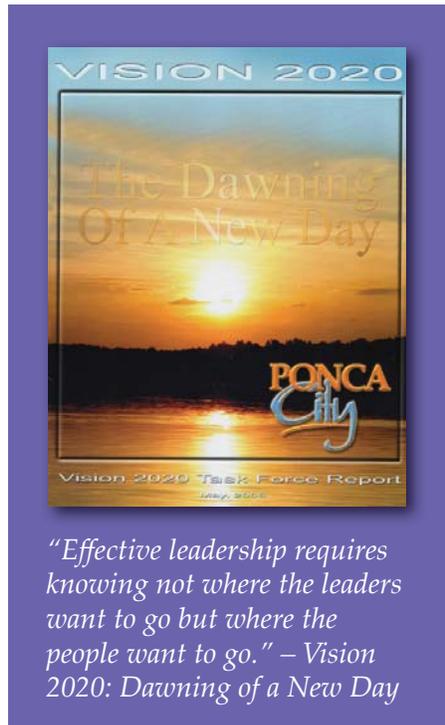
Ponca City is currently adjusting to changing economic and housing market conditions.

In planning for its future, Ponca City faces the challenges of sustaining economic growth, accommodating the requirements of an aging population, maintaining the appearance of existing neighborhoods, and expanding its housing supply. Before looking at the future, however, it is important to consider the past and current conditions. This section contains a demographic and socioeconomic assessment of the City while also providing comparisons with neighboring cities. Although these basic facts already define current day life, it is important to establish a baseline from which to evaluate the need and direction for change.

### **FACTORS IN EMPLOYABILITY AND INCOME POTENTIAL**

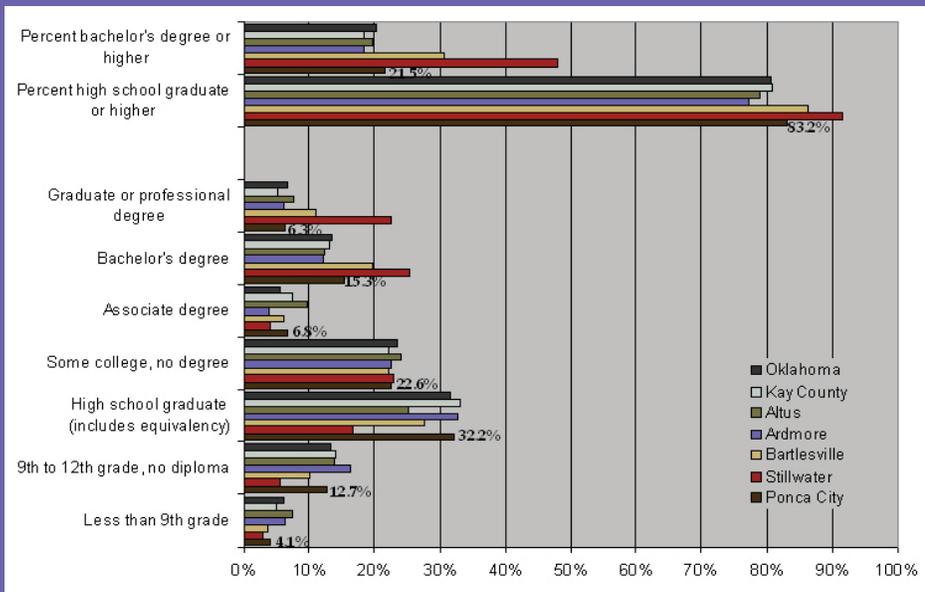
A key element to community growth is available employment

opportunities. The level of education is also a key determinant related to the capabilities of the area labor force. This, in turn, influences the types of businesses that may be retained and attracted to the community, as well as the success businesses have at finding the types of labor skills they require. **Figure 1.2, Educational Attainment**, indicates that Ponca City compares favorably with other area cities, as well as Kay County and the State. In analyzing higher education, 21.5 percent of Ponca City residents have a Bachelor's degree or higher, which fares well compared to Bartlesville (30.7 percent), Ardmore (18.2 percent), Altus (19.8 percent), Kay County (18.3 percent), and Oklahoma (20.3 percent). The presence of OSU substantially boosts the educational achievement in Stillwater, as reflected by 48 percent of its residents having a bachelor's degree or higher.



*"Effective leadership requires knowing not where the leaders want to go but where the people want to go." – Vision 2020: Dawning of a New Day*

**Figure 1.2**  
**Educational Attainment**



Source: US Census (2000)

Level of education, labor, skills, and transportation access factor into the “employability” of individuals, which, in turn, determines their income earning potential. Displayed in **Figure 1.3, Income Comparison**, are the median household and per capita incomes of Ponca City residents relative to Stillwater, Bartlesville, Ardmore, Altus, Kay County, and Oklahoma, as well as the United States. Similar to educational attainment, Ponca City has a per capita income (\$17,732) and a median household income (\$31,406) that fairs well relative to the other cities and the County, yet are less than the state and national averages. Accounting for the larger metropolitan areas, Oklahoma (\$17,646 per capita; \$33,400 median household) and the United States (\$21,587 per capita; \$41,994 median household) both had higher average incomes.

The age distribution in Ponca City indicates an older population (median age of 38.2 years) than the rest of Oklahoma (35.5 years). Most evident from **Figure 1.4, Age Pyramid**, are the

relatively low numbers of individuals in the young adult years (ages 20 to 40) and, alternatively, a high level of individuals in the 65+ age cohorts. The proportion of Ponca City’s population in their prime earning years, including age cohorts between 30 and 60 years, are similar to national averages.

The relative proximity to OSU in Stillwater provides Ponca City with a nearby pool of younger workers who may become future residents and employees. In order to attract these younger residents, though other niche amenities should

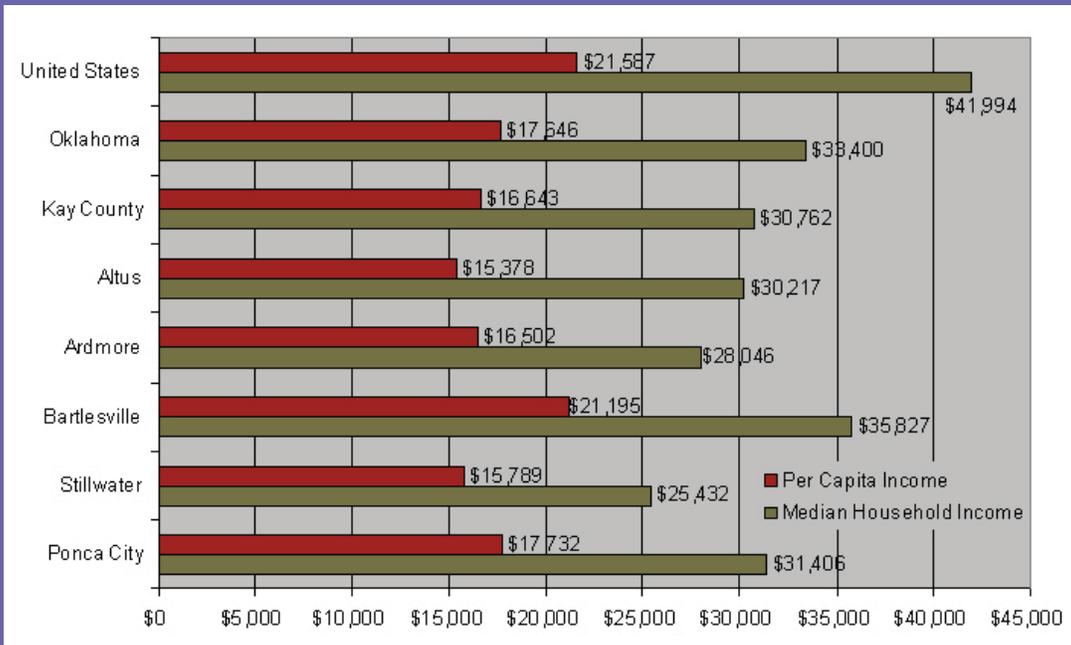
be offered and available. These opportunities include good housing choices that appeal to younger persons and first-time home buyers, which are also affordable relative to the local population. Local recreation is also important when considering a neighborhood or city. This constituency composes the future workforce and population of Ponca City so efforts must be made to attract this younger age group.

Also, it is essential to focus on the existing core constituency, the 65+ age cohort, so they too have proper economic, social, recreational, and housing opportunities. The “greying” of the population is a consideration since the needs of residents will be changing: more transportation options for seniors who do not drive, housing alternatives that



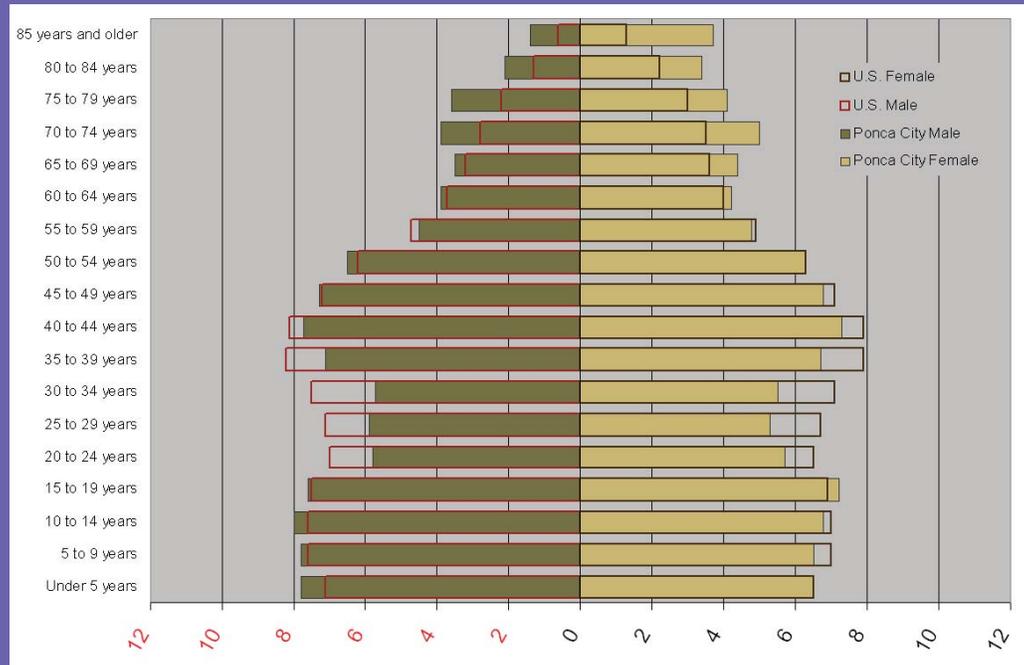
*The age distribution of the local population is a factor that helps shape the City’s labor force and the outlook and service needs of residents.*

**Figure 1.3**  
Income Comparison



Source: US Census (2000)

**Table 1.4:**  
Age Pyramid



Source: US Census (2000)

allow residents to age gracefully in their existing neighborhoods, local health care facilities, and mature learning opportunities.

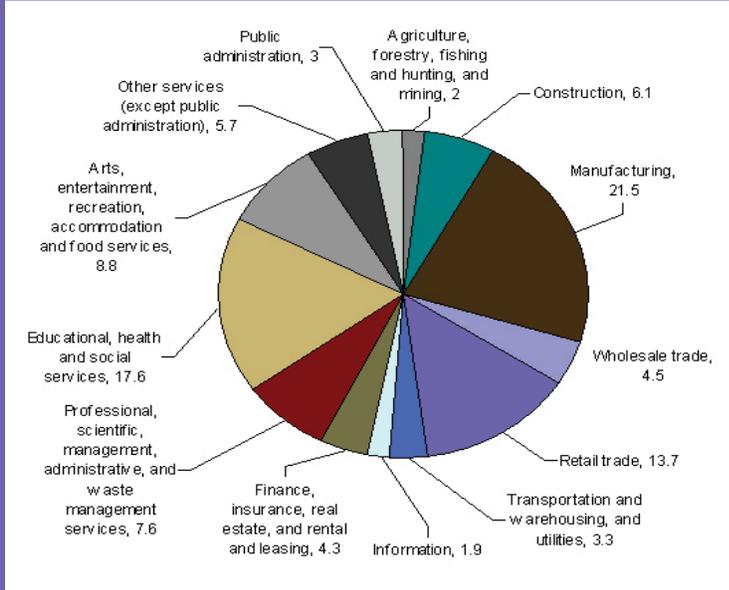
The history of the local economy illustrates the City's ability to adapt to change as the agricultural economy shifted in the early 20th century to energy, specifically petroleum-based industries. In recent years, there have been continued reductions in the energy sector, for which the city must spur a diversification of its employment base to sustain itself economically. The City is well positioned given local and nearby higher education opportunities, the existing industrial base, and the opportunity for growth in service industries. As confirmed by **Figure 1.5, Employment by Industry Type**, manufacturing (21.5 percent); educational, health, and social services (17.6 percent); and retail trade (13.7 percent) offer the most significant employment opportunities to local residents (as of the 2000 Census). Of the 13 different industry types, these three constitute nearly 53 percent of the total employment of the local population.

Of the top ten employers, ConocoPhillips is the largest, providing 1,500 jobs for residents. Ponca City Public Schools is the second largest employer with 755 job positions. Tyson Food Inc., ranked third, supplying 700 jobs, followed by Ponca City Medical Center, Smith Technologies, Wal-Mart Super Center, Air Systems Components, the City of Ponca City, Albertson's Inc., and Sykes rounding out the top 10 employers. Together, the City, public school system, and the airport industrial

park comprise a significant portion of the local employment. A strategy must be to provide a skilled labor force and to attract primary, higher-paying jobs with good benefits.

Occupational data reflects that 32 percent of the city's employment is management and professional occupations, while another 24.3 percent are sales and office; comprising 56.3 percent of the workforce. Another 33.6 percent of the workforce is service or production and transportation of materials occupations. The

**Figure 1.5:  
Employment by Industry Type**



Source: U.S. Census (2000)

remaining 10.1 percent is construction or farming, fishing, and forestry occupations.

**Adequate Housing Needed for Growth**

Currently, Ponca City is experiencing a housing shortage largely due to a low rate of residential construction in recent decades. This fact is visible by the housing statistics, as well as anecdotal evidence from local realtors. Perhaps most telling is the relatively small number of houses for sale

on the Multiple Listing Service: at the beginning of this planning process only 98 residential units were available. This number of units is much lower than normal and limits the ability of potential residents to find an appropriate home in the City. It also curtails existing residents from moving up from their existing home or into another housing style.

Exhibited by **Figure 1.6, Age of Housing Structures**, is that housing construction has decreased dramatically since 1960. Between 1940 and 1959, 40.2 percent of the housing stock was constructed. For the next 40 years, only 45.3 percent was added to the total housing stock. Only 404 units (3.4 percent) were built in the most recent decade. For

comparison purposes, between 1990 and 2000, 2,288 units (13.6 percent) were built in Stillwater,

while 998 units (6.2 percent) were built in Bartlesville. Ardmore added 677 units (7.7 percent), and Altus added 713 units (7.7 percent) to their housing stock.

An issue associated with the lack of housing options is that a majority of the housing products available are of the same unit type: detached single-family homes. According to the 2000 Census, 86.7 percent of Ponca City's housing stock was single-family (including mobile homes), while 13.3 percent was multi-family (including duplexes and apartments). This percentage of

single-family compares similarly to the state (84.5 percent), yet is higher than

the national (73.5 percent) average. Kay County's housing stock consists of 89.6 percent single-family and 10.4 percent multi-family. It will be important to evaluate the proper quantity, quality, and variety of housing needed for the existing and future population. This reality is true for the aging 65+ year old residents who may prefer to move into different housing types, such as a patio home, townhome, or condominium, while remaining in Ponca City. Furthermore, attracting younger residents will require

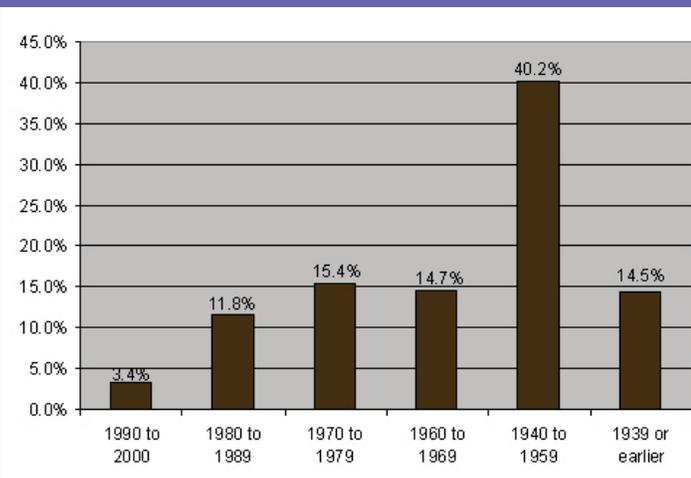


*Across all housing types, the message from residents and realtors is simple... there is not much choice in housing options currently available in the market. Creating more availability and variety of housing options is essential for Ponca City to maintain population growth and economic competitiveness.*



*As of 2000, 68.1 percent of dwelling units in Ponca City were owner occupied and 31.9 percent were renter occupied. A lower rate of home ownership can be an indicator of problems with building maintenance and neighborhood integrity. Although this renter average is for the entire City, there are neighborhoods that have much higher and lower renter rates. An abundance of renters in one particular area can lead to neighborhood-wide issues that would not be present in other areas of the City. A lack of neighborhood integrity and obvious investment can permit a vicious cycle that drives away potential investors or new residents.*

**Figure 1.6:**  
**Age of Housing Structures**



Source: US Census (2000)

that housing options are diverse in style, price, and neighborhood setting.

## 1.5 PLAN ORGANIZATION

The Comprehensive Plan is organized in chapters that deal with land use, growth capacity, transportation, housing and neighborhoods, economic development, and implementation. Each focuses on specific issues together with the goals and action recommendations to achieve the community's objectives. The Plan is organized in the following manner:

### Chapter 1, Community Overview

The Community Overview converts demographic statistics into meaningful information on key community indicators, trends/shifts, and context. Population growth, employment sources, housing stock, and other potential issues facing Ponca City are recorded in this chapter so they can be thoroughly assessed.

### Chapter 2, Future Land Use and Character

This chapter will create policies and recommendations that will be established for the purpose of making decisions about the appropriateness and compatibility of individual developments within the context of its immediate

environment, as well as the larger community.

### Chapter 3, Growth Capacity

The Growth Capacity chapter is an assessment of existing facilities, services, and utilities that determine the possibility of desirable infill/redevelopment for Ponca City. Future Land Use and Character concepts will be applied to the reality of the existing conditions to find areas that may constrain or need improvement to allow desirable growth. Growth capacity focuses on gaining consensus regarding how growth and new development will coordinate with existing public amenities and services, consistent with other fiscal and community considerations.

### Chapter 4, Transportation

The Transportation chapter also addresses community-wide transportation needs on all levels, from sidewalks and trails, to local streets and neighborhood access, to arterial roadways and highways, and to public transit and freight movement. Transportation is closely coordinated with the Future Land Use and Character chapter, as well as the Growth Capacity chapter, to evaluate the impacts of different transportation investment decisions



*A second, design portion included in chapter three will look first to the functional aspect of Ponca City development and secondly to the aesthetic treatments that can improve the appearance of the visual environment. The prime purpose of future design is to make development both highly functional and attractive within the context of the rest of Ponca City.*



*The transportation chapter introduces a multi-modal transportation strategy that is a vital component to ensure adequate preservation and improvement of rights-of-way. It assesses the role of transportation in creating community character and streetscape improvements as a means of redevelopment in at-risk areas.*

on future development, redevelopment, and community character.

### **Chapter 5, Housing and Neighborhoods**

The fifth chapter ensures that there is an adequate supply of housing with the level of quality and affordability needed to promote a “livable” environment for existing and future Ponca City residents. The chapter also assesses the local housing market, as well as evaluates neighborhood design within the context of Ponca’s current development regulations and the impact these regulations have on housing development, community character, overall urban form, and community connectivity.

consolidate an overall strategy for executing the Comprehensive Plan, particularly for the highest-priority initiatives that will be first on the community’s action agenda. Specific tasks are cited which must be accomplished to achieve the community’s vision and goals. Through a facilitated “first-and-next-steps” implementation workshop conducted jointly with the Planning and Zoning Commission and City Commission, the priorities were determined, together with an action timeframe and assignment of responsibility.



*This analysis goes beyond the “tunnel vision” of focusing exclusively on job creation and will identify other issues associated with population growth. As such, it is integrated with the rest of the plan by highlighting the importance to economic development of adequate public facilities and services; available, affordable, adequate, accessible, and quality housing; and a quality, sustainable living environment for all residents of the community.*

### **Chapter 6, Economic Development**

This chapter provides a set of strategies for both strengthening and diversifying the economy. It includes an economic assessment and outlines ways to support and retain existing businesses, attract and grow new job-creating businesses, and train the community’s workforce for current and future labor needs – all with a view toward achieving improved livability.

### **Chapter 7, Implementation**

The Implementation chapter utilizes the recommendations from each of the previous chapters, as well as the Vision 2020 document to