

CLAREMORE 2040

COMPREHENSIVE PLAN

The FUTURE CITY • Adopted March 18, 2019







May 1, 2019

Ms. Jill Ferenc, AICP
Director of Planning and Development – City of Claremore
724 Ramm Road
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Dear Jill:

We are pleased to submit this final version of the newly updated **City of Claremore Comprehensive Plan**, as adopted unanimously by City Council on March 18, 2019. It was prepared in accordance with our Professional Services Agreement with the City, and with support from subconsultants Wallace Engineering and Ricker|Cunningham. The new plan:

- Reflects **community and leadership input** obtained through a series of small-group discussion sessions; a Town Hall Meeting on Claremore's Future; a highly successful community survey effort; five work sessions with a City-appointed Comprehensive Plan Advisory Committee; and three joint workshops with City Council and Planning Commission, which culminated in final public hearings before the Commission and Council.
- Includes an **Existing City Report** with background and statistics that provide a snapshot of Claremore as it was in 2018, early in the comprehensive planning process.
- Builds on **eight strategic priorities** that were identified based on the Existing City findings and wide-ranging input from Claremore residents, leaders and the consultant team:
 1. Housing as a Linchpin for Claremore's Future
 2. Where to Grow
 3. Attention to Claremore's Physical Plant
 4. Enhancing Mobility and Safety
 5. Building on a Strong Economic Base
 6. An Even More Livable Claremore
 7. Beyond City-Wide Planning to a Special Areas Focus ("Districting")
 8. New and Improved Implementation Tools to Advance Plan Priorities
- Concludes with an Implementation section and two-page **Action Agenda table that calls out priority initiatives in six areas** where the City and its public and private partners should focus their energies and efforts in the next several years.

Change is inevitable, but positive, beneficial change for Claremore will require the ongoing commitment of all who contributed their time and ideas to this plan. We sincerely appreciated this opportunity to lend our professional skills and experience to this effort. We look forward to seeing the continued growth and enhancement of Claremore in the years ahead.

Respectfully submitted,

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Thanks also ...

Individual residents, business owners, property owners and others who contributed their insights and ideas to Claremore's long-range planning process.

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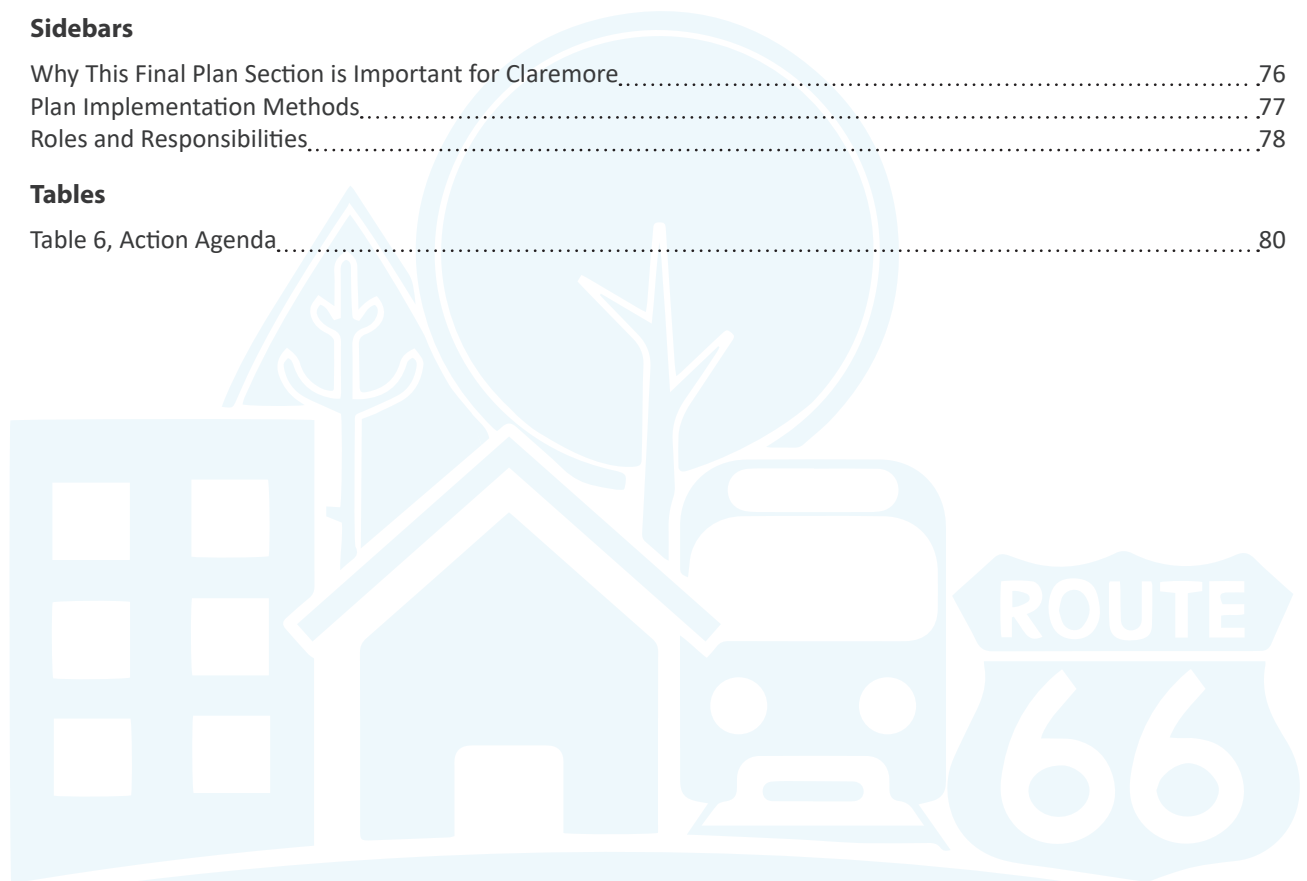
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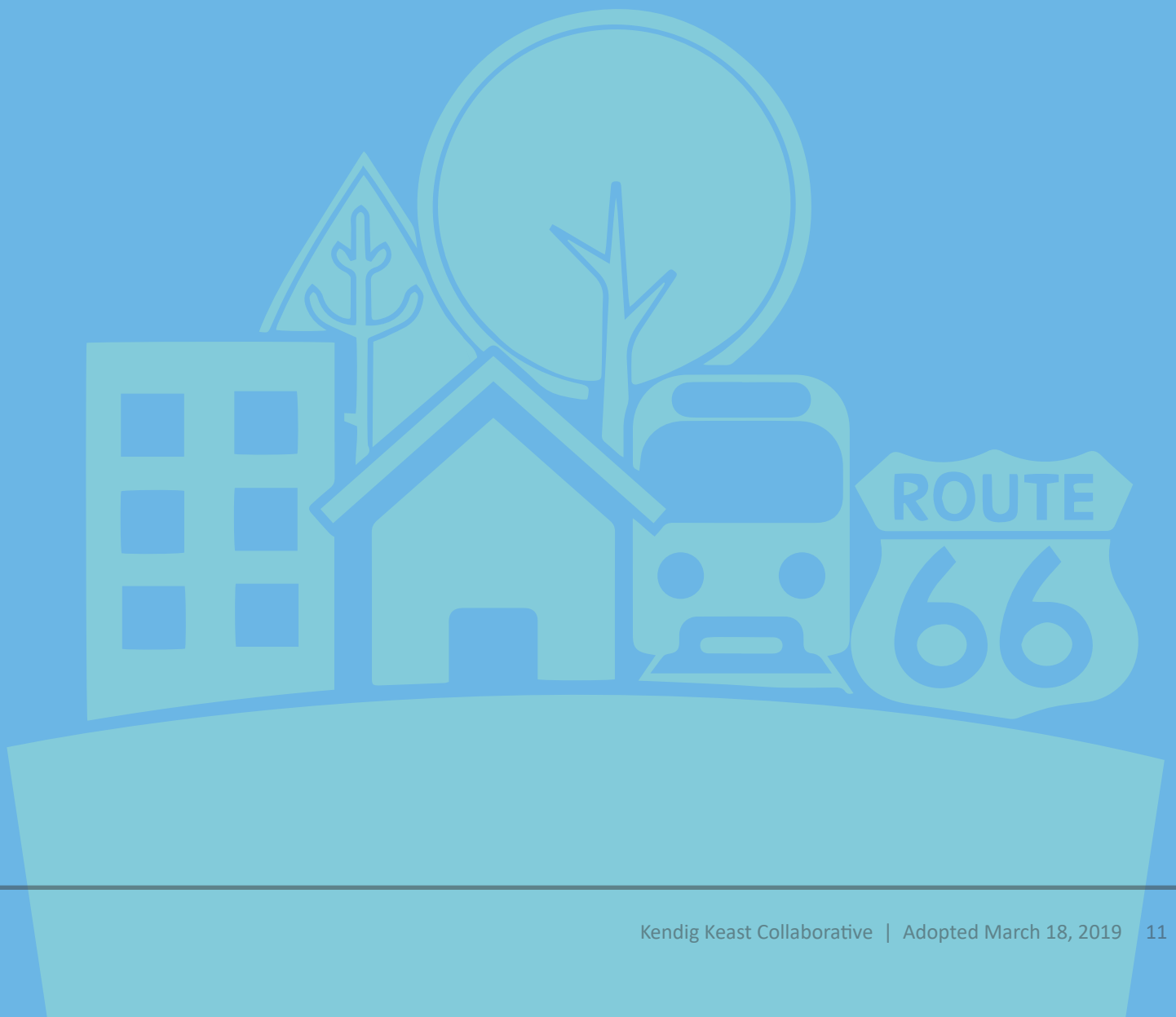
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Introduction



The **Claremore Comprehensive Plan** is intended to guide future development, redevelopment, and community enhancement efforts over the next 20 years through 2040. It serves as a framework for thoughtful community discussion on the real and perceived challenges facing Claremore currently, as well as the upcoming opportunities that will shape its future. Through long-range planning efforts, the community can accommodate its projected growth and revitalization in a manner that preserves its history, culture, and overall quality of life for current and future residents.

The Claremore Comprehensive Plan resulted from a 14-month planning and citizen involvement process. The plan's findings and recommendations focus on the physical and economic aspects of the community's projected growth and development in the coming years. It provides guiding principles, goals and strategic action priorities that will help City officials and staff in determining the location, financing and sequencing of public improvements; administering development regulations; and guiding reinvestment efforts. The plan also provides a basis for coordinating the actions of many different functions and interests within and outside of municipal government.



Comprehensive Plan Focus Areas:

- Land Use and Development
- Transportation
- Growth Capacity
- Economic Development
- Recreation and Amenities

Purpose

A comprehensive plan is usually the most important policy document a municipal government prepares and maintains. This is because the plan:

- Lays out a “big picture” vision regarding the future growth and enhancement of the community.
- Considers at once the entire geographic area of the community, including areas where new development and redevelopment may occur.
- Assesses near- and longer-term needs and desires across a variety of inter-related topics that represent the key “building blocks” of a community (e.g., land use, transportation, urban design, economic development, redevelopment, housing, neighborhoods, parks and recreation, utility infrastructure, public facilities and services, cultural facilities, etc.).

Through a comprehensive plan, a community determines how best to accommodate and manage its projected growth, as well as the redevelopment of older neighborhoods and commercial and industrial areas. The Claremore Comprehensive Plan is aimed at ensuring that ongoing development and redevelopment will proceed in an orderly, well-planned manner so that public facilities and services can keep pace and residents' quality of life will be enhanced.

Significantly, by clarifying and stating the City's intentions regarding the area's physical development and infrastructure investment, the plan also creates a greater level of predictability for residents, land owners, developers, and potential investors.

Why Plan?

Local planning allows Claremore to better control its future rather than simply react to change. Planning enables the City to manage future growth and development actively as opposed to reacting to development and redevelopment on a case-by-case basis without adequate and necessary consideration of community-wide issues. The process for developing the Comprehensive Plan involved major community discussions about Claremore's priorities and its capability to provide the necessary public services and facilities to support these priorities. This led to pivotal discussions about what is "best" for the community and how everything from taxes to quality of life will be affected.

Long-range comprehensive planning provides an opportunity for the City's elected and appointed officials to step back from pressing, day-to-day issues and clarify their ideas on the kind of community they are trying to create and maintain. Through the plan development process, they can look broadly at programs for neighborhoods, housing, economic development, and provision of public infrastructure and facilities and how these efforts may relate to one another. The plan ultimately represents a "big picture" of the community and its near-term and longer-range future. Bottom line, the essential reasons for long-range planning include to:

- Provide a balance of land uses and services throughout the community to meet the needs and desires of the population.
- Ensure adequate public facilities to meet the demands of future development and redevelopment.
- Achieve and maintain a development pattern that reflects the values of the community, and which ensures a balanced tax base between residential and nonresidential development.
- Ensure the long-term protection and enhancement of the perception and image of the community.
- Involve local citizens in the decision-making process, provide a transparent planning process, and reach consensus on the future vision for Claremore.

Use of This Plan

A comprehensive plan, if embraced by the community and its leadership, has the potential to take a community to a whole new level in terms of livability and tangible accomplishments.

The plan is ultimately a guidance document for City officials and staff, who must make decisions on a daily basis that will determine the future direction, financial health, and "look and feel" 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 compliance.
- Major public improvements and land acquisitions financed through the City's budgeting efforts.
- New and amended City ordinances and regulations closely linked to Comprehensive Plan objectives (and associated review and approval procedures in the case of subdivision and land development activities).
- Departmental work plans and resources in key areas.
- Support for ongoing planning and studies that will further clarify needs, costs, benefits, and strategies.
- Pursuit of external grant funding to supplement local budgets and/or expedite certain projects.
- Initiatives pursued in conjunction with other public and private partners to leverage resources and achieve successes neither could accomplish on their own.

Despite these many avenues for action, the Comprehensive Plan should not be considered a "cure all" for every tough problem a community faces. This plan focuses primarily on the responsibilities of City government in the physical planning arena, where municipalities normally have a more direct and extensive role than in other areas that residents value, such as education and social services. Of necessity, long-range plans, as vision and policy documents, also must remain relatively general.

The resulting plan may not touch on every challenge before the community, but it is meant to set a tone and motivate concerted efforts to move the community forward in coming years.

Planning Authority

Through Title 11, Cities and Towns, of the Oklahoma Statutes, the State of Oklahoma puts community planning among the core duties of a local planning commission. As stated in Article 45, Section 103:

“The planning commission shall prepare from time to time plans for the betterment of the municipality as a place of residence or for business. It may consider and investigate any subject matter tending to the development and betterment of the municipality, and make recommendations as it may deem advisable concerning the adoption thereof, to any department of the municipal government, and for any purpose make or cause to be made surveys, maps or plans.”

As in most states, the State of Oklahoma also identifies a municipality’s comprehensive plan as a key source of guidance for local development regulations. As stated in Article 43, Section 103 of Title 11:

“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:

- To lessen congestion in the streets;
- To secure safety from fire, panic and other dangers;
- To promote health and the general welfare, including the peace and quality of life of the district;
- To provide adequate light and air;
- To prevent the overcrowding of land;
- To promote historical preservation;
- To avoid undue concentration of population; or
- 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.”

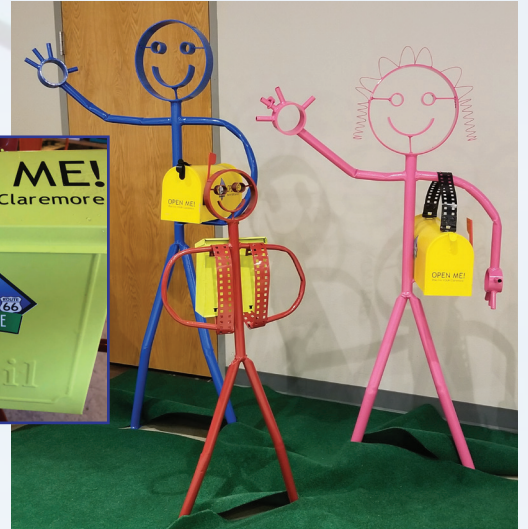
Along with state statutes, the City of Claremore operates under an adopted City Charter. In Charter Chapter 32, Departments, Boards and Commissions, Articles 40 and 41 establish a Department of Planning and Community Development. Among the duties itemized for the Department, the Charter requires that the Department “shall be responsible for platting, zoning and subdivision development of the city and for the maintenance and update of the city’s comprehensive plan.”

Chapter 32, Article 20 establishes a Metropolitan Area Planning Commission that jointly serves both Claremore and Rogers County. Claremore’s previous Comprehensive Plan, the Claremore-Rogers County Comprehensive Plan: 2025, was completed in 2006 and covered both the city and the county.

What Claremore Residents Had to Say

Community and leadership engagement activities during the Comprehensive Plan process included:

- Three joint workshops with City Council and Planning Commission.
- Roundtable discussions with representatives of City departments.
- Informal listening sessions with four groups of 15-20 persons.
- A Town Hall Meeting on Claremore's Future.
- A series of meetings with a Comprehensive Plan Advisory Committee.
- A public open house on the emerging plan prior to the final joint workshop with Council, Commission and advisory committee.
- A community survey that was administered online and at various engagement activities attended by City staff, generating 1,515 total responses including 75 from the Town Hall Meeting, 480 online, 234 at a Home & Garden Show at the Claremore Expo, 76 during a Food Truck Thursday event downtown, and 650 from positioning the "More Family" mailboxes at public spaces, schools and Rogers State University to reach all ages. The mailbox initiative focused especially on involving Claremore's youth, with two-thirds of the 650 responses coming from persons age 18 or younger.



The More Family – Manny, Claire and Mini – were seen around Claremore as another way to spur robust community input.

The following is a sampling of comments that demonstrate concerns and hopes for Claremore related to growth and economic development, infrastructure and transportation, and housing and amenities, among other topics discussed:



"I don't want to see Claremore just become another suburb."

"I'm looking forward to seeing more shops and restaurants move in to Claremore so we don't have to go outside our city to suit our needs."

"The most concerning part of Claremore's future is the failure to plan for expansion."

"We have the population and economy to support both the old guard and a new approach to what can be a great community."

"Lack of proper infrastructure to accommodate and attract growth."

"Love the small town feel with the small businesses owned by locals."

"The focus on community events has been fabulous."

"We are a college town and should have more to offer for the college students living here."

"Smaller nice houses are needed that young adults and families can afford to buy, not rent. Enough duplexes."

"Most look for alternate routes to avoid the middle of the town [due to trains]. This takes folks away from the epicenter of commerce."

"We cannot risk becoming a blighted community."

"I wish we had more sidewalks and encouraged people to walk and be more active."

"Great possibilities, young leaders."

"The city seems to be positioning itself to take a giant leap forward – attracting new businesses and making much needed infrastructure changes."



The Future City

While *The Existing City* report provides background and insights about Claremore as it is today, this Future City portion of the Comprehensive Plan focuses on Claremore as it intends to be in the years ahead. These aspirations are presented in topic areas that are central to Claremore’s physical growth and development as listed on page 6. Each topical section highlights key issues and considerations followed by a Framework for Action portion. A final section on plan implementation considerations, priorities, and procedures rounds out the Future City portion of the plan.

GUIDING PRINCIPLES

Through the process of preparing this plan, the seven guiding principles below were identified. **A Guiding Principle expresses a basic value or operating policy that will apply regardless of the course of action ultimately chosen.**

Guiding Principle 1: Claremore will be **BALANCED**

in its approach to growth and land use planning, ensuring the community has room around its edges to expand and does so in an orderly and fiscally prudent manner, even as it encourages revitalization of its older housing stock and commercial districts while respecting the integrity of its most cherished neighborhoods and places.

Guiding Principle 2: Claremore will be **COLLABORATIVE**

in its response to big picture issues, including ongoing planning for its future growth areas and other developing fringe locations in coordination with Rogers County, and maintaining an array of partnerships in areas ranging from housing, infrastructure, and mobility to education, arts and culture, and tourism promotion.

Guiding Principle 3: Claremore will be **SUSTAINABLE**

by continuing to grow a diverse, resilient economy that provides for employment and business investment needs while bolstering the City’s tax base for the long term; by striving to remain an affordable and satisfying place for people to be through all stages of life; and by preserving the area’s natural assets and “small town feel” as a legacy for both current and future residents to enjoy.

Guiding Principle 4: Claremore will be **AUTHENTIC**

by continuing to focus public and private resources and energies into its historic downtown while also branding and creating identity for other **DISTINCTIVE** districts

and high-profile corridors within the city, especially to cultivate a true “college town” setting and atmosphere.

Guiding Principle 5: Claremore will be **HEALTHY**

by encouraging active living and an outdoors ethic through the City’s parks and recreational offerings, by promoting the safety and interests of people moving about the city by bike and on foot, and by maintaining a community of secure neighborhoods and well-supported public safety services.

Guiding Principle 6: Claremore will be **INVENTIVE**

in pursuing new and better ways to advance its strategic priorities and see its dreams come to fruition, whether involving “hard” infrastructure projects or softer measures to enhance the community’s livability and aesthetic appeal.

Guiding Principle 7: Claremore will be **CLEARLY MORE**

as a great place for its residents to live, raise a family, and age in place; as a nurturing environment for existing and new businesses and the skilled workers they need; and as a welcoming destination for visitors seeking history, culture, recreation and unique events and experiences.

In essence, guiding principles frame how an organization goes about pursuing its mission. The principles should be consulted when making crucial decisions and when evaluating the results of previous decisions and actions.

GOALS AND STRATEGIC ACTION PRIORITIES

The **Framework for Action** in each plan section also provides Goals and identifies Strategic Action Priorities:

A Goal is a statement of a desired outcome (“end”) toward which efforts are directed as expressed by more specific objectives and action steps (“means”).

A Strategic Action Priority is aimed at seizing a special opportunity or addressing a particular challenge one faces, given limited resources – financial and otherwise – and recognizing that a broader agenda of new or ongoing activities will also be pursued in the meantime.

Pathways to Action

The strategic actions are presented in five categories that represent the major ways that Comprehensive Plan goals and initiatives are typically advanced and accomplished:



CAPITAL INVESTMENTS

Many cities use a multi-year Capital Improvement Program, or “CIP,” to identify and budget for “big ticket” projects, especially those that must be phased and/or coordinated with other initiatives. This may include street infrastructure; water, sanitary sewer and drainage improvements; parks, trails and recreation facility construction and upgrades; construction of public buildings; and purchase of land, vehicles or major equipment. With a typical five-year outlook, a CIP provides predictability regarding the City’s capital investment plans and priorities for the benefit and awareness of private interests and citizens. Anticipating and adequately budgeting for major capital projects will be essential to implementing this plan. Likewise, decisions regarding the prioritization of proposed capital improvements should reflect the direction and priorities of this plan.



PROGRAMS AND INITIATIVES

Programs involve the routine activities of City departments and staff, as well as special projects and initiatives they may also undertake. As part of Comprehensive Plan implementation, this method may include initiating new or adjusting existing City programs and activities; expanding community outreach efforts; or providing specialized training to accomplish a priority objective more promptly and/or effectively.



REGULATIONS AND STANDARDS

Given that private investment decisions account for a vast majority of the City’s physical form, land development regulations and engineering standards are fundamental for plan implementation. Consequently, zoning and subdivision regulations and associated development criteria and technical engineering standards are the basic keys to ensuring that the form, character and quality of development reflect the City’s planning objectives. These codes should advance the community’s desire for quality development outcomes while recognizing economic factors. They should not delay or interfere unnecessarily with appropriate new development or redevelopment that is consistent with plan principles and directives.



PARTNERSHIPS AND COORDINATION

Some community initiatives identified in this plan cannot be accomplished by City government on its own. They may require direct coordination, intergovernmental agreements or funding support from other public entities or levels of government. Additionally, the unique role of potential private and non-profit partners to advance the community’s action agenda should not be underestimated. This may occur through cooperative efforts, volunteer activities and in-kind services (which can count toward the local match requirements for various grant opportunities), and from public/private financing of community improvements.



MORE TARGETED PLANNING/STUDY

Various areas of City governance require more detailed study and planning, especially as required to qualify for external funding opportunities. These studies involve targeted planning work at a “finer grain” level of detail than is appropriate for comprehensive planning purposes (e.g., utility master plans, roadway alignment studies, etc.). As such, some parts of this plan will be implemented only after some additional planning or special study to clarify next steps and associated costs and considerations, including clarification of roles and potential cost-sharing when partnering is involved.

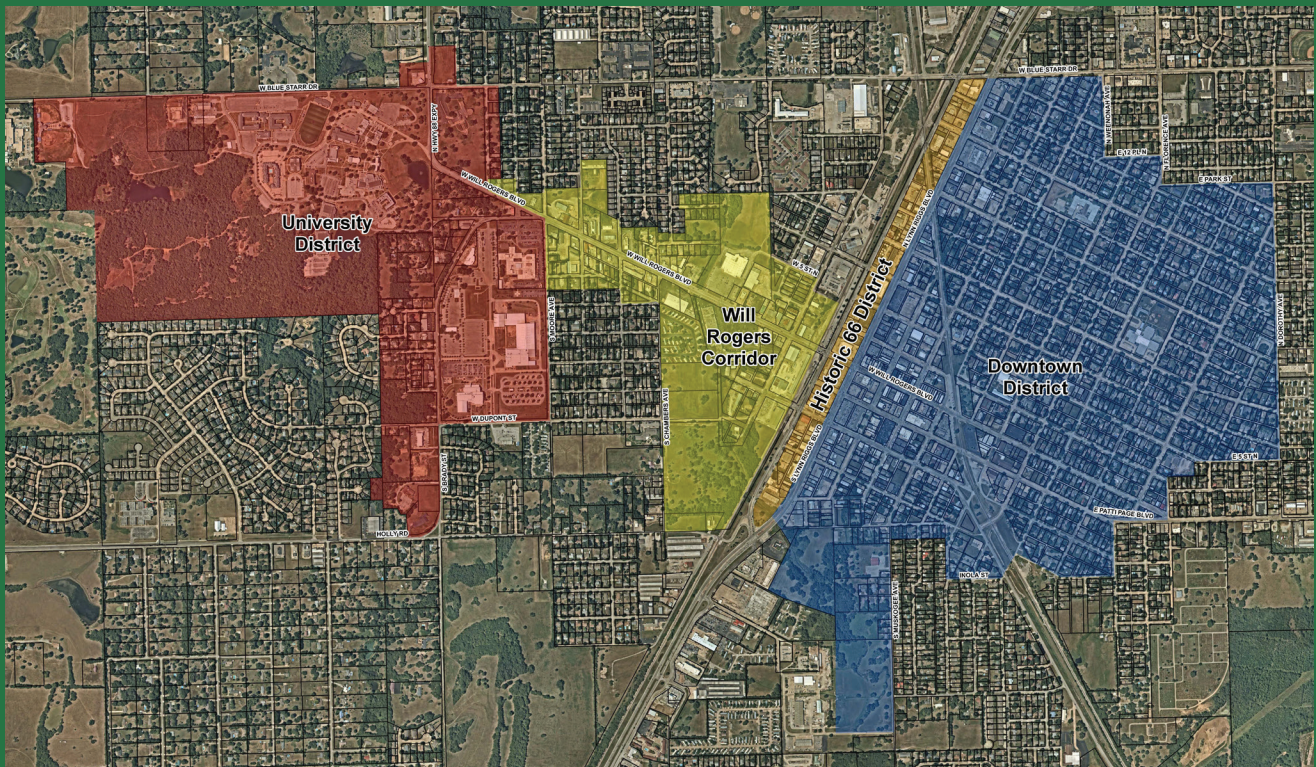
Special Area Planning

In conjunction with its Comprehensive Plan update process, the City of Claremore also launched concurrent and more detailed “district planning” efforts focused on three special geographic areas within the community as shown in the aerial view below:

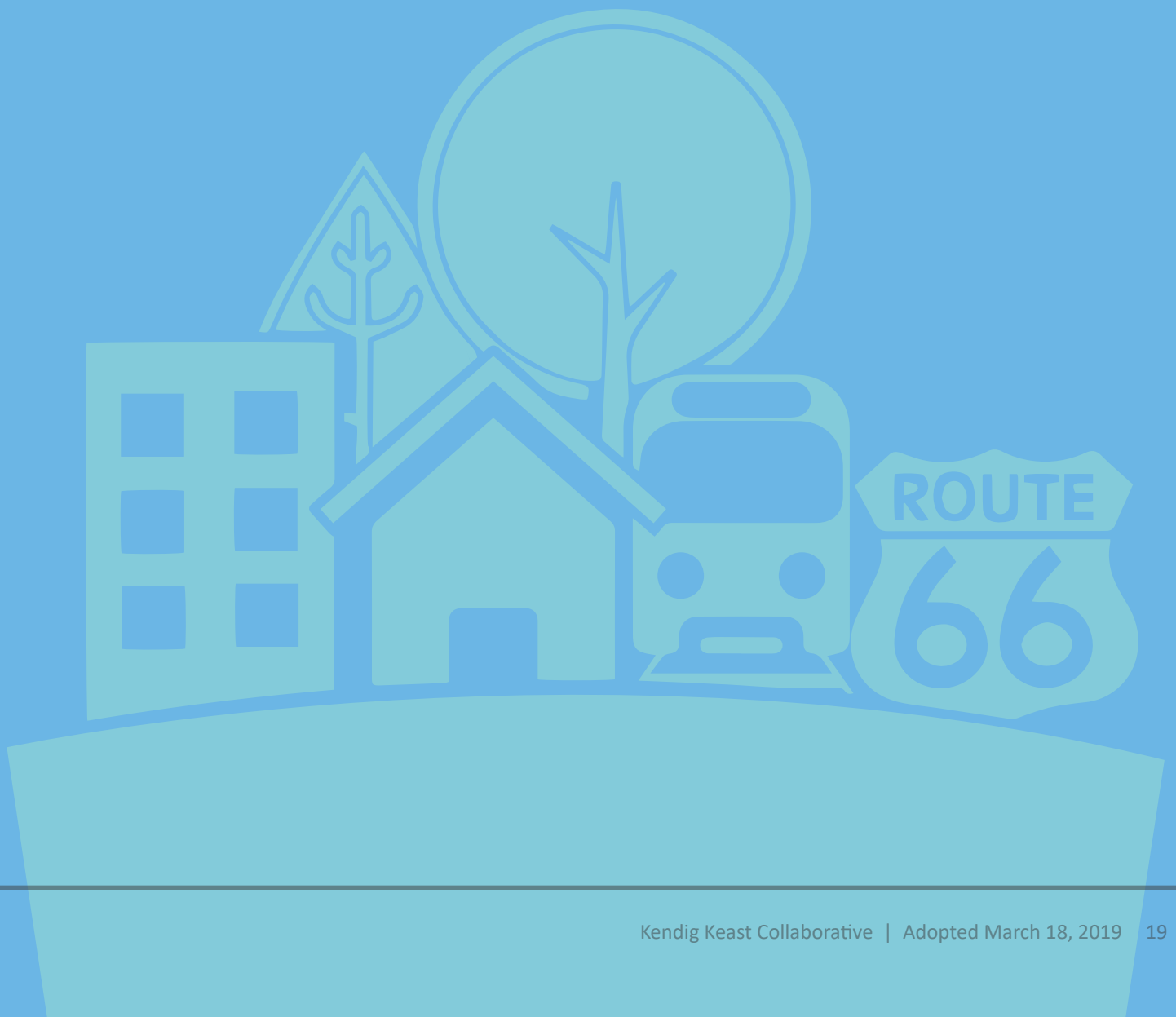
1. Downtown Claremore and associated sub-districts;
2. The Rogers State University vicinity and West Bend area (including the Will Rogers Memorial Museum); and the
3. Will Rogers Boulevard Corridor.

The planning treatments for these areas will be linked to the overarching guiding principles and “big picture” objectives of this citywide Comprehensive Plan while allowing for more fine-grained assessment of existing conditions and future needs and opportunities in each area. This will lead to formulation of more customized action strategies for each area, with more in-depth consideration of implementation specifics. The intent is to provide clear guidance for ongoing development and sustainable reinvestment, capital projects and other public investments, special programs and initiatives, and new or enhanced partnerships in each target area.

The district-level plans are expected to be completed in Spring 2019, soon after the Comprehensive Plan process concludes.



Land Use and Development



This plan section establishes the necessary policy guidance to enable the City of Claremore to plan effectively for future development and redevelopment. Sound land use planning is essential to ensure that the City is prepared not only to serve anticipated public infrastructure and service needs, but also to create and maintain a desired community character.

Land use considerations are integrated with all other components of the Comprehensive Plan. For instance, the transportation network provides access to land, which, along with real estate market factors, influences the type and intensity of development that may occur. The provision or lack of public utilities can also dictate the location, amount and timing of development, as can economic development efforts by the City and other partners. Similarly, proximity to parks and public facilities promotes public health and safety at specific locations and, as a result, affects the development potential of an area. Development character and site design shape community aesthetics and, thus, the perceptions held by area residents, tourists and those considering investment in Claremore. Additionally, the proximity of Claremore Lake and associated parkland and trails provides further recreational opportunities for residents and visitors.

Legacy of Past Planning

Among various other topics, the previous Claremore-Rogers County Comprehensive Plan of 2006 included goals, objectives, policies and recommendations addressing Housing and Community Beautification. Themes still relevant include:

- Housing that enhances its neighborhood and the community, is well-built and affordable across income and age categories, is located for access to various aspects of daily living (education, jobs, recreation, shopping, worship, etc.), can be supported with adequate community facilities and services, is not detrimental to the environment, and is protected from more intensive land uses.
- A physically inviting community with a balance between nature and the built environment, and consistency of new construction with the “character” and “lifestyle” of the area.

Key Planning Issues and Considerations

Through the Existing City and Plan Direction phases of the comprehensive planning effort, a set of eight strategic priorities was identified based on input from the Comprehensive Plan Advisory Committee (CPAC), joint workshops with City elected and appointed officials, results of varied public engagement activities, and consultant team input. Four of the eight strategic items are most relevant to the Land Use and Development portion of the Comprehensive Plan, along with the specific related issues under each:

HOUSING AS A LINCHPIN FOR CLAREMORE’S FUTURE

- Housing quantity to provide more supply and options for those aiming to buy or rent.



Varied housing options will be essential for the future livability and success of Claremore.

- Affordability at various levels of buyer and renter income.
- Diversity of dwelling types/sizes for buyers and renters at various life-cycle stages.
- Revitalization of older housing stock and preservation of historic homes/neighborhoods in Old Town and elsewhere.
- Managing the potential effects of greater rental activity in neighborhoods.

AN EVEN MORE LIVABLE CLAREMORE

- Neighborhood integrity concerns over changing neighborhood character and the compatibility of nearby uses when properties in predominantly single-family residential areas transition to other housing types and designs or to nonresidential uses.
- Greater focus on Claremore’s physical appearance and image, from its evolving residential neighborhoods to the highest-profile areas of the city.

BEYOND CITY-WIDE PLANNING TO A SPECIAL AREAS FOCUS (“DISTRICTING”)

- Expanded vision and strategies for a broader vicinity around the Downtown core.
- Strategic land use planning and decision guidance for defined districts.
- Emphasis on identity/branding and development quality through potential area-specific design standards.

NEW AND IMPROVED IMPLEMENTATION TOOLS TO ADVANCE PLAN PRIORITIES

- Updated development regulations and standards, including the potential for residential design and compatibility standards.
- Neighborhood planning in follow-up to city-wide planning.

Framework for Action

GOALS

GOAL LUD 1:

A citywide distribution of land uses that advances Claremore’s objectives of achieving greater housing choice, allocating adequate and well-located acreage for ongoing retail and industrial development, and accommodating more leisure and entertainment opportunities for both residents and visitors.

GOAL LUD 2:

A wider range of residential options to meet the housing needs of current and future Claremore residents at various “life cycle” stages, and especially the homeownership aspirations of entry-level and moderate-income buyers.

GOAL LUD 3:

Preserved and enhanced integrity, compatibility, value and safety of existing neighborhoods, and quality design of newer residential areas to ensure their livability and long-term sustainability.

GOAL LUD 4:

An expanded focus on redevelopment planning and effective management of infill development and adaptive re-use of properties in older neighborhoods and areas of Claremore to ensure their continued appeal.

GOAL LUD 5:

An ongoing commitment to a “districting” strategy to support the vitality of Downtown and other existing destinations in Claremore and to foster the emergence of new activity centers with their own distinctive identity and attractions.

GOAL LUD 6:

Greater emphasis on aesthetic considerations and Claremore’s image in ongoing development review processes and public facility and infrastructure projects, as part of broader community beautification efforts.

Strategic Action Priorities

CAPITAL INVESTMENTS

1. Implement capital projects and other action items in the Master Drainage Plan to make more vacant land within the city viable for additional residential development.

PROGRAMS AND INITIATIVES

2. Grow Planning and Development Department staffing and re-organize its structure so adequate resources are devoted both to development review functions and ongoing special initiatives and plan implementation efforts.



3. Maintain adequate budget support for code compliance staffing and activity.
4. Consider formation of a cross-departmental Neighborhoods Team to focus on neighborhood-level issues and needs which often require solutions involving coordinated response by various City functions.
5. Consider infrastructure, regulatory relief, land assembly/banking and/or financial incentive measures, as appropriate for Claremore, to support the supply side of the local housing market, typically by reducing upfront development costs while also establishing expectations for dwelling quality, price point and neighborhood amenities.
6. Consider utilization of all available programs, tools and partnerships, as appropriate for Claremore, to support local homeownership aspirations and affordable rental housing (e.g., down payment assistance, utilities assistance, payment of Homeowner Association fees, etc.).

REGULATIONS AND STANDARDS

7. Update the City's development ordinances/standards given their age and to implement more effectively priorities of this new Comprehensive Plan, including:
 - Zoning strategies that promote and incentivize greater variety in housing types.

- Zoning strategies that incorporate more detailed standards and procedural guidance to enable more permitted-by-right development approvals when defined standards are met.
- Consideration of a "flex" residential zoning district that permits multiple development options by right, with increased clustering of lots offset by greater open space set-asides, to open up viable development possibilities for properties constrained by floodplain or other factors.
- Consideration of a Neighborhood Conservation zoning strategy to protect the integrity of older, established neighborhoods and recognize the unique attributes of particular neighborhoods.



- Consideration of standards that directly address the extent of lot and site coverage (with buildings and paved surfaces) relative to open and landscaped area.
- Consideration of standards to improve the compatibility and appearance of duplexes and other attached housing types built on blocks that previously had mostly single-family detached dwellings, focusing primarily on Old Town.
- Potential transition to a Unified Development Code that would consolidate the currently separate zoning, subdivision and other development-related ordinances into an integrated package for the benefit of development applicants and City staff and officials.

PARTNERSHIPS AND COORDINATION

8. Partner with the faith community, Habitat for Humanity Claremore and other community-based or non-profit efforts to address low-income housing needs in Claremore, especially through "sweat equity" approaches, and to assist owners of older homes with rehabilitation and repair.

9. Pursue establishment of a local Keep Oklahoma Beautiful affiliate to focus energy and resources toward Claremore's beautification and image enhancement, and to highlight accomplishments and voluntary improvements on private properties.

MORE TARGETED PLANNING/STUDY

10. Continue ongoing district planning and related action initiatives for Downtown, the Rogers State University/ West Bend area, the Will Rogers Boulevard corridor, and the Route 66 corridor – and for additional districts over time.
11. Complete neighborhood plans in a prioritized series over multiple years (also as a basis for area-specific Neighborhood Conservation zoning standards).

Partners

Partners for implementation of plan priorities related to Land Use and Development include:

- Claremore Collective
- Claremore Industrial and Economic Development Authority (CIEDA)
- Faith community
- Habitat for Humanity Claremore
- Indian Nations Council of Governments (INCOG)
- Private development community (property owners, developers, land planners/designers/engineers)
- Rogers County
- Rogers County Builders Association
- Rogers County Historical Society
- Tulsa Association of Realtors

Related Plans and Studies

- Claremore Area Housing Demand Study (2015)
- Claremore Main Street Strategic Plan (2015)
- Claremore-Rogers County Comprehensive Plan (2006)
- Phase 3 "Downtown Revitalization Expert Review and Recommendations of Downtown Claremore" (2017)

Community Character Framework for Land Use Planning

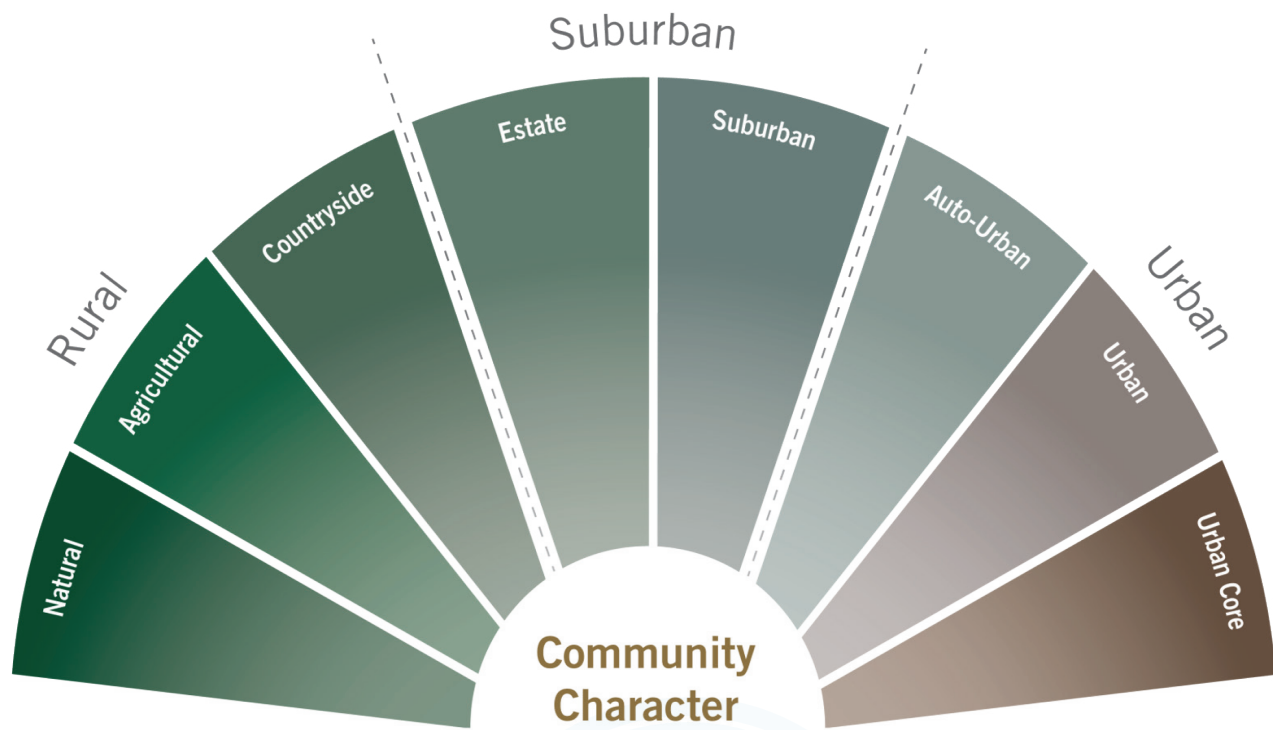
This updated Comprehensive Plan shifts Claremore's approach to land use planning and growth guidance so that it builds more on the concept of community character. This approach looks beyond the basic use of land—residential, commercial, industrial, etc.—as only one factor that determines the ultimate compatibility of land development within neighborhoods and larger districts and along roadway corridors.

Various land uses can occur in a range of settings within a community, from the most rural and suburban to the most urban, provided the use is designed to match the character of its surrounding area. Community character accounts for the physical traits one can see in a neighborhood, on a busy roadway corridor, or along a recreational trail or country lane which contribute to its "look and feel" relative to areas of the community with much different character.

A character-based approach emphasizes the variation in character that is experienced along a spectrum from natural and rural landscapes at the edges of a community to the most urbanized environments, usually found in a core downtown area. Along with the type of land use, the community character system focuses on how intensively land is used—or used only minimally in the case of some public parks or not at all in preserved natural areas.

Development intensity encompasses: (1) the density and layout of residential development, (2) the scale and form of nonresidential development, and (3) the how much of a site is covered with buildings and paving relative to the extent of open space and natural vegetation or installed landscaping. How the automobile is accommodated is a key factor in distinguishing character types, including how public streets are designed, how parking is provided, and how buildings and paved areas are arranged on sites.

It is this combination of land use and the physical characteristics and context of the use that determines the real compatibility and quality of development, as well as the ongoing integrity of open space areas intended for minimal or no development. Aesthetic enhancements such as architectural design, landscaping and screening, signage standards, and site amenities also contribute to development appearance, but these factors can and should vary with the area character (e.g., landscaping shifting more to the public realm versus on private sites in a downtown area given minimal building setbacks and yard areas).



The community character approach can be applied to the typical series of land use types, and regardless of whether a site is in private ownership or owned and developed by a government agency for public purposes. Examples include:

- A single-family home situated on a relatively large lot, with many mature trees and substantial separation from neighboring homes (Suburban or Estate character), versus a single-family bungalow on a small, narrow lot with rear-alley access and minimal yard space or vegetation (Urban neighborhood character).
- Storefront shops and small cafes in a walkable, neighborhood commercial setting (Urban character) versus “big box” stores and associated pad-site restaurants and retailers in a large-scale shopping center with extensive surface parking and minimal landscaping (Auto Urban character).
- A master-planned business park in a campus-like setting (Suburban character) versus an office building on a site dominated by surface parking (Auto Urban character) or a more vertical building in a downtown setting with ground-level retail uses and a nearby parking garage (Urban character).
- A public library, community center or neighborhood park that is designed to be compatible with the surrounding residential area (whether Suburban or Urban in character) versus a municipal public works maintenance and storage site or a wastewater treatment plant that is as intensive as most private industrial sites in a community.

Maintaining and enhancing desired character is a central aim—and challenge—of implementing community plans amid constant change. A community character approach allows the formulation of standards within the City’s development regulations to achieve the desired character in newly developing areas, protect and enhance it in redevelopment and infill areas, and to ensure a rural atmosphere is maintained in areas where this character type is deemed most appropriate for the long term. Character-focused categories on a city’s future land use plan and character-oriented districts on its zoning map better portray the intended outcomes of land use and development. This offers assurance to neighboring property owners, a smoother path to approvals for development applicants, and more beneficial outcomes for the entire community.

Future Land Use Map

A future land use map is intended to show the general pattern of uses anticipated and/or desired in the years ahead. The map indicates the type of use that is expected to predominate in areas where land is currently undeveloped or, in previously developed areas, based on what is already on the ground and will likely remain or possibly evolve over time. Along with the predominant use types, other complementary uses will likely remain or emerge in each area of the city (e.g., small-scale, neighborhood-oriented retail and service uses near the edges of largely residential areas).

Specific locations are not always known for some use types, such as new public facilities (e.g., schools, fire stations, parks, etc.) or places of worship, which often locate in or near primarily residential areas. Some uses are highly market-driven, with their timing and particular location dictated by the extent and pace of other types of development. This includes the typical pattern of retail uses locating near new residential “rooftops” and often at key roadway intersections. The location and extent of new multi-family development can also be difficult to predict as part of broader housing market trends and cycles, plus developer interest in whether, where and when to bring this product to market.

FUTURE LAND USE AND CHARACTER DESIGNATIONS

The remainder of this section describes the categories shown on **Map 1, Future Land Use**, which reflect and take into account the community character spectrum:

- Rural
- Parks and Recreation
- Estate Residential
- Suburban Residential
- Suburban Multi-Family Residential
- General Residential
- General Multi-Family Residential
- Neighborhood Conservation
- Suburban Commercial
- General Commercial
- Corridor Mixed Use
- Downtown Area Mixed Use
- Urban Downtown Core
- Industrial - Light
- Industrial
- Special Use

The descriptions indicate the types of development anticipated in each category. Also described is the intended character of the areas in which these land uses occur and, in some cases, intermingle or end up near one another. Specific standards for land development based on these designations are articulated through the City’s implementing regulations (zoning and subdivision) as they currently exist and may be further amended over time based on this planning guidance.



RURAL



This designation consists of lands that are sparsely developed, with mainly agricultural activity and very low-density residential as the primary uses along with more natural areas. This category provides its residents with the choice of relative seclusion within the countryside and away from a more developed setting. Some jurisdictions have limited rural character areas within their city limits, except in areas that have been annexed for eventual development or that are not suitable for future development. Other municipalities intentionally preserve rural character through the protections afforded by agricultural zoning. Floodplain areas may also retain their rural character over the long term given their unsuitability for any intensive land development.

Development Types

- Agricultural uses
- Residential homesteads
- Public/institutional uses (including certain public assembly uses such as places of worship)
- Parks and public spaces, nature preserves, and passive recreation areas

Characteristics

- Rural character from wide open landscapes, with minimal sense of enclosure and views to the horizon unbroken by buildings in most places.
- Scattered residential development on relatively large acreages, resulting in very high open space ratios and very low site coverage, and providing greater detachment from neighboring dwellings than in Estate Residential character areas.
- Typically no centralized water or sanitary sewer service available. Also much greater reliance on natural drainage systems, except where altered significantly by agricultural operations or regional storm water management projects and/or infrastructure.

- Potential for conservation developments that further concentrate the overall development footprint through cluster designs, with increased open space set-aside to maintain the overall rural character and buffer adjacent properties. This may also make alternative community wastewater treatment methods feasible to eliminate the need for individual on-site septic systems.

PARKS AND RECREATION



This designation includes the locations of government-owned and maintained public parks, designed for both active and passive recreational enjoyment. Some sites are developed with a variety of facilities and amenities while others have limited improvements and will be developed over time or remain in a more natural state.

Development Types

- Public parks and open space
- Public trails
- Joint City-school park areas
- Public recreation areas (e.g., public golf courses)

Characteristics

- Public parkland theoretically will remain so in perpetuity compared to other public property and buildings that can transition to private ownership at some point.
- As with any public facility, park design, intensity of development, and planned uses/activities should match area character (e.g., public squares/plazas in urban downtowns relative to recreational play and sports-focused parks in suburban areas and nature-oriented parks for passive recreation in estate and rural areas).

CLAREMORE 2040

COMPREHENSIVE PLAN

Map 1, Future Land Use

Legend

City of Claremore Master Street Plan

(Dashed lines indicate a proposed re-alignment or new alignment.)

== Interstate

 Primary / Major Arterial

Secondary / Minor Arterial

Major Collector

Urban Collector

Future "Outer Loop"


FEMA Flood Zones

 100-Year Flood Zone 500-Year Flood Zone

 Floodway

Future Land Use

 Rural

 Parks and Recreation

Estate Residential

Suburban Residential

Suburban Multi-Family

General Residential

 General Multi-Family

Neighborhood Conservation

 Suburban Commercial

General Commercial

Corridor Mixed Use

Downtown Area Mixed Use

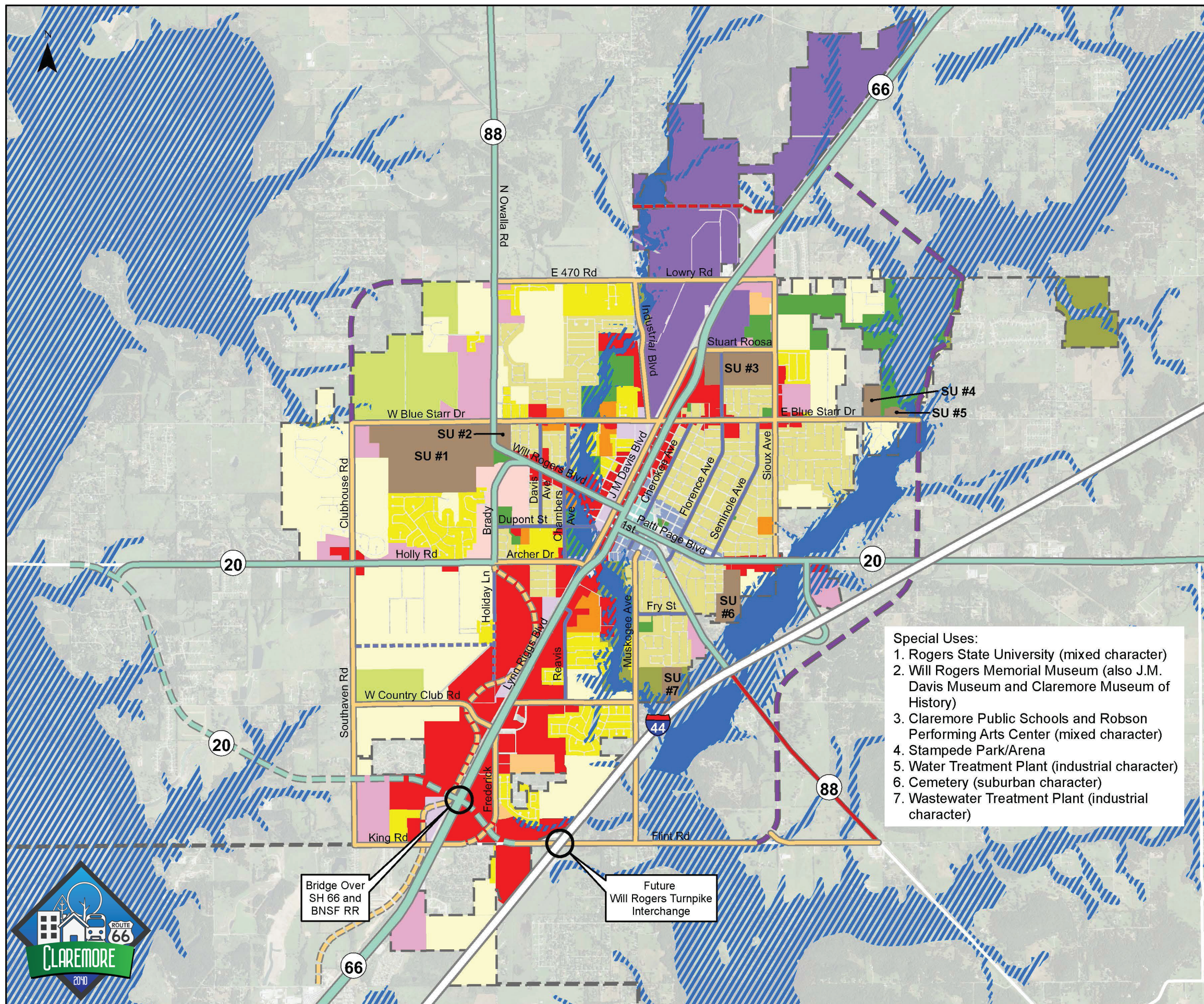
Urban Downtown Core

Industrial Light

 Industrial

Special Use

SOURCES: City of Claremore, KKC, USDA
(Aerial Imagery)



ESTATE RESIDENTIAL



This designation is for areas that, due to public service limitations and/or prevailing rural character, should have limited development activity other than large-lot residential. Such areas provide a transition between a city’s rural fringe and more urbanized in-city development patterns and intensities. Lots in this category typically range from one to three or more acres, which provides substantial openness and separation between individual dwellings.

Development Types

- Detached residential dwellings
- Subdivisions planned with an equestrian component (e.g., shared stable facilities and riding trails for residents)
- Public/institutional uses (including certain public assembly uses such as places of worship)
- Parks and public spaces

Characteristics

- Transition between suburban and rural character areas, with further progression along the character spectrum toward rural environments where the landscape is visually dominant over structures.
- Still in suburban range of the character spectrum but with larger lots (typically one acre or larger), especially where required by public health regulations to allow for both individual water wells and on-site septic systems on properties where centralized water and/or wastewater service is not available or feasible.
- One-acre lots are usually adequate in wooded areas to achieve visual screening of homes from streets and adjacent dwellings. Three-to five-acre lots may be needed to achieve and maintain true estate character in more open areas with less vegetation.

SUBURBAN RESIDENTIAL



This designation is for residential areas where suburban character is established and preserved by achieving a balance between buildings and other site improvements relative to the degree of open space maintained within the neighborhood. The openness may be found in relatively large yard areas on individual lots and between homes and/or in common green spaces or water features. This distinguishes suburban character areas from more auto-oriented residential areas where site coverage in the form of dwellings, driveways and other paved surfaces predominates relative to undeveloped space.

Development Types

- Detached residential dwellings
- Planned developments that integrate other housing types (e.g., attached residential such as patio homes or townhomes), with increased open space to preserve an overall suburban character
- Golf course subdivisions
- Public/institutional uses (including certain public assembly uses such as places of worship)
- Parks and public spaces

Characteristics

- Less noticeable accommodation of the automobile compared to more intensive auto-oriented residential areas, especially where driveways are on the side of homes rather than occupying a portion of the front yard space and where garages are situated to the side or rear of the dwelling.
- A larger baseline minimum lot size in a Suburban Residential zoning district allows for deeper front yards and building setbacks and greater side separation between homes.
- Either through permitted-by-right development options or a Planned Unit Development (PUD)

approval process, can promote land planning approaches that discourage “cookie cutter” subdivision designs and allow for smaller lot sizes than the baseline in exchange for greater open space set-aside, with the additional open space devoted to maintaining the suburban character and buffering adjacent properties and roads.

- May include a cluster development option that further concentrates the overall development footprint while providing the developer the same lot yield—or even a density bonus to incent conservation designs with an even higher level of open space set-aside.
- More opportunity for natural and/or swale drainage (and storm water retention/absorption) relative to concentrated storm water conveyance in auto-oriented areas.

SUBURBAN MULTI-FAMILY RESIDENTIAL



This designation is for multi-family residential development that achieves—and blends in with—a suburban character. Some such developments may strive for this character outcome on their own or due to the terrain in the area and on the site. To ensure this outcome for multi-family residential uses, development standards and associated buffering requirements must be set appropriately within the context of residential and/or nonresidential uses in the vicinity that also reflect suburban character.

Development Types

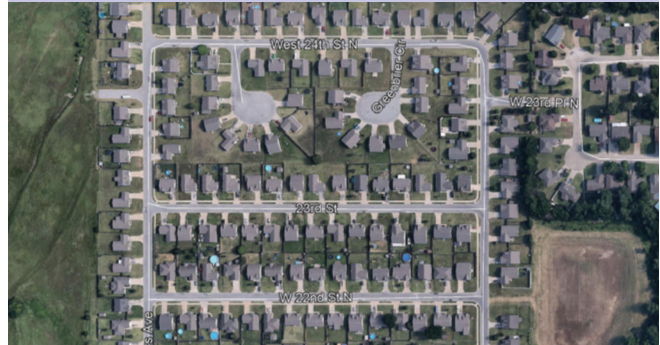
Same as for the General Multi-Family Residential category below.

Characteristics

- Where other attached residential types such as duplexes, patio homes or townhomes are permitted in the area, the site and dwelling design, including

building and garage placement and orientation, should match the area character in terms of whether the vicinity is more toward the suburban or auto-oriented range of the community character spectrum.

GENERAL RESIDENTIAL



This designation covers areas with predominantly single-family residential uses at typical in-city densities, often with limited open space set-asides or internal amenities for residents.

Development Types

- Detached residential dwellings
- Other attached residential forms (e.g., duplexes, patio homes, townhomes, etc.) as permitted in zoning districts intended primarily for single-family detached dwellings
- Planned development, potentially with a mix of housing types and varying densities, subject to compatibility and open space standards
- Public/institutional uses (including certain public assembly uses such as places of worship)
- Parks and public spaces

Characteristics

- Residential neighborhoods with less openness and separation between dwellings compared to Suburban Residential areas.
- Potential for auto-oriented character, especially where driveways and front-loading garages dominate the front yard and building facades of homes. This can be offset by landscaping, “anti-monotony” architectural standards, and limitations on “cookie cutter” subdivision layouts characterized by straight streets and uniform lot sizes and arrangement.
- Neighborhood-oriented commercial uses may emerge over time and should be encouraged

on corner sites or other locations at the edge of predominantly residential areas, at a scale and with a site design that is compatible with nearby residential uses.

GENERAL MULTI-FAMILY RESIDENTIAL



This designation involves areas devoted primarily to structures with multiple residential units, at a greater intensity (i.e., units per building or acre) than typically found in developments with other attached residential housing types such as townhomes. Site design and open space standards may be applied to offset the relative density of this residential type, to ensure adequate recreational space on the site for residents, and to provide buffering and screening between this and less intensive residential uses. This use category can also provide a transition from primarily residential to mainly nonresidential areas.

Development Types

- Multi-unit attached residential in concentrated development, whether for rent (apartments) or ownership (condominiums)
- Other attached residential forms (e.g., duplexes, patio homes, townhomes, etc.) as permitted in zoning districts intended primarily for multi-family residential uses
- Manufactured/mobile home parks
- Neighborhood-oriented commercial uses may emerge over time and should be encouraged on corner sites or other locations at the edge of predominantly residential areas, at a scale and with a site design that is compatible with nearby residential uses.
- Public/institutional uses (including certain public assembly uses such as places of worship)
- Parks and public spaces

Characteristics

- Auto-oriented character is typical due to the extent of off-street parking needed. However, the auto-oriented appearance can be softened by perimeter and on-site landscaping, minimum spacing between buildings, site coverage limits, and on-site recreation or open space criteria.
- May be limited to two or three stories outside of urban character areas, with setbacks and/or buffering also increased near less intensive residential uses for compatibility.
- May locate near medical facilities, parks and public services, shopping and transit stops if designed primarily for senior residents.

NEIGHBORHOOD CONSERVATION



This designation is applied to established neighborhoods that are largely built-out and stable and where no significant change in development type or pattern is expected or desired. To implement a conservation strategy, the current zoning districts for these areas may warrant repurposing, and their uses and standards may require recalibration, to maintain the desired neighborhood character. This zoning approach is designed to “lock in” standards that reflect and reinforce how a neighborhood originally developed or has evolved over time, to preserve its existing, prevailing character. In other cases, a customized Neighborhood Conservation zone may serve to manage a neighborhood in transition, such as where older homes fronting on a perimeter street with increasing traffic volumes could be allowed to convert to small-scale office uses over time while still maintaining a residential character and appearance.

Development Types

- Detached residential dwellings and, in particular neighborhoods, may include some attached housing types

- Public/institutional uses (including certain public assembly uses such as places of worship)
- Parks and public spaces

Characteristics

- The integrity of older, intact neighborhoods may be protected through customized Neighborhood Conservation zoning with standards that ensure no significant change in the development type or pattern and reinforce existing physical conditions (e.g., prevailing lot sizes, building setbacks, architectural elements such as front porches, etc.).
- Designed to preserve existing housing stock and also to govern periodic infill and/or redevelopment activity within a neighborhood to ensure compatibility while avoiding excessive variance requests and/or nonconformities.
- Depending on the particular neighborhood, the customized zoning may provide for small-scale office or retail uses on vacant sites at the edge of the neighborhood or other appropriate locations.



This designation involves commercial developments, whether at a neighborhood-focused or larger scale, that stand apart from most auto-oriented contemporary development. The suburban character is achieved through lesser coverage of the site with buildings and especially paved areas. Preservation of trees or other natural site features, along with generous landscaping, can also move a site into the suburban range of the community character spectrum relative to sites where “gray” spaces predominate over “green” and open spaces.

Development Types

- Wide range of commercial retail and service uses, at varying scales and development intensities depending on the site

- Office (involving large and/or multi-story buildings or small-scale office uses depending on the site), which may involve a medical or technology/research focus
- Planned development to accommodate custom site designs or mixing of uses in a suburban character setting
- Public/institutional uses (including certain public assembly uses such as places of worship)
- Parks and public spaces

Characteristics

- Suburban character primarily from reduced site coverage relative to most auto-oriented commercial development.
- Especially at key community entries and along high-profile roadway corridors, may also involve other criteria to yield less intensive and more attractive development outcomes relative to auto-oriented areas, including higher standards for landscaping (along street frontages and within parking areas), signs, and building design.
- May exclude some auto-oriented uses that, by their very nature, cannot achieve a suburban character (e.g., car washes).
- Near residential properties and areas, the permitted scale and intensity of nonresidential uses should be limited to ensure compatibility (including adequate buffering/screening, criteria for placement and orientation of buildings and parking areas, height limits, and residential-in-appearance architectural standards).
- More opportunity for natural and/or swale drainage (and storm water retention/absorption) versus concentrated storm water conveyance in auto-oriented areas.

GENERAL COMMERCIAL



This designation is for properties in commercial retail, office and service uses, primarily along portions of major roadway corridors within the community for high visibility and accessibility, but also in other locations to accommodate smaller-scale and neighborhood-focused businesses.

Development Types

- “Strip” commercial centers along major roadways, with a range of uses including those on high-profile “pad” sites along the roadway frontage
- “Big-box” commercial stores (e.g., grocery, appliances, clothing, etc.)
- Restaurant chains including various “fast food” and casual dining establishments
- Automobile service related enterprises (e.g., gas stations, automobile service/repair, car washes)
- Offices
- Hotels and motels
- Recreational vehicle parks
- Mixed-use developments
- Public/institutional uses (including certain public assembly uses such as places of worship)
- Parks and public spaces

Characteristics

- Commercial areas with an auto-oriented character that have significant portions of development sites devoted to vehicular access drives, circulation routes, surface parking, and loading/delivery areas, making pavement the most prominent visual feature. This can be offset by enhanced building design, landscaping, reduced site coverage, well-designed signage, etc.

- Buildings typically set back toward rear of site to accommodate expansive parking areas in front, closest to passing traffic, resulting in less emphasis on architectural design in many cases.
- Development desire to maximize signage (number, size) to capitalize on site visibility to passing traffic.
- Often not conducive for access or on-site circulation by pedestrians or cyclists.

CORRIDOR MIXED USE



This designation is for properties in commercial retail, office and service uses along and near a high-profile roadway corridor where mixed-use development outcomes are desired and encouraged. The mix of uses may include residential, especially to provide additional housing options and forms within the community. Major public and/or institutional facilities may also serve as development anchors within the area. Where nonresidential and mixed-use developments in Corridor Mixed Use areas are adjacent to residential neighborhoods, site and design standards involving building scale, placement and appearance should be triggered to ensure compatibility.

Development Types

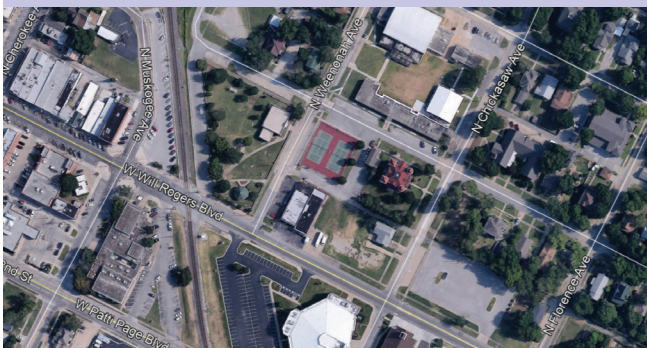
- Planned development to accommodate custom site designs or mixing of uses
- Wide range of commercial retail and service uses, at varying scales and development intensities depending on the site
- Office (involving large and/or multi-story buildings or small-scale office uses depending on the site)
- Live/work units
- Multi-unit attached residential as a component of mixed-use development, whether for rent (apartments) or ownership (condominiums, townhomes, row houses, etc.)

- Public/institutional uses (including certain public assembly uses such as places of worship)
- Parks and public spaces

Characteristics

- With regard to community character, the intent of a Corridor Mixed Use area may be to achieve a more urban character outcome, although this may be difficult to achieve in a setting where most business patrons, employees and visitors to the area will still reach their destinations by private vehicle. Site design and development criteria may at least be set to soften the auto-oriented development character found along most busy roadway corridors, as well as to enhance walkability and safety for pedestrians and cyclists.

DOWNTOWN AREA MIXED USE



This designation is for areas around an urban downtown core that still accommodate a mix of uses but at a lesser intensity than in the core area. The mixed-use area typically provides a transition to other nearby neighborhoods and roadway corridors that are more uniform as areas primarily for single-family detached residential uses and commercial uses, respectively. The transition area is often supportive of the downtown core by accommodating complementary uses (e.g., attorney offices, restaurants, art galleries and other cultural venues, varied residential options, etc.) and retaining a walkability more characteristic of urban character areas than auto-oriented areas. The vicinity around a core downtown usually also contains some of the community's most historic sites and districts, with historic homes still in residential use and others converted to shops, cafes, offices and other uses.

Development Types

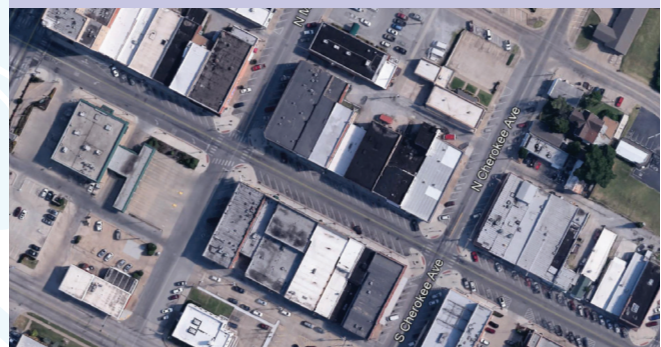
- Mixed uses, on single sites and within individual structures

- Attached residential types (e.g., townhomes, brownstones)
- Detached residential, often on relatively small and/or narrow lots in older neighborhood settings
- Live/work units
- Commercial retail and services
- Office
- Public/institutional uses (including certain public assembly uses such as places of worship)
- Parks and public spaces

Characteristics

- Often a focus area for infill and redevelopment activity within the community, which may require customized development and design standards to ensure compatibility with the established area character. This may include controlling the scale of development where larger sites have been created through assembly of smaller parcels.
- Where a more urban and walkable character is desired, may require development and design standards to avoid encroachment of uses designed with an auto-oriented character more suited to other areas of the community.

URBAN DOWNTOWN CORE



This designation, in many cities, involves the most intensively developed area of the community in terms of the greatest coverage of sites with building footprints and the least amount of private development area devoted to off-street parking and landscaping. Instead, most parking is accommodated on-street and/or within public parking areas. This enables most streets and other public spaces to be framed by buildings with zero or minimal front setbacks, creating "architectural enclosure" versus the progressively more open feel in other character areas (auto-oriented, suburban, etc.). All of these elements, along with a mixed-use orientation, makes these areas of a city the most conducive for pedestrian activity and

interaction. Public plazas and pocket parks can provide green space amid the urban environment and a place to gather and host community events.

Development Types

- Mixed uses, on single sites and within individual structures
- Potential for residential space above commercial or office uses
- Attached residential types (e.g., townhomes, brownstones), and potential for detached residential on small lots in some cases
- Live/work units
- Commercial retail and services
- Office
- Entertainment uses (e.g., restaurants, pubs, live music venues, theater, cinema, etc.)
- Potential for parking structures and limited public or commercial surface parking areas in some downtowns
- Public/institutional uses (including certain public assembly uses such as places of worship)
- Parks and public spaces

Characteristics

- Multi-story structures encouraged or required in some downtowns to bolster urban character, encourage vertical mixed use, promote retail viability, support transit ridership, etc.
- Mostly on-street parking and minimal off-street surface parking (until the urban character begins to give way to auto-oriented site design in transition areas around downtowns).
- Streetscape enhancements in public ways usually emphasized given limited area for private on-site landscaping relative to other character areas.
- May exclude some auto-oriented uses that, by their very nature, cannot achieve an urban character.
- Public/institutional uses should be designed to match the urban character.
- Alleys and rear-access garages can reinforce urban character on blocks with attached or detached residential dwellings.
- Often the only place in a community where multi-level parking structures may make sense and be financially viable.

INDUSTRIAL – LIGHT AND GENERAL



These designations accommodate uses that are intensive in terms of how “light” industrial and especially “heavy” industrial activities can affect other nearby properties. This can include factors such as noise, vibration, light/glare, odor, truck traffic, and hours of operation, as well as the sheer scale and intensity of some heavy industrial uses. Depending on the standards applied through development regulations, an industrial area can allow for a wide range of uses, from office/warehouse to wholesale, product assembly, and manufacturing. Some communities aim for a more aesthetic business or industrial “park” environment, with specific standards for building arrangement and orientation, building materials and design, extensive landscaping, and especially full screening of loading and outdoor activity/storage areas, if such external activity is even permitted. A campus feel may be further reinforced by private or public streetscape and design enhancements, including special signage at industrial area entries and key intersections, unified lighting design, water features, etc.

Light Industrial Development Types

- Warehousing
- Light manufacturing and/or processing/assembly
- Business parks
- Office use accessory to a primary industrial use
- Retail sales and services, including heavy commercial uses (e.g., building supply, recreational vehicle/manufactured home sales, etc.)
- Public/institutional uses (including certain public assembly uses such as places of worship)

Characteristics

- Typically auto-oriented character, although master-planned business or industrial park developments may feature a campus-style setting with reduced site coverage and increased open space; extensive

landscaping of the development perimeter and special streetscaping and design treatments at entries, key intersections and internal focal points; and enhanced building design, signage and screening standards, all of which may be controlled by private covenants and restrictions that exceed City ordinances and development standards.

- Potential for outdoor activity and storage, which should be screened where visible from public ways and residential areas.
- May involve significant truck traffic or direct rail service.
- On-site moving and construction equipment in some cases.
- Potential for environmental impacts that may affect the proximity and type of adjacent uses, including particulate emissions, noise, vibrations, smells, etc., plus the risk of fire or explosion depending on the materials handled or processed.
- Certain intensive publicly-owned uses are best located within industrial areas (e.g., public works facilities, fleet maintenance, treatment plants, fire training, etc.).

Industrial Development Types

- Heavy manufacturing
- Oil and gas and petrochemical operations
- Shipping/port activities and rail- and water-oriented industrial facilities
- Office use accessory to a primary industrial use
- Public/institutional uses (including certain public assembly uses such as places of worship)
- The sole permissible location for sexually-oriented businesses under some local regulations (currently permitted in Claremore in the Commercial and Central Business District zones or in the Industrial zones subject to Special Exception review, with applicable location restrictions in all cases)

Characteristics

- Outdoor activity and large visible structures and storage facilities, which may be difficult to screen from neighboring properties aside from fencing, landscaping and/or berms along site perimeters.
- Higher volume of truck traffic, and sometimes direct rail service and/or water access.
- On-site large-scale moving and construction equipment in some cases.

- Environmental impacts expected that will affect the proximity and type of adjacent uses, including particulate emissions, noise, vibrations, lighting/glare, smells, etc., plus the risk of fire or explosion depending on the materials handled or processed.
- Often operate “24/7,” which also requires adequate separation and buffering from any nearby residential areas.

SPECIAL USE



This designation is for unique land uses and their vicinities that warrant special consideration. Such consideration is necessary either to: (1) protect a major community asset or other highly-valued use; or (2) buffer and protect nearby properties from potential adverse effects depending on the nature and operational aspects of the special use.

Development Types

- Major educational campuses or clusters of education facilities (public, private and parochial)
- Major cultural venues and facilities (e.g., theaters, museums/galleries)
- Large-scale cemeteries, whether publicly or privately owned
- Water and wastewater treatment facilities
- Other intensive public works sites and facilities, especially with outdoor activity and/or storage
- Sanitary landfills, active and/or closed sites

Characteristics

- As with all public/institutional uses, a special use developed and operated by a government entity should be designed to match the prevailing character of its vicinity, for compatibility with the character and quality expectations placed upon private properties and developments.

Land Use Quantities on Future Land Use Map

Tallied in **Table 1, Future Land Use Allocation**, are the estimated acres within each land use designation shown on the Future Land Use map. In more general terms, the map reflects that approximately 38 percent (3,743 acres) of the land within the current city limits would be devoted to residential uses relative to 16 percent in commercial uses (1,552 acres), 18 percent in industrial uses (1,753 acres), and two percent in mixed uses (189 acres, including the downtown core). The map also indicates that only about three percent of the incorporated area (235 acres) would remain in largely undeveloped rural status. If this rural land is deducted, along with the 1,450 acres in highway and street rights-of-way, the 187 acres encompassed by Lake Claremore, the 348 acres in parks and recreation uses, and the 421 acres identified as special uses, then the general categories end up as approximately:

- Residential: 52%
- Commercial: 21%
- Industrial: 24%
- Mixed Use: 3%

Future Land Use Planning Versus Zoning

The side-by-side comparison in **Table 2, Future Land Use Map Versus Zoning Map**, highlights the distinct purposes and uses of a future land use map relative to a zoning map.

The City's development regulations are among the primary tools for implementing the Comprehensive Plan. The zoning regulations, in particular, play a significant role in establishing and protecting the physical character of the community. These regulations delineate land use districts and the types of uses permitted within them, together with standards for buildings and site improvements. As a result, the zoning regulations, together with the City's subdivision regulations where applicable, largely direct development outcomes. This is essential as it provides a regulatory context in which local land use decisions may be made to foster a prosperous economy, a sustainable environment, and a high quality of life for residents.

Although the Comprehensive Plan and associated future land use map provide only general planning guidance, their role is especially relevant as it can lead to rewrites

Table 1, Future Land Use Allocation

Rural	235.3 acres	2.9%
Parks and Recreation	348.0 acres	4.2%
Estate Residential	369.3 acres	4.5%
Suburban Residential	1,750.0 acres	21.2%
Suburban Multi-Family Residential	46.7 acres	0.6%
General Residential	575.2 acres	7.0%
General Multi-Family Residential	85.6 acres	1.0%
Neighborhood Conservation	909.3 acres	11.0%
Suburban Commercial	440.6 acres	5.3%
General Commercial	1,118.5 acres	13.6%
Corridor Mixed Use	106.5 acres	1.3%
Downtown Area Mixed Use	57.6 acres	0.7%
Urban Downtown Core	25.3 acres	0.3%
Industrial- Light	96.0 acres	1.2%
Industrial	1,657.4 acres	20.1%
Special Use	420.9 acres	5.1%
<i>Lake Claremore</i>	<i>186.8 acres</i>	<i>n/a</i>
<i>Road Rights-of-Way</i>	<i>1,450 acres</i>	<i>n/a</i>
TOTAL without Lake Claremore or Road Rights-of-Way	8,242.1 acres	100%

and updates of the zoning regulations and district map. It is only through the official zoning map and the ongoing zoning administration process that binding, legally enforceable decisions are made about property uses and compatibility on a case-by-case basis. Adoption of this Comprehensive Plan, including the future land use map, does not mean that the City's zoning approach or mapping will automatically change. Instead, the future land use map provides a tool for ongoing evaluation of how land uses in certain parts of the community may evolve over time while some areas (e.g., established, stable neighborhoods) are likely to stay much as they are over the long term.

CURRENT ZONING

Provided in **Table 3, Designations on Future Land Use Map Relative to Current Zoning Districts**, is a comparison between the land use and character designations described above and the current districts in Claremore's zoning regulations.

Table 2, Future Land Use Map Versus Zoning Map

<i>Aspect</i>	<i>Future Land Use Map</i>	<i>Zoning Map</i>
Purpose	<ul style="list-style-type: none"> ▪ Outlook for the future use of land and the character of development in the community. ▪ Macro level—generalized development patterns. 	<ul style="list-style-type: none"> ▪ Basis for applying different land use regulations and development standards in different areas of the community (“zones”). ▪ Micro level—site- and area-specific focus.
Use	<ul style="list-style-type: none"> ▪ Guidance for the City’s zoning map and related decisions (zone change requests, variance applications, etc.). ▪ Baseline for monitoring consistency of actions and decisions with the Comprehensive Plan. 	<ul style="list-style-type: none"> ▪ Regulating development as it is proposed, or as sites are positioned for the future with appropriate zoning (by the property owner or the City).
Inputs and Considerations	<ul style="list-style-type: none"> ▪ Existing land use in the city. ▪ The locational aspects of community planning priorities involving economic development, housing, infrastructure, parks and recreation, public facilities, etc. 	<ul style="list-style-type: none"> ▪ Comprehensive Plan and Future Land Use map for general guidance. ▪ Zoning decisions that differ substantially from the general development pattern depicted on the Future Land Use map should indicate the need for some map adjustments the next time the Comprehensive Plan is revised.

Criteria for Proposed Amendments to the Future Land Use Map

Along with procedures for monitoring and periodically updating the Comprehensive Plan, another specific issue involves consideration of proposed amendments to the adopted future land use map. A first consideration is whether a map amendment is necessary immediately, such as in conjunction with a particular rezoning request? Or, can a potential adjustment to the future land use map wait so that it may be examined more holistically, along with any other map changes under consideration, through the next interim review and update of the entire Comprehensive Plan? During the preparation of this plan update, the Comprehensive Plan Advisory Committee preferred the latter approach, suggesting that map amendments be considered semiannually.

The items below should be reviewed and addressed, especially by the Planning Commission, when a future land use map adjustment is proposed:

- **Scope of Amendment:** Is the proposed map change limited to one or a few parcels or would it affect a much larger area?
- **Change in Circumstances:** What specific conditions have changed sufficiently to render the current map designation(s) inappropriate or out-of-date (e.g., city’s population size and/or characteristics, area character and building form, property/structure conditions, infrastructure or public services, market factors including need for more land in a particular designation, etc.)?
- **Consistency with Other Plans:** In addition to the Comprehensive Plan, is the proposed map change consistent with the intent and policy direction of any other applicable plans (utility infrastructure or drainage plans, parks master plan, etc.)?
- **Adequate Information:** Do City staff, the Planning Commission, and/or City Council have enough and appropriate information to move ahead with a decision (e.g., utility capacity, potential traffic impacts, other public service implications, resident/stakeholder concerns and input)?
- **Stakeholder Input:** What points, concerns and insights have been raised by area residents, property owners, business owners, or others?

Table 3, Designations on Future Land Use Map Relative to Current Zoning Districts

<i>Designation</i>	<i>Most Closely Associated Zoning District(s)</i>
Rural	Agriculture General (AG) Flood Channel (F1) Flood Plain (F2)
Parks and Recreation	All districts except Office (O) districts and Scientific Research and Development (SR)
Estate Residential	Agriculture General (AG) Residential Single-Family, Estate (RE)
Suburban Residential	Residential Single-Family, Low Density (RS-1) Planned Unit Development (PUD)
Suburban Multi-Family Residential	Planned Unit Development (PUD)
General Residential	Residential Single-Family, Medium Density (RS-2) Residential Single-Family, High Density (RS-3) Residential Duplex (RD) Residential Townhouse (RT) Residential Manufactured Home (RMH)
General Multi-Family Residential	Residential Multi-Family Lowest Density (RM0) Residential Multi-Family Low Density (RM-1) Residential Multi-Family Medium Density (RM-2) Residential Multi-Family High Density (RM-3) Residential Manufactured Home (RMH)
Neighborhood Conservation	None
Suburban Commercial	Planned Unit Development (PUD)
General Commercial	Commercial Shopping Center (CS) Commercial General (CG) Commercial High Intensity (CH) Office Low Intensity (OL) Office Medium Intensity (OM) Office High Intensity (OH)
Corridor Mixed Use	Planned Unit Development (PUD)
Downtown Area Mixed Use	Residential/Commercial Mixed Use (RCM) Planned Unit Development (PUD)
Urban Downtown Core	Residential/Commercial Mixed Use (RCM) Central Business District (CBD)
Industrial- Light	Commercial High Intensity (CH) Industrial Light (IL) Scientific Research and Development (SR)
Industrial	Industrial Moderate (IM) Industrial Heavy (IH) Mining (M)
Special Use	Generally in all districts subject to Special Exception review or other specific criteria

Quality Neighborhood Design

As with economic development, where municipal government helps to ensure a positive and supportive “business climate” for commercial and industrial investment, the City has an essential role in promoting adequate and affordable housing development in quality neighborhood settings. The City’s development and subdivision regulations help to ensure sound design practices, and the zoning regulations determine the range of housing types that may be built in the community, and where and in what amounts. These are critical functions given the proportion of developed land in Claremore, as in most communities, that is devoted to residential use.

Effective land use planning and management also balances the convenience of shopping and services in close proximity to neighborhoods with the need to ensure compatible nonresidential development near homes. Capital investments by the City and others in infrastructure, public facilities, and parks and trails provide the framework for private development to bring needed new dwellings to market. Furthermore, housing options and value are a key ingredient for economic development success – and that success, in turn, drives further housing demand, including for “move-up” homes when local income growth increases purchasing power and lifestyle aspirations.

Contemporary subdivision design too often overlooks the time-honored elements of what makes a neighborhood appealing and sustainable for the long term. Typical features of a quality neighborhood design include:

- Some focal point, whether a park or central green, school, community center, place of worship, or small-scale commercial activity, that enlivens the neighborhood and provides a gathering place.
- Equal importance of pedestrian and vehicular circulation. Street design accommodates, but also calms, necessary automobile traffic. Sidewalks along

or away from streets, and/or a network of off-street trails, provide for pedestrian and bicycle circulation (especially for school children) and promote interconnectivity of adjacent neighborhoods.

- A variety of dwelling types to address a range of needs among potential residents (based on age, income level, household size, etc.).
- Access to schools, recreation and daily conveniences within relatively close proximity to the neighborhood, if not within or at its edges (such as along bordering major streets).
- An effective street layout that provides multiple paths to external destinations (and critical access for emergency vehicles) while also discouraging non-local or cut-through traffic.
- Appealing streetscapes, whether achieved through street trees or other design elements, which “soften” an otherwise intensive atmosphere and draw residents to enjoy common areas of their neighborhood. This should include landscape designs consistent with local climate and vegetation.
- Compatibility of fringe or adjacent uses, or measures to buffer the neighborhood from incompatible development.
- Evident definition of the neighborhood “unit” through recognizable identity and edges, without going so far (through walls and other physical barriers) as to establish “fortress” neighborhoods.
- Set-aside of conservation areas, greenbelts or other open space as an amenity, to encourage leisure and healthful living, and to contribute to neighborhood buffering and definition.
- Use of local streets for parking to reduce the lot area that must be devoted to driveways and garages, and for the traffic calming benefits of on-street parking.
- Respect for historic sites and structures, and incorporation of such assets into neighborhood design.



Unified Development Codes

In recent years, many cities in across the country have migrated toward Unified Development Ordinances or Codes (UDOs, UDCs) to achieve a better coordinated set of development-related regulations, standards and procedures. A UDC typically yields the following benefits:

- Consolidates all development-related regulations into one document (e.g., subdivision, zoning, site plan, development and design standards, signs, landscaping, lighting, parking and loading, parkland dedication, streets and utilities, circulation and access management, storm water and floodplain management, nonconformities, etc.). This helps to ensure consistency among the different components and promotes more holistic consideration of subdivision, zoning and site plan requirements and standards by both applicants and the City.
- Makes the regulatory specifics easier to navigate and comprehend (i.e., more “user friendly”) for the development, real estate and consultant communities versus dispersed and uncoordinated provisions within an overall municipal code. A single consolidated index and better cross-referencing across code sections helps to ensure that all relevant provisions are taken into account pertaining to any particular development issue or proposal.
- Condenses into one code section all administrative procedures and considerations, helping to streamline and make clearer the roles and responsibilities

of each official and decision-making body. This is especially helpful to identify “crossovers” in the review and approval process between subdivision and zoning reviews, for example.

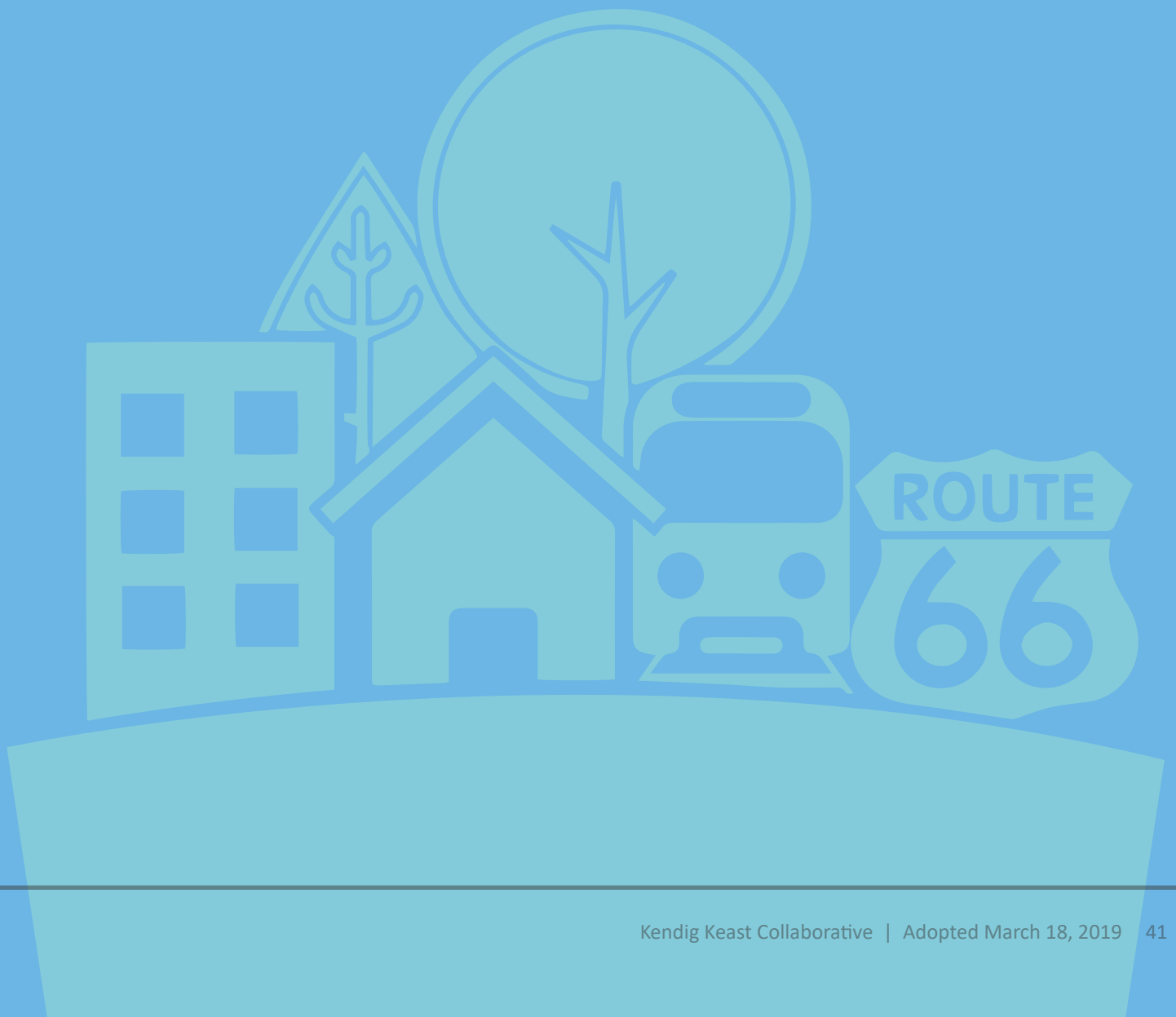
- Offers a consolidated list of definitions, which helps to prevent inconsistencies and questions of interpretation between codes.
- Greatly improves the City’s ability to track the total development process because various components are organized and coordinated in a logical, sequential order.
- Itemizes all development-related fees in one place so applicants are well informed of process costs.
- Streamlines the process for future code amendments and enhancements.

Land use and development involve a true partnership between cities and the private development community (property owners, developers, land planners and designers, civil and traffic engineers, etc.). So many physical elements of communities are designed and built by private interests and actors. They must rely upon clear parameters and standards from the public sector to ensure that they can meet community expectations within a review and approval framework that yields profitable and mutually beneficial development outcomes. To the extent that a UDC can increase clarity, ease communication and expedite the process, both the development applicant and the community stand to gain.



Website homepage and online gateway for the City of Altus UDC.

Transportation



The Transportation section focuses on current, near-term and long-range transportation needs and priorities in and around Claremore. Many of these are outward focused, involving regional and state-level entities and coordination, recognizing Claremore's role as one of many transportation partners in the region. Various others are inward focused, involving essential thoroughfare system upgrades plus ongoing street rehabilitation and sidewalk upgrades in particular areas of the city. An overarching concern involves safety and ways to better enable non-vehicular circulation for those moving within their neighborhoods or elsewhere in Claremore by bike or on foot. Finally, public transportation services provide another mobility option, especially for those without a personal vehicle or with special transportation needs.

Legacy of Past Planning

Among various other topics, the previous Claremore-Rogers County Comprehensive Plan of 2006 included goals, objectives, policies and recommendations addressing Infrastructure, Facilities and Services. Themes still relevant include a transportation system that is multi-faceted, accessible for all, efficient, up to date, well maintained and compatible with the area environment.

Key Planning Issues and Considerations

Through the Existing City and Plan Direction phases of the comprehensive planning effort, a set of eight strategic priorities was identified based on input from the Comprehensive Plan Advisory Committee, joint workshops with City elected and appointed officials, results of varied public engagement activities, and consultant team input. Four of the eight strategic items are most relevant to the Transportation portion of the Comprehensive Plan, along with the specific related issues under each:

ATTENTION TO CLAREMORE'S PHYSICAL PLANT

- Ongoing extensions and upgrades to the major street network to improve traffic flow and safety as the area grows.

Railroad related traffic delays and congestion are part of the daily routine in Claremore, which pending and future transportation projects should help to alleviate.



ENHANCING MOBILITY AND SAFETY

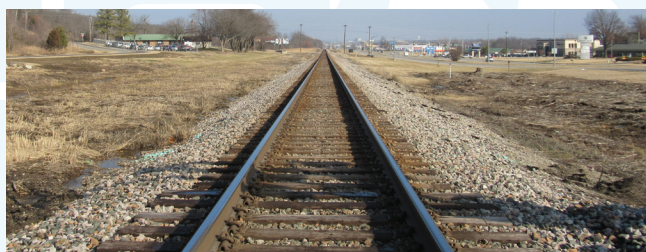
- Addressing concerns about increasing traffic congestion at key locations in the city.
- Additional over/underpasses of railroads within Claremore, or alternative strategies to enhance traffic circulation and ensure timely police/fire/ambulance response.
- Pedestrian/cyclist circulation and safety, including off-street pathway and trail options between residential areas and significant community destinations.
- Ongoing sidewalk repairs and installation to make established neighborhoods more walkable.

AN EVEN MORE LIVABLE CLAREMORE

- Railroad quiet zone implementation.

NEW AND IMPROVED IMPLEMENTATION TOOLS TO ADVANCE PLAN PRIORITIES

- Updated Thoroughfare Plan for cross-town mobility and the long-range roadway network outlook within Claremore's fence line area.



Framework for Action

GOALS

GOAL T 1:

Alleviation of traffic congestion, limited circulation options and railroad noise as top sources of frustration for residents and unfavorable impressions of Claremore for visitors.

GOAL T 2:

Greater focus on non-vehicular circulation and the safety of those moving about Claremore by bike or on foot.

GOAL T 3:

An enhanced mobility system that supports local economic development and tax base growth through the City's own investments plus improvements achieved through partnerships and advocacy at the regional and state levels.

GOAL T 4:

Insistence on design philosophies and approaches for major transportation improvements that help to establish and reinforce the desired community image and identity for Claremore.

Strategic Action Priorities

CAPITAL INVESTMENTS

1. Continue phased implementation of the City's Master Street Plan, developed in 2017, and the prioritized projects on the Transportation Legacy Plan map, developed in 2015 (which includes the BNSF and UP quiet zone initiatives and an overpass of the UP railroad on Claremore's north side), especially to advance Claremore's in-city housing objectives and further retail development.



2. Continue ongoing sidewalk repairs and installation, prioritized for areas with the most significant pedestrian activity and/or the potential to accommodate more walking with appropriate improvements and safety measures.
3. Continue investing in multi-use trails and on-street bikeway connections that promote both non-vehicular "active transportation" options as well as recreational interests in Claremore.

PROGRAMS AND INITIATIVES

4. Continue advocacy efforts and pursuit of external funding to accomplish eventual construction of a

grade-separated crossing of the BNSF railroad on Claremore's north side to complement the south side overpass included with the SH 20 re-routing project.

5. Apply a Transportation System Management (TSM) approach, which emphasizes efficient use of existing roadway capacity when added capacity projects are unlikely to happen in the near future, or ever, due to physical or fiscal constraints (e.g., improvements and turning movement enhancements focused at congested intersections, access management measures along roadways, improved roadway marking/signage/lighting, "pull-outs" at busy transit stops to remove stopped buses from travel lanes, traffic signal upgrades and "Intelligent Transportation System" (ITS) technologies, etc.).
6. Establish a Traffic Management Team to promote coordination among a variety of area stakeholders including the City, County, regional transportation entities, Oklahoma Department of Transportation, law enforcement, public schools, major employers and institutions, etc.



7. Advocate for and prepare for local matching to expedite a priority trail project along Route 66, from the Verdigris River to Will Rogers Boulevard, as identified in the most recent Regional Transportation Plan update, Connected 2045.

REGULATIONS AND STANDARDS

None for this plan topic.

PARTNERSHIPS AND COORDINATION

8. Continue communication and efforts toward quiet zone implementation along both the BNSF and UP rail lines through Claremore, as well as measures to enhance railroad crossing safety.

9. Continue close coordination with key agency partners at the county, region and state levels given the various channels through which transportation-related funding flows and the venues where local transportation projects must compete for prioritization.

MORE TARGETED PLANNING/STUDY

10. Continue to maintain an up-to-date Master Street Plan for Claremore and vicinity as growth and development proceeds.

Partners

Partners for implementation of plan priorities related to Transportation include:

- Grand Gateway Economic Development Authority (Pelivan) / Northeast Oklahoma Tribal Transit Consortium
- Grand Gateway Regional Transportation Planning Organization
- Indian Nations Council of Governments (Metropolitan Planning Organization)
- Oklahoma Department of Transportation
- Rogers County

Related Plans and Studies

- City of Claremore Master Street Plan (2009)
- City of Claremore Trails Master Plan (2001)
- City of Claremore Transportation Legacy Projects Map (2015)
- Claremore Collective 2016-2017 Young Professional Strategic Plan
- Connected 2045 Regional Transportation Plan (2016, Indian Nations Council of Governments)
- Rogers County 2017 Long Range Transportation Plan (Grand Gateway Regional Transportation Planning Organization)

Master Street Plan

The City's long-term street network plan, as displayed on **Map 2, Master Street Plan**, is designed to address current and anticipate future travel needs in and around Claremore. Similar to the Future Land Use map in this Comprehensive Plan, which is intended to guide land use and development patterns over the next several decades, the Master Street Plan represents a long-term vision for the community's surface transportation system.

Some of the proposed arterial and collector streets identified on Map 2, particularly in the outlying portions of the planning area, may not be needed or fully constructed for some years. Nonetheless, a key purpose of the Master Street Plan is to ensure that alignments for future transportation corridors are preserved during land planning and platting. That way, if and when land development occurs, adequate and continuous corridors for appropriately sized and designed transportation facilities will be available.

Future thoroughfare development must achieve continuity and connectivity for the overall system to be functionally effective. This requires that the City's plans, development ordinances and approval procedures stipulate applicable standards so as to avoid discontinuous and irregular street patterns. This is particularly significant in fringe and outlying areas where the City may someday annex land to accommodate its future growth. In such areas land development can occur in a non-contiguous or "leapfrog" manner, resulting in uncoordinated street layouts and lost opportunities for sound thoroughfare system development.

CLAREMORE 2040

COMPREHENSIVE PLAN

Map 2, Master Street Plan

Legend

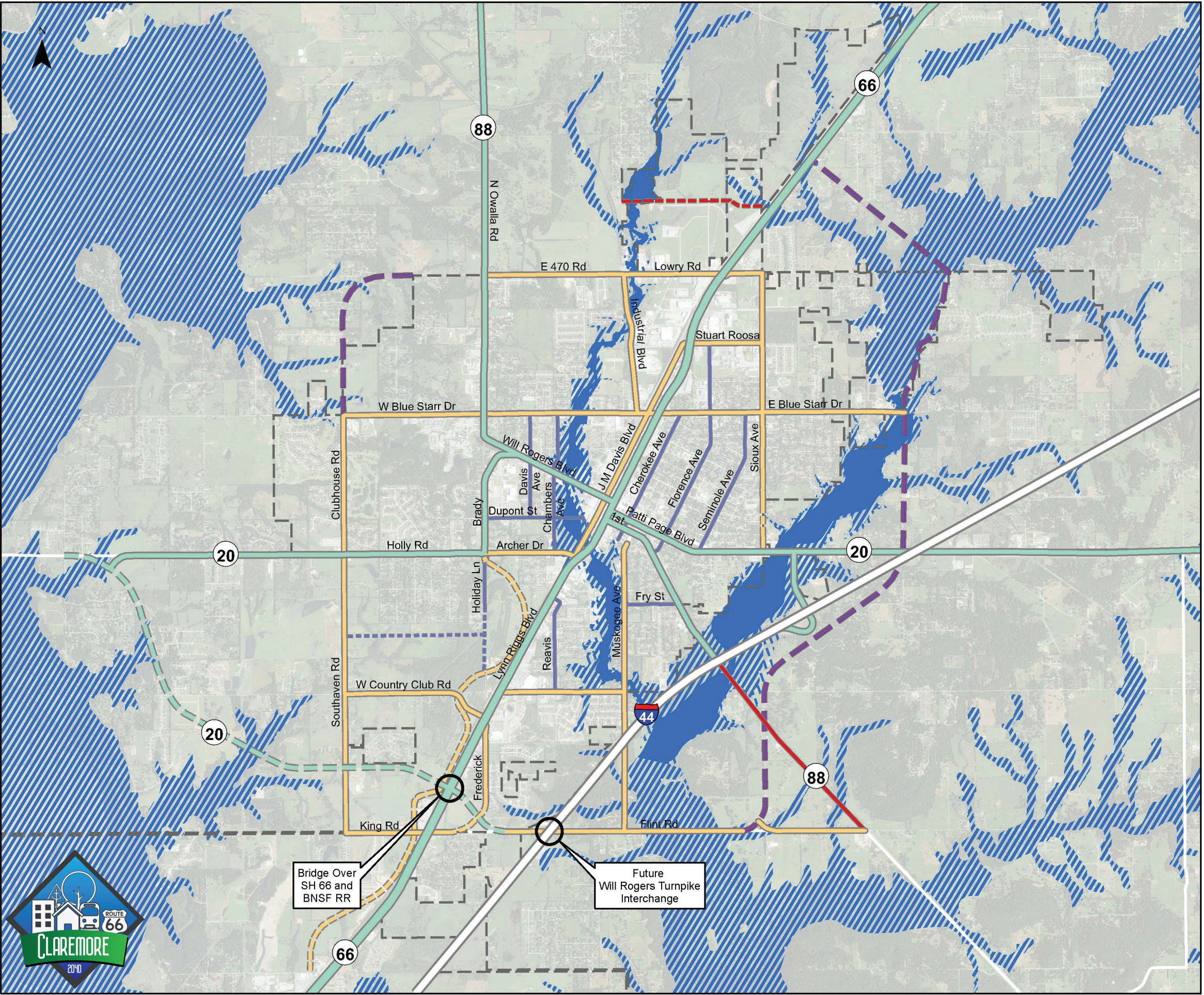
Claremore City Limits

City of Claremore Master Street Plan
(Dashed lines indicate a proposed re-alignment or new alignment.)

- Interstate
- Primary / Major Arterial
- Secondary / Minor Arterial
- Major Collector
- Urban Collector
- Future "Outer Loop"

FEMA Flood Zones

- 100-Year Flood Zone
- 500-Year Flood Zone
- Floodway



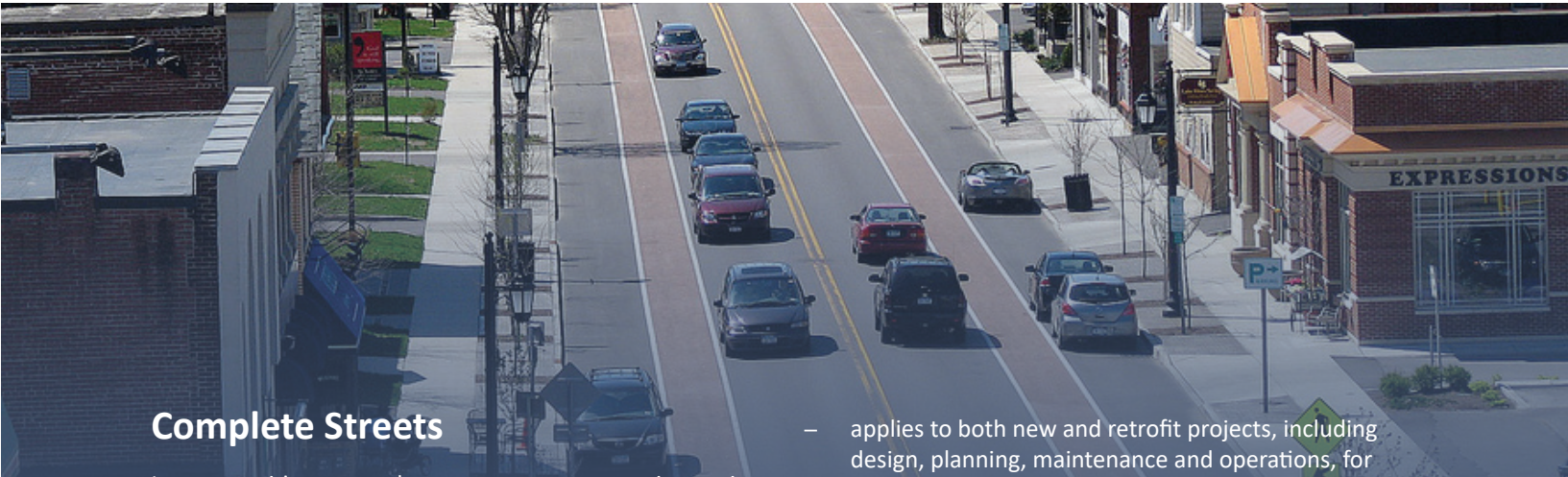
SOURCES: City of Claremore, KKC, USDA
(Aerial Imagery)

0 7,500 Feet

It is also vital that the City continue to coordinate its transportation planning with Rogers County, regional agencies, and the Oklahoma Department of Transportation. Beyond such advance planning, there must be a continued commitment and diligence in the coordinated review and approval of proposed subdivisions and other land development to ensure that it occurs in an orderly manner in the context of current and future transportation infrastructure.

Defining Roadway Types

The City’s subdivision regulations, in City Code Chapter 152, include definitions for various street types as cited on the Master Street Plan. Functional street classifications are based on the characteristics of a road and its relationship with other roads in the area. Generally, the highest-level functional class (arterial street) focuses on providing paths between origins and destinations. The lowest level functional class (minor street) focuses on providing property access. The Claremore specifics are compiled in **Table 4, Roadway Types and Descriptions**.



Complete Streets

In communities across the country, a movement is growing to “complete” the streets. States, cities and towns are requesting their planners and engineers to build roads that are safer, more accessible and easier for everyone. In the process, they are creating better communities for people to live, play, work and shop. Complete Streets are streets for everyone. Pedestrians, bicyclists, motorists and public transportation users of all ages and abilities are able to safely move along and across a Complete Street.

According to the National Complete Streets Coalition, instituting a complete streets policy ensures that transportation planners and engineers consistently design and operate the entire roadway with all users in mind – including bicyclists, public transportation vehicles and riders, and pedestrians of all ages and abilities.

An ideal complete streets policy:






- includes a vision for how and why the community wants to complete its streets;
- specifies that “all users” includes pedestrians, bicyclists and transit passengers of all ages and abilities, as well as trucks, buses and automobiles;

- applies to both new and retrofit projects, including design, planning, maintenance and operations, for the entire right-of-way;
- makes any exceptions specific and sets a clear procedure that requires high-level approval of exceptions;
- encourages street connectivity and aims to create a comprehensive, integrated, connected network for all modes;
- is adoptable by all agencies to cover all roads;
- directs the use of the latest and best design criteria and guidelines while recognizing the need for flexibility in balancing user needs;
- directs that Complete Streets solutions will complement the context of the community;
- establishes performance standards with measurable outcomes; and
- includes specific next steps for implementation of the policy.¹

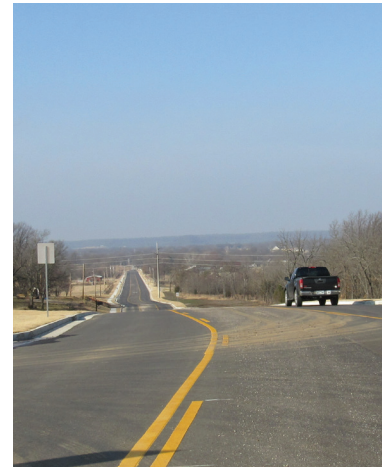
Photo: Walkable and Livable Communities Institute

¹ Smart Growth America, National Complete Streets Coalition. <http://www.smartgrowthamerica.org/>

Table 4, Roadway Types and Descriptions

<i>Street Type</i>	<i>Definition in Subdivision Regulations</i>	<i>Minimum Width of Right-of-Way</i>	<i>Example</i>
Interstate Highway	<p><i>Not defined in City regulations.</i></p> <p>Part of a nationwide network of freeways and expressways with controlled access points to enable high speed and typically longer-distance travel.</p>	N/A	 <p>Will Rogers Turnpike / Interstate 44</p>
Primary / Major Arterial	A thoroughfare designated on the Major Street Plan that carries a significant portion of interurban vehicular traffic at a moderate rate of speed.	120 feet	 <p>State Route 66</p>
Secondary / Minor Arterial	A thoroughfare designated on the Major Street Plan that carries a significant portion of interurban vehicular traffic having some traffic stops.	100 feet	 <p>Blue Starr Drive</p>
Collector	A thoroughfare designated on the Major Street Plan that is intended to move traffic from minor streets to arterial streets, including the principal entrance and circulation street or streets of a development.	<p>80 feet (commercial/ industrial)</p> <p>60 feet (residential)</p>	 <p>Forest Park Drive</p>
Residential Street (Local / Minor)	Any trafficway of limited length not classified on the Major Street Plan that provides direct access to abutting tracts of land and access to more heavily traveled streets, and that is designed in such a manner to discourage its use by through traffic.	50 feet	 <p>Quail Run Drive</p>

NOTE: Additional detail on pavement sections, lane widths and sidewalk treatments is provided in the City of Claremore Engineering Design Criteria and the Standard Specifications for Construction.



The Country Club Road project from State Route 66 west to Southaven Road was completed in 2018 during the Comprehensive Plan update process.

What the (Transportation Technology) Future May Hold

Perhaps in more than any other aspect of this Comprehensive Plan, potential breakthroughs in various transportation-related technologies could have a profound effect on basic daily commuting and travel activities, plus in other areas such as reduced parking needs. The challenge for community planning is that the nature and timing of such technological advances remains uncertain, although some possibilities and scenarios are becoming less abstract and “futuristic” all the time. This includes everything from vehicle design and materials to fuel options, lowered energy consumption and emissions, and future mobility infrastructure in general.

Although it will be decades before autonomous vehicles (AVs) are the dominant form of transportation, AVs will change cities sooner rather than later. Between 2018 and 2021, 11 of the largest automakers plan to have fully autonomous vehicles available. Significant early adoption is seen as likely for long-haul truck fleets, through vehicles such as the Otto truck that is now owned by Uber.

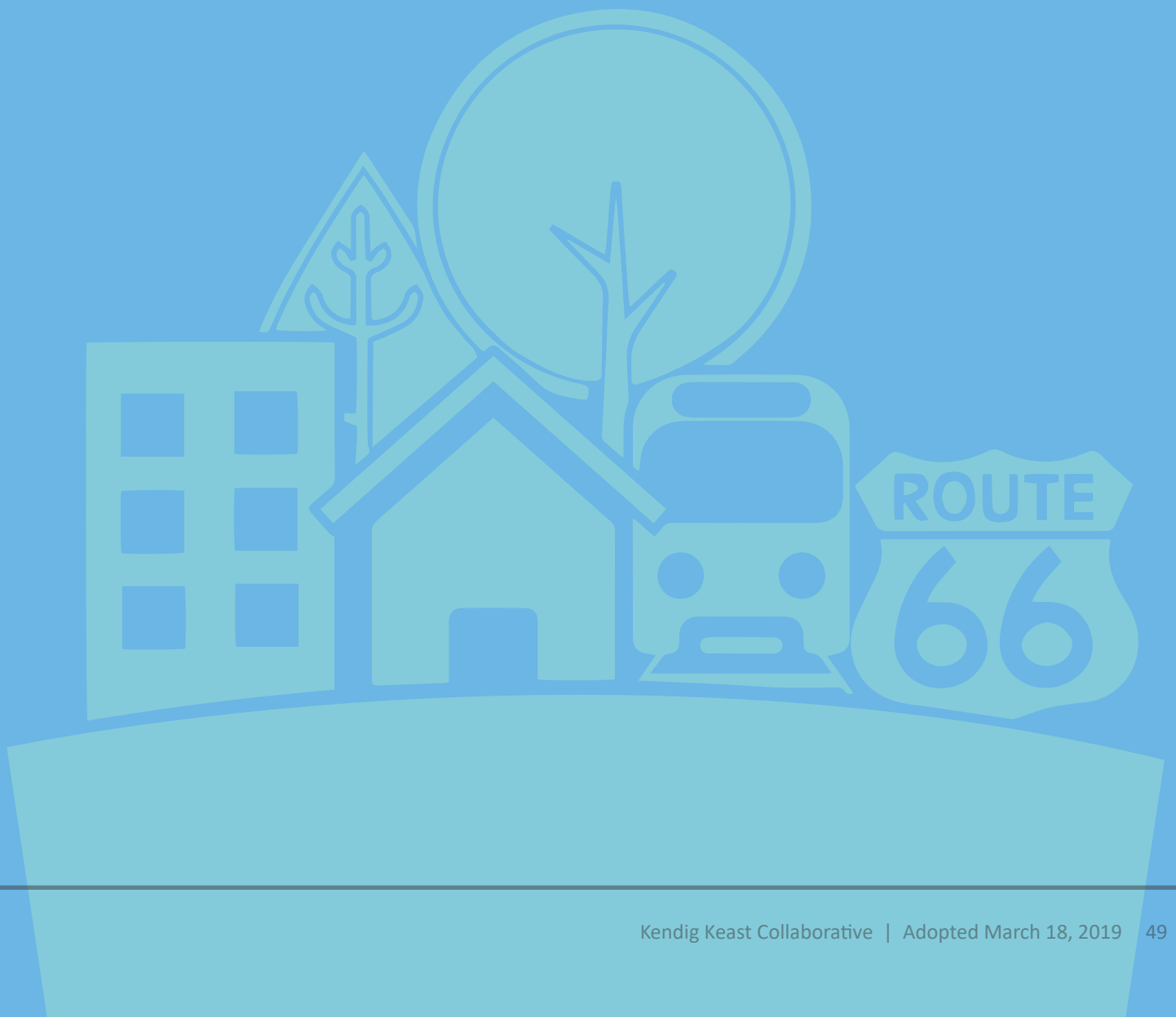
A good deal of uncertainty exists about the changes that AVs will bring to cities and regions. As this is a long-range plan, it is wise to begin to consider the policy, land use and infrastructure implications of AV adoption, such as:

- Future roads may require less pavement width, making more room for bicycles, pedestrians and green space within existing rights-of-way (following a complete streets philosophy).
- Traffic management systems, such as traffic signals and signs, may need to be changed. Sensors and other technology may need to be added to roadways.
- Forecasts are that most autonomous vehicles will also be electric vehicles. Electric vehicle infrastructure will need to be widely available.
- Land use patterns may shift for a variety of reasons, including that AVs may induce sprawl as people are able and/or willing to commute longer distances, and parking lot needs may be reduced.



Photos: Aspen Institute, University of Minnesota, Adweek

Growth Capacity



This plan section focuses on the potential extent of growth in Claremore in the decades ahead, where this growth might occur, and the implications it could have for the City. Growth can bring many economic and community benefits but must be balanced with reinvestment in Claremore's established neighborhoods and nonresidential areas, which tax base expansion through revitalization will help to support.

Capital investments in public infrastructure such as utilities and streets signal the desired locations for growth and revitalization, help maintain a high quality of life for residents, and create a framework for land development. Local development regulations govern new subdivision activity, provide for the appropriate use of land through zoning, and set minimum standards for the nature and quality of development. The City can also choose to employ financing and special district mechanisms that advance the community's economic development and growth management goals while supporting beneficial private development and reinvestment. Finally, effective oversight and management of ongoing growth and revitalization also depends on solid partnerships with other key public agencies, including Rogers County and Claremore Public Schools, among others.

Claremore faces the challenges of an aging housing stock and certain commercial corridors and intersections that have lost their vitality and need upgrades to compete with contemporary development. Along with focused revitalization efforts, absorbing some of the community's projected population growth within existing developed areas will inject new dollars and energy inside the city, capitalize on public infrastructure and facilities that are already in place, and potentially lead to new housing options and developments.

Legacy of Past Planning

Among various other topics, the previous Claremore-Rogers County Comprehensive Plan of 2006 included goals, objectives, policies and recommendations addressing Infrastructure, Facilities and Services. Themes still relevant include:

- Utility infrastructure systems that are modern, efficient, well maintained and with sufficient capacity for future needs; and community services that are responsive and sufficient to meet community needs.
- Encouragement and responsible management of quality growth in the area.

Key Planning Issues and Considerations

Through the Existing City and Plan Direction phases of the comprehensive planning effort, a set of eight strategic priorities was identified based on input from the Comprehensive Plan Advisory Committee, joint workshops with City elected and appointed officials, results of varied public engagement activities, and consultant team input. Four of the eight strategic items are most relevant to the Growth Capacity portion of the Comprehensive Plan, along with the specific related issues under each:



Claremore must plan for prudent growth in available, developable areas within its city limits, such as south side locations identified for commercial use on the Future Land Use map near the pending new interchange between a re-routed State Highway 20 and the Will Rogers Turnpike, as shown on the Master Street Plan.

WHERE TO GROW

- Viable directions and areas for the city to grow (based on land availability and suitability, infrastructure and public services availability, cost-of-service implications for City, etc.).
- Strategies to bring more developable land into the city limits, recognizing limitations on City initiated annexation.
- Appropriate locations for planned mixed-housing developments that accommodate a variety of housing types and price points.
- A growth and development pattern that is sensitive to the area's terrain and resources.

ATTENTION TO CLAREMORE'S PHYSICAL PLANT

- Constant focus on aging infrastructure as in all mature cities, balanced with the demands of new growth and development.
- Water and wastewater system capacities and coverage to serve projected development in emerging growth areas, as well as the added demands from Claremore's much larger daytime versus resident population.
- Priority focus on the water distribution system.
- Exploration of regional storm water management strategies to reduce overall flooding risk and the burden on individual developments, as well as for the beautification benefits from open space preservation.
- Ongoing electric system upgrades to boost capacity and reliability.



AN EVEN MORE LIVABLE CLAREMORE

- The challenge of maintaining “small town feel” while needing to grow to gain – and afford – more amenities residents desire.

- Ongoing focus on public safety services and maintaining a low crime rate.
- Improved municipal facilities to better serve a growing city and population.



NEW AND IMPROVED IMPLEMENTATION TOOLS TO ADVANCE PLAN PRIORITIES

- Formal multi-year Capital Improvements Plan and process for project definition/prioritization.
- Updated master plans (for utilities, parks/trails/recreation, public facilities, etc.).
- New or adjusted fee mechanisms to fund needed infrastructure improvements.

Framework for Action

GOALS

GOAL GC 1:

A growth management philosophy and strategies that enable more of the projected growth in the Claremore area to be absorbed within and contiguous to the existing developed city.

GOAL GC 2:

A growth progression and pattern of development that promotes the City's long-term financial sustainability.

GOAL GC 3:

A balance between investment in new and extended public infrastructure to support first-time development and necessary investment in rehabilitation of aging infrastructure in previously developed areas.

GOAL GC 4:

Sustained budget support for public safety and emergency medical services to maintain levels of service and responsiveness as Claremore grows.

Strategic Action Priorities

CAPITAL INVESTMENTS

1. Establish a more formalized Capital Improvement Plan (CIP) process for identifying, prioritizing and funding essential capital projects. The range of activities to incorporate into the CIP should go beyond street, drainage and utility infrastructure projects to include parks and trails, City buildings, land and right-of-way/easement acquisition, major vehicle and equipment purchases, and the planning and design studies that are often a precursor to significant initiatives and expenditures. Even aesthetic or tourism-related enhancements such as community gateway treatments, streetscape upgrades along corridors and installation of wayfinding signage qualify as capital projects. Prioritization factors should include:
 - Immediate public health and safety issues.
 - Improvements dictated by state/federal mandates or as a permit condition.
 - Geographic and/or socioeconomic fairness across the city.
 - Public meetings and input (such as accomplished through the Claremore Dreams initiative and for this Comprehensive Plan update).
 - Input from City staff and/or consultants on technical and financial readiness for particular projects.
 - Inter-departmental working groups, especially to coordinate on sequencing considerations for or across multiple projects.
 - Recommendations from City boards/commissions and subcommittees of City Council.
2. Given the City's enviable position with adequate long-term capacity in its water, sanitary sewer and electrical systems, focus attention on ongoing system maintenance and rehabilitation activities, including:
 - Reducing inflow and infiltration ("I and I") problems in the wastewater collection system that lead to inefficient use of the system's actual capacity;
 - Maintaining and improving specific elements of the water distribution system; and
 - Adding another electric substation to serve developing southern areas of Claremore.

3. Continue to fund and implement phased improvements by drainage basin in accordance with the Master Drainage Plan.

PROGRAMS AND INITIATIVES

4. Prioritize community education and support for renewal, during 2019, of the City's one-cent sales tax allocation that currently funds capital improvements and maintenance (40%), parks and recreation services (20%), police operations (20%) and fire operations (20%).
5. Once a more formalized CIP process is established, work toward a potential future City bond initiative to present to local voters the tangible benefits of investing in essential, prioritized capital projects involving key aspects of the public assets the City owns and manages.
6. Continue adequate funding support to maintain high-quality public safety services, especially with continued area growth and increasing service call volumes over time. Particularly important are to maintain the Claremore Fire Department's Insurance Services Organization (ISO) rating (currently 3 on a scale of 1 to 10) and the Claremore Police Department's accreditation by the Oklahoma Association of Chiefs of Police.



REGULATIONS AND STANDARDS

7. As part of updating the City's development ordinances and standards, includes provisions to:
 - Incentivize use of Low Impact Development (LID) design approaches on private development sites, as well as "green" practices for ongoing operations and maintenance that reduce water and energy use, storm water runoff, and wastewater and solid waste generation.
 - Require and/or incentivize the use of water-saving, drought-tolerant vegetation for landscaping design and ongoing maintenance practices on private development sites.

PARTNERSHIPS AND COORDINATION

8. Continue to explore fee mechanisms for funding more regionalized approaches to storm water detention and conveyance that would reduce site-level burdens and costs on individual property owners and development projects, especially given the degree of support for this concept expressed by the local development community during this Comprehensive Plan update.



Site-specific storm water detention areas associated with the Hampton Inn and Lowe's commercial properties.



MORE TARGETED PLANNING/STUDY

9. Complete and apply the results of an electric service rate study to transition to a more effective rate structure, including to encourage conservation practices and manage peak-period usage.

10. Complete an annexation alternatives and feasibility study for all fence line areas immediately contiguous to the current city limits, but with particular focus on the west side – given forecasts that suggest a majority of population growth will occur in that direction – and in the vicinity of the east SH 20 corridor and other areas where public infrastructure/ services and roadway capacity already exist or are most feasible and cost-effective to extend based on terrain and topography factors, distance, emerging population concentrations, and likelihood of commercial development.



11. Prepare and budget for periodic updates of the City's utility master plans, particularly the Master Drainage Plan of 2011 (plus more immediate and targeted studies of known problem areas), along with ongoing water and sanitary sewer system evaluation and planning. Master plan findings and recommendations are an essential input to a City's multi-year capital improvements planning and programming, as well as related grant pursuits that can leverage limited local dollars with external funding sources.
12. Continue periodic updates of the Multi-Jurisdictional Multi-Hazard Plan (last updated in 2012) as this keeps the City eligible under the Hazard Mitigation Grant Program requirements of the Federal Emergency Management Agency (FEMA).
13. Improve Claremore's base-level "10" rating in the Community Rating System under the National Flood Insurance Program given improved floodplain management practices and other steps, which can help to reduce local insurance premiums further.

Partners

Partners for implementation of plan priorities related to Growth Capacity include:

- Cherokee Nation
- Claremore Industrial and Economic Development Authority (CIEDA)
- Grand River Dam Authority
- Rogers County

Related Plans and Studies

- Claremore Master Drainage Plan (2011)
- Claremore Multi-Jurisdictional Multi-Hazard Plan (2007 and 2012 updates)

Population Outlook for Claremore

Population projections are an important component of a long-range planning process. They help determine and quantify the demands that will be placed on public facilities and services based on the potential pace and scale of the community's physical growth. Projections reflect local, regional, national and international trends and offer a basis to prepare for the future. However, forecasting population changes can be challenging, particularly for the long term, because it is often difficult to account for all circumstances that may arise. Therefore, it will be important for the City to monitor population and economic growth continually to account for both short- and longer-term shifts that can influence development activity and trends in the community and larger region.

ALTERNATIVE GROWTH SCENARIOS

Demographers caution that population projections become trickier as the geographic area gets smaller, making city-level population the most difficult to forecast. This is because local population change is strongly influenced by less predictable factors such as housing prices, availability of vacant land to develop, and annexation of additional territory, which may already have existing residents and results in an instant increase in the citywide total.

Given this context, **Figure 1, Claremore Population Projections Through 2040**, provides a comparison of several potential scenarios for future population change in Claremore. The projections build on the latest U.S. Census figure of 18,581 for 2010 and identify potential population levels in five-year increments out to 2040.

PROJECTIONS BASED ON VARYING QUANTITIES AND RATES OF GROWTH

A population projection method extends historical trends to future years. Linear growth forecasts are “straight line” projections that result in the same absolute number of new persons being added to the population in each period. This produces a declining rate of growth over time as the same amount is being added to an ever-expanding base (in the case of Claremore, adding 813 residents per decade). Exponential growth projections produce higher numbers than linear by assuming a constant rate of growth over time. This is similar to the power of compound growth in a savings account over time; the interest (i.e., growth) rate may not change, but it is being applied to an ever-expanding balance, resulting in larger and larger interest earnings over time.

In the case of Claremore, the Exponential and Linear Growth scenarios do not result in large population differences because the growth increments are small. The projections under these two scenarios are very similar (difference of 132 persons) and, as such, cannot be separately distinguished on the chart. The Exponential Growth line, labeled as “Steady Growth Rate” in Figure 1, is based on the 0.4 percent compound annual growth rate (CAGR) the city had from 2010 to 2016. The Exponential Growth line leads to a 2040 population of 21,153 while the Linear Growth line, labeled as “Steady Numeric Growth” on the chart, leads to a 2040 population of 21,021.

COUNTY STEP-DOWN

This method considers the trend in city share of the countywide population in past decades and prospects for its future share. It also draws upon population estimates and projections produced for all counties statewide by the Oklahoma State Data Center, which is the official U.S. Census Bureau affiliate in Oklahoma. The City of Claremore's share of Rogers County's population was 32 percent in 1970, when the city had 9,084 residents relative to 28,425 in the entire county (including the city). By 2010, Claremore's share had decreased to 21.4 percent of 91,766 persons county-wide.

The Oklahoma State Data Center projections show Rogers County crossing the 100,000 threshold between 2020 and 2025 and reaching 125,745 residents in 2040. The Fixed County Step-Down line shows where the City of Claremore's population would be through 2040 (26,885) if it continued to account for 21.4 percent of the county population as in 2010. The Trend County Step-Down line shows where the City of Claremore's population

would be through 2040 (22,200) if it continued the trend of accounting for a declining share of the county's population (17.7 percent by 2040).

BOTTOM LINE

It is wise for cities to think in terms of a range of potential growth rather than an absolute number given the uncertainty of any small-area forecast that extends beyond a few years. **It is assumed for this Comprehensive Plan that – unless a significant deviation from recent growth trends occurs – Claremore's 2040 population will fall within a forecast range of 21,021 to 26,885 persons, which yields a midpoint of 23,953. These figures represent a potential annual growth rate ranging from roughly 0.4 to 1.1 percent through 2040 (from a base of 19,069 persons in 2016).**

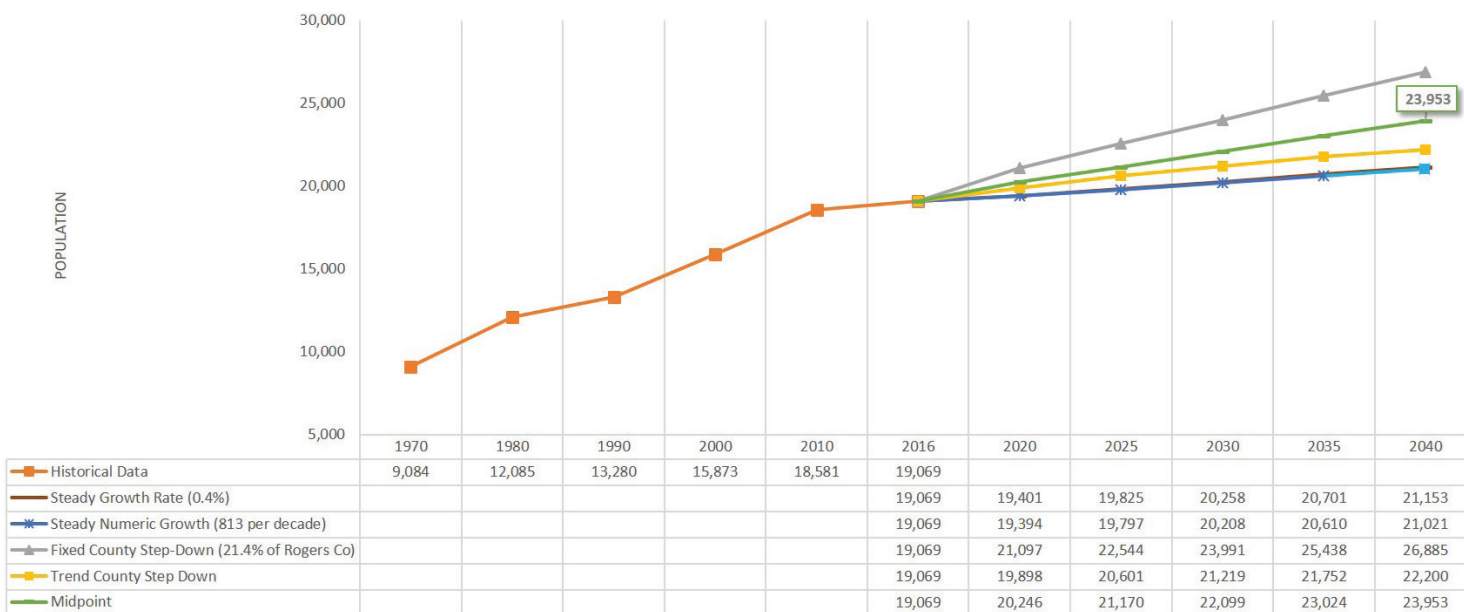
As illustrated by the Midpoint Projection line in Figure 1, the midpoint of a potential growth range to assume for this Comprehensive Plan – between the higher Fixed County Step-Down projection and the Steady Numeric Growth projection – would put Claremore's population at approximately 20,246 in 2020; 22,099 in 2030; and 23,953 in 2040. **This would mean an additional 4,884 residents from 2016 and implies that Claremore could add the equivalent of 25 percent of its current population by 2040.** For perspective, Census 2010 reported an average household size in Claremore

of 2.3 persons, meaning that **2,123 additional housing units would be needed to accommodate 4,884 added residents.**

The 2040 population projection of 23,953 is based on actual growth trends in Claremore over recent decades. **During the comprehensive planning process, some City officials voiced their desire for Claremore to set its sights higher and aim to grow well beyond this level in the coming decades.** The future scenario reflected in Figure 1 could be exceeded if the City promotes growth more aggressively through programs that incentivize new development or redevelopment/infill, by bringing more existing population and/or growth areas into the city through annexation, as well as through ongoing economic development policies and initiatives discussed in this plan and elsewhere. Other key factors include:

- The extent of available, developable land within Claremore that actually transitions to residential use, the pace and timing of such land development activity, and the housing types and densities involved;
- The projected capacity of the City's infrastructure and public services (and of Claremore Public Schools) to accommodate this growth in future years; and
- Community values and preferences as to where and how growth occurs, which ultimately translates into capital projects and public services planning.

Figure 1, Claremore Population Projections Through 2040



SOURCE: Kendig Keast Collaborative based on U.S. Census 2010 and Oklahoma State Data Center projections for Rogers County.

Guiding Growth with Municipal Infrastructure Investments

At the time of this Comprehensive Plan update, the City was in the process of considering capital project priorities and associated budgeting for the next several years involving all aspects of local infrastructure. City Engineering and Public Works staff responsible for identifying and prioritizing the most critically needed projects noted “considerable needs both currently and in the near future.” While specifics are to be determined in line with available resources, the essential needs include:

- Ongoing water line projects to replace older lines prone to breaks and to increase water distribution capacity in future growth areas.
- Continuing rehabilitation of older clay tile sanitary sewer lines that are prone to clogs and backups due to age and tree roots, which improves system performance in established areas of the city.
- Targeted storm drain replacements.
- Replacing and expanding culverts associated with particular roadways to eliminate failing conditions and to provide adequate capacity for the drainage basin.
- Potential pursuit of the North Cat Creek Regional Detention Pond project in the 2021-22 fiscal year.
- Ongoing maintenance and replacement of electric system overhead lines and poles and underground



components, substation maintenance, system inventory and mapping, and tree removal in electric line rights-of-way – plus the potential need for a \$4 million new substation depending on the pace of commercial development.

- Continuing right-of-way acquisition for and design of road improvements that will provide more traffic-carrying capacity in future growth areas, add shoulders for safety, provide sidewalks, and eliminate deep open ditches for storm drainage. (One example involves improvements to Frederick Road timed to coincide with Oklahoma Department of Transportation completion of the re-routed State Highway 20 as shown on the Master Street Plan.)
- Ongoing street mill and overlay work to rehabilitate existing street segments experiencing surface failure, with the objective of eventually developing a citywide pavement management program.
- Ongoing sidewalk construction in new growth areas and upgrades and gap-filling in established neighborhoods and developed areas of the city.
- Needed repairs and improvements to Claremore Lake Dam.
- A potential feasibility study and conceptual plan for a new lake impoundment to expand the City’s raw water supply to accommodate the need for more treated water to serve future growth.
- Improvements at parks and other City-owned sites (e.g., Claremore Lake Park and Stampede Park).

The City’s focus on both new public infrastructure and maintenance of existing public assets helps to prepare the community for growth, enable older areas of the city to remain viable and appealing for private reinvestment, and in some cases direct growth toward areas where the City is best positioned to provide services.

Cat Creek on Claremore’s west side presents definite storm drainage and floodplain management challenges. But it also presents the opportunity to serve as more of a community amenity through coordinated public and private investments to make it a focal point for development that is oriented toward the creek corridor, with enhanced public access.



Synergy Between Infrastructure and Community Beautification

During the comprehensive planning process, interest was expressed in having the City explore the concept of earmarking a certain percentage of capital project budgets to community beautification. The National Assembly of State Arts Agencies reports “percent for art” programs are active in 28 U.S. states and territories. The Oklahoma Arts Council cites more than 350 public art programs in place across the nation. The advocacy organization Americans for the Arts has previously tracked City and County level percent for art initiatives, identifying a 1959 Philadelphia ordinance as the earliest example.

The Oklahoma Art in Public Places Act was signed into law in 2004 and requires that eligible state capital improvement projects have 1.5 percent of their budgets invested in public art that represents the history and values of the state. The program aims to augment state economic development goals and enhance public spaces for residents within their respective communities.

The Oklahoma Art in Public Places program was initially administered through the Oklahoma Historical Society but since 2015 has resided with the Oklahoma Arts Council. The 1.5 percent set-aside applies to capital construction costs above \$250,000 with a maximum single project assessment of \$500,000. These public funds are sometimes matched or supplemented by private contributions. The Arts Council



advises that locations that may benefit from state public art projects include:

- Airports;
- Bridges;
- Highways;
- Libraries;
- Parks;
- State buildings; and
- University and college campuses.

More information is available on the Oklahoma Arts Council website (https://www.arts.ok.gov/Our_Programs/Art_in_Public_Places.html), and various local programs across the country have their own websites.

Americans for the Arts completed an inventory of local percent for art programs and ordinances in 2004 and found little variation in the structure of most local ordinances. Typically a municipal arts council is responsible for the administration of the funds and the artwork, but some communities kept city government directly involved. Some cities also require that private commercial development provide public art installations.



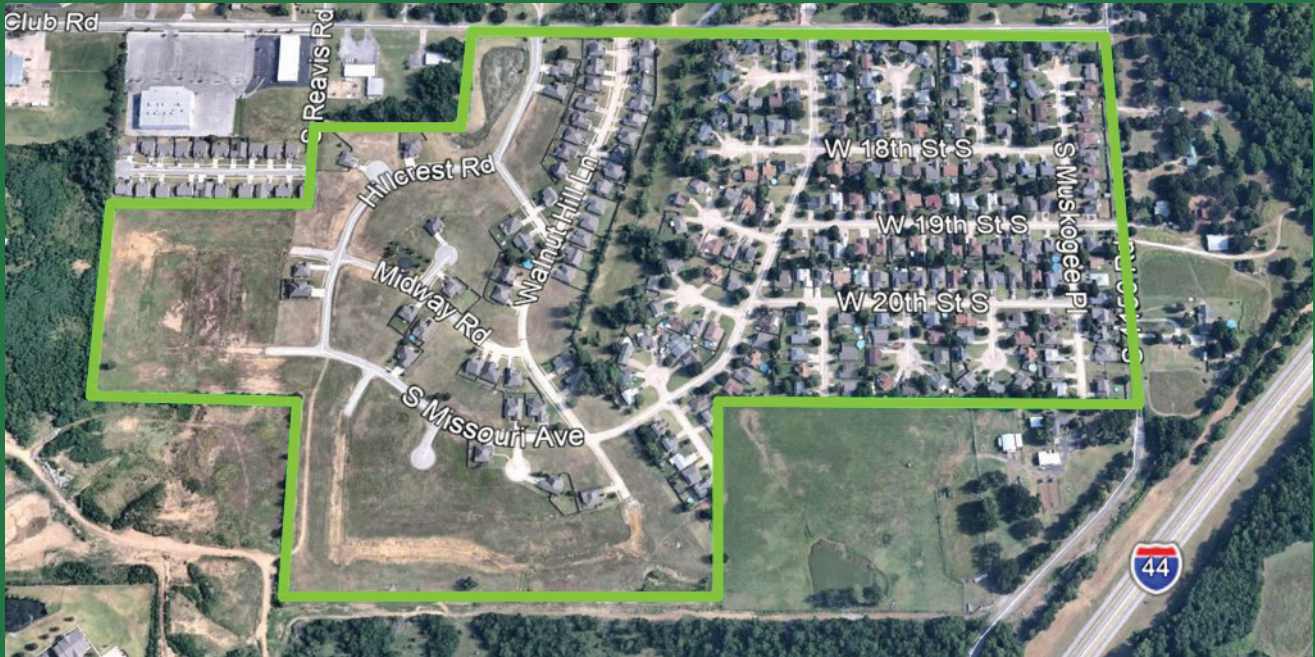
Photos: Oklahoma Arts Council

Growth and Annexation Considerations

Ensuring sufficient space for Claremore’s future growth was mentioned frequently early in the comprehensive planning process. Aside from constraints to the south given the adjacent City of Verdigris, Claremore has opportunity to grow in nearly all other directions within its fence line area, along with areas of remaining developable land

inside the city limits. The Future City phase helped City officials to visualize how much area might be needed to accommodate Claremore’s projected population growth through 2040 as illustrated on the next page.

Claremore is also constrained in terms of the limits the State of Oklahoma has placed on municipalities seeking to annex additional territory on their own initiative and not always with the consent of all affected landowners.



The area bounded in green on the aerial view above encompasses the Harvest Hill and South Point residential subdivisions in south Claremore, east of State Route 66 along the south side of Country Club Road and to the west of Muskogee Avenue. Through the Future City planning phase, it was determined that **land area equivalent to 5.3 times the area delineated above would be needed to accommodate the projected population growth in Claremore through 2040**, which would require 2,123 additional housing units (at a minimum considering that the City might choose to pursue more aggressive policies to achieve an even higher population growth rate). This land area need is based on:

- An average household size in Claremore of 2.3 persons (as estimated by the U.S. Census Bureau).
- Approximately 400 lots for single-family homes in the Harvest Hill and South Point subdivisions.
- 920 residents accommodated by 400 units at 2.3 persons per household.
- 2,123 units (400×5.3) needed to house 4,884 total added residents by 2040, which is based on the midpoint projection of 23,953 total residents in Claremore in 2040 as cited in the population projection discussion earlier in this Growth Capacity section.

This initial approximation provides a starting point for tracking land consumption in the years ahead as actual population growth and land development activity continue. The needed land area will decrease depending on the extent of added population that is absorbed into housing types other than single-family detached homes.

Compiled in the list below are five major factors that typically enter into decisions to annex certain fence line areas sooner than later, or to defer annexation in some locations until later, if ever. Under each major factor are related considerations. Beyond this list, other intangibles include: (a) consideration of the potential degree of contention and opposition that particular annexation initiatives may provoke, and (b) the basic capacity of City officials and staff – especially in a smaller community – to devote the necessary time and effort that annexation proceedings require.

FISCAL

- Value added relative to cost to serve (based on various factors including land use).

SERVICE PROVISION

- Proximity to current incorporated area.
- Extent of existing population and development.
- Feasibility and realistic timing of service extension – and whether the City prefers to be the primary service provider.

- Already providing certain municipal services to area (and fence line residents already benefiting from use of in-city streets, parks, etc.).
- Other service providers.
- Health and safety (housing/building conditions, sanitation, emergency response viability, etc.).

GROWTH

- Proximity to current incorporated area.
- Available/developable land (including for schools, parks, other public facilities) without significant constraints or legacy issues (e.g., scattered and/or piecemeal development, brownfields, etc.).
- Market and development community interest and/or economic development potential.
- Already planned facility/service extensions.

OTHER COMMUNITY OBJECTIVES

- Orderly growth progression and effective land use management in prime areas and along corridors.
- Land use compatibility and quality (including to protect nearby in-city neighborhoods and developed areas).
- Resource protection (e.g., floodplains, creek corridors, drainage areas upstream from surface water impoundments for municipal water supply, etc.).
- Asset protection and area planning (e.g., airport vicinity).
- Community image/aesthetics (e.g., gateways, corridors).
- Amenity acquisition or future potential.

STATUTORY / STRATEGIC

- Ease of and timeline for annexation under the provisions and procedures in Section 21 of Title 11, Cities and Towns, in the Oklahoma Statutes.
- Strategic or “defensive” annexations to set the stage for future actions and/or prevent potential adverse actions by other nearby cities.

Annexation Policies

The written policy statements below may be used by City officials and staff as a guide when making decisions regarding potential annexation activity or related growth guidance measures:

1. All annexation decisions should require a fiscal impact assessment to determine that the annexation is **fiscally responsible** from the perspective of City operations, maintenance, capital investments and debt.
2. The City should avoid strip and piecemeal annexations given the potential high **cost of extending infrastructure and services** in such situations. Annexations can be used in a strip or piecemeal nature to establish the contiguity necessary for eventual expansion into strategic areas if there is a long-term plan to annex the unincorporated, “passed over” land.
3. Wherever possible, existing infrastructure systems in areas proposed for annexation should have near or fully **adequate capacities to accommodate current and projected development demands** in such areas without the City bearing an inordinate burden for capital investment in the near or longer term.
4. To maximize the use and efficiency of existing City infrastructure, **growth should first be directed toward vacant parcels and underutilized lands within the city limits** before extensive development is considered or encouraged within future growth areas beyond the city limits.
5. The City should promote reuse and/or redevelopment of obsolete, vacant buildings and underutilized properties to **maximize the efficiencies of existing infrastructure and municipal services**, along with the overall community and tax base benefits of restoring such properties to productive use.
6. Annexation decisions should be consistent with the **economic development objectives** of the City.
7. The City should prioritize annexations in **highly visible areas** at community gateways and along key corridors to ensure sound regulation of the type, pattern and quality of development.
8. Along with financial and tangible considerations, the City should weigh the **intangible benefits** of annexation and the **possible costs of inaction**.
9. Annexation actions should be consistent with the direction and priorities of this **Comprehensive Plan**.

“Smart Growth” Audit

Claremore should join other communities that are enjoying the economic and quality-of-life benefits of steady growth, but also wanting to know if they are growing in an efficient and sustainable manner. The Smart Growth Network suggests that growth is “smart” when “it gives us great communities, with more choices and personal freedom, good return on public investment, greater opportunity across the community, a thriving natural environment, and a legacy we can be proud to leave our children and grandchildren” (from the *This is Smart Growth* pamphlet published by the Network through a cooperative agreement with ICMA, the

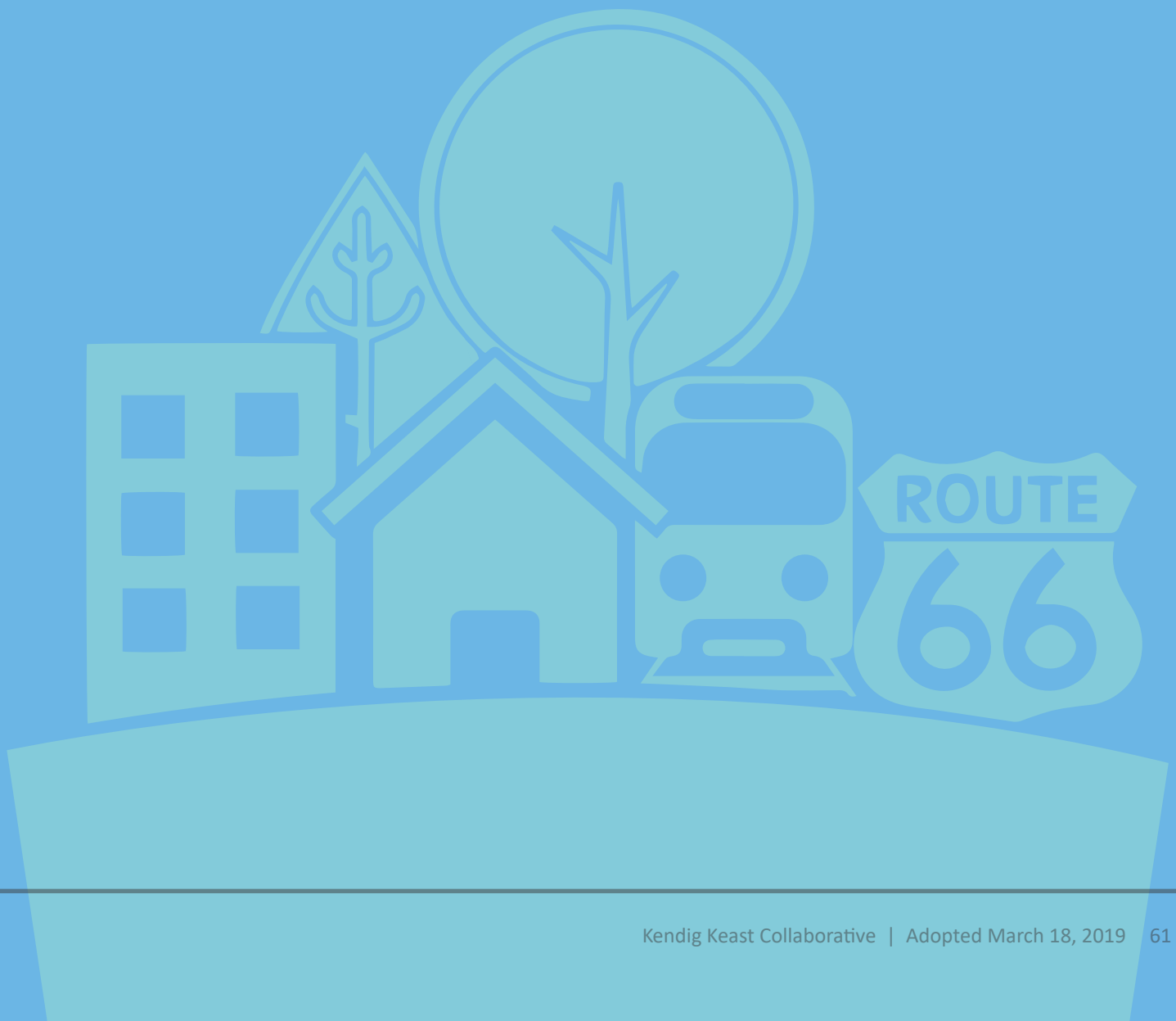
International City/County Management Association, and the U.S. Environmental Protection Agency).

The City can consider how well it is applying the Principles of Smart Growth identified by the Network, recognizing that some principles may not be relevant or attainable locally. Claremore can also identify and apply measurable indicators as benchmarks for tracking progress on each of the principles as illustrated in **Table 5, Smart Growth Principles**. Additional resource publications include: *Smart Growth Audits* (American Planning Association, PAS Report 512); *Jobs-Housing Balance* (APA, PAS Report 516); and *Getting to Smart Growth: 100 Strategies for Implementation* (Smart Growth Network and ICMA).

Table 5, Smart Growth Principles (as identified by the Smart Growth Network)

Principle	Potential Local Indicator
Mix land uses.	<ul style="list-style-type: none"> Total acres in developments designed with integrated and complimentary uses, especially where residential and nonresidential uses are mixed within the same master-planned project.
Take advantage of compact building design.	<ul style="list-style-type: none"> Local comparisons of percent site coverage among sites with typical auto-oriented and horizontal design relative to sites with building footprints that preserve more open and green space.
Create a range of housing opportunities and choices.	<ul style="list-style-type: none"> Percentage of total housing stock not in single-family detached dwellings. Relative percentage of ownership and rental opportunities within total housing units. Extent of housing options for certain “life cycle” stages (e.g., young singles, “empty nesters,” senior independent and assisted living, etc.).
Create walkable neighborhoods.	<ul style="list-style-type: none"> Total linear feet of sidewalk relative to total street length in sample neighborhoods. Number of non-street linkages to/from the neighborhood to nearby schools, parks, adjacent neighborhoods and other destinations.
Foster distinctive, attractive communities with a strong sense of place.	<ul style="list-style-type: none"> Survey residents elsewhere in the region on recognizable place names and destinations in Claremore. Measures of the total volume of landscaping in public areas at key community entries and along major corridors.
Preserve open space, farmland, natural beauty, and critical environmental areas.	<ul style="list-style-type: none"> Total acres in Claremore under conservation easements, land trust ownership, or other non-public preservation measures. Total linear feet of trail along area waterways and in other natural areas to facilitate public access.
Strengthen and direct development towards existing communities.	<ul style="list-style-type: none"> Total dollars of public investment to spur redevelopment in Downtown Claremore, in older established neighborhoods, and along the State Route 66 corridor, Will Rogers Boulevard and others. Relative percentage of building permit activity for improvement/rehabilitation of existing properties and structures.
Provide a variety of transportation choices.	<ul style="list-style-type: none"> Ridership trends on local park-and-ride bus service. Surveys of City trail and bikeway network users to quantify those biking to/from work, shopping or other destinations versus purely recreational use.
Make development decisions predictable, fair and cost effective.	<ul style="list-style-type: none"> Measures of time savings for applicants, City staff and Boards/Commissions from technology and other procedural streamlining steps. Annual statistics on approvals/denials, extent of variance requests, and other metrics from the City’s development review processes.
Encourage community and stakeholder collaboration in development decisions.	<ul style="list-style-type: none"> Total hours of City Council and Board/Commission meeting time devoted to public hearings and comment opportunities on development-related matters. Website analytics on number of persons accessing agendas, packet materials and other online information related to development-related matters.

Economic Development



This plan section highlights that Claremore is part of a broader metropolitan economy centered on Tulsa, with Claremore serving as the undisputed trade center of Rogers County. The City of Claremore and the Claremore Industrial and Economic Development Authority (CIEDA) continue to work on key economic development factors they can directly influence, whether involving utility infrastructure availability and capacity, the size and skills of the local workforce, and processes for obtaining development approvals and permits.

Cities create synergy by providing basic public services, on the one hand, while also pursuing economic development initiatives. Increased economic activity that creates a growing tax base better enables the City to provide the infrastructure and services desired by residents and businesses. In turn, the services, infrastructure and amenities the City provides are enticements that encourage further economic growth. Well-constructed economic development policies will provide City government the greatest opportunity to influence the quality, quantity and timing of development. Such policies will create the ability to shift some of the risk of funding public improvements to private sector partners and will afford the opportunity to ensure growth pays for itself.

Legacy of Past Planning

Among various other topics, the previous Claremore-Rogers County Comprehensive Plan of 2006 included goals, objectives, policies and recommendations addressing Economic Development, Employment and Tourism; Education; and Healthcare. Themes still relevant include:

- Economic stability, balancing growth with quality lifestyles, both diversity of employers and a focus on targeted employment sectors, Claremore as its own regional destination, and closer ties to the broader Tulsa area economy.
- Recognizing the area educational and healthcare systems as essential factors in attracting and retaining both employers and employees.



Key Planning Issues and Considerations

Through the Existing City and Plan Direction phases of the comprehensive planning effort, a set of eight strategic priorities was identified based on input from the Comprehensive Plan Advisory Committee, joint workshops with City elected and appointed officials, results of varied public engagement activities, and consultant team input. Four of the eight strategic items are most relevant to the Economic Development portion of the Comprehensive Plan, along with the specific related issues under each:



Along with industry and retail, healthcare, education and governmental facilities and employment are essential elements of the local economy with Claremore as the hub city for Rogers County.

HOUSING AS A LINCHPIN FOR CLAREMORE'S FUTURE

- New, quality home construction to support workforce attraction/retention needs.
- More residential rooftops to support ongoing retail investment.

BUILDING ON A STRONG ECONOMIC BASE

- Workforce supply and capabilities to meet the needs of current and prospective employers and area industries.
- Imperative for retail development given the importance of sales tax revenue to municipal finances in the Oklahoma context.
- Desire for more and better quality shopping and leisure/entertainment options, for Claremore's general livability and to reduce "leakage" of retail activity and spending to other area communities.
- Capitalizing on previous public investments made in support of the Claremore Plaza development.
- Ongoing role as the hub of Rogers County for shopping, services, education, leisure and events, including activities for families and youth.
- Maintain the area's economic competitiveness related to telecommunications technology.
- An expanded/upgraded Expo Center to maintain Claremore's success in hosting events and bringing visitors to the area.



- Celebrating Claremore's special history and telling its story even more widely to support employer and employee attraction/retention and tourism.
- Reinforcing Claremore's small town identity while also highlighting its proximity and links to Tulsa and other area communities and attractions.

BEYOND CITY-WIDE PLANNING TO A SPECIAL AREAS FOCUS ("DISTRICTING")

- Ongoing Downtown revitalization and public/private investment.
- Priority focus on the Rogers State University/West Bend area and the Will Rogers Boulevard corridor toward Downtown – with some also calling for greater attention to the Route 66 corridor.

NEW AND IMPROVED IMPLEMENTATION TOOLS TO ADVANCE PLAN PRIORITIES

- Special district mechanisms for promoting economic development and facilitating redevelopment.
- Continued partnerships focus (public/public, public/private, public/non-profit).

Framework for Action

GOALS

GOAL ED 1:

An economically resilient community with a diverse yet stable economic base, environment that supports entrepreneurs, market attractive to emerging real estate opportunities, and shared commitment to develop locally and attract a 21st Century workforce.

GOAL ED 2:

Commercial retail expansion to grow City revenues, reduce the outward flow of spending to other area communities, and respond to residents' desire for more and better shopping opportunities.

GOAL ED 3:

A community that is widely recognized as a multi-purpose hub for Rogers County and a center of employment, commerce, government services, education, culture and recreational activities for residents and visitors.

GOAL ED 4:

Community infrastructure that supports ongoing economic development momentum (especially utilities, transportation, technology, education and housing).

GOAL ED 5:

A favorable business climate for growing businesses and creating jobs, and an attractive place for business executives and employees.

Strategic Action Priorities

CAPITAL INVESTMENTS

1. As part of a more formalized capital improvements planning process, establish criteria for identifying projects that will most effectively advance Claremore's economic development agenda, with appropriate timing and means of funding.
2. Evaluate previously identified, pending projects in terms of their effectiveness at leveraging and advancing catalyzing investments highlighted through district-level planning.

PROGRAMS AND INITIATIVES

3. Capitalize on knowledge gained from district-level planning and related initiatives for Downtown, Rogers State University / West Bend area, and the Will Rogers Boulevard and Route 66 corridors (as well as additional districts which may emerge over time) by directing private investor interest, incentive offerings and public improvements, accordingly.
 - Within the Downtown District, investigate further the opportunity for a lodging and dining project that could serve to attract visitors in the evenings and on weekends, both during and outside of seasonal travel cycles.
 - In the same district, prepare a detailed public improvement plan that addresses how underutilized spaces located behind buildings may be programmed with both temporary and permanent uses to increase the area's revenue-producing activity, particularly spaces along 4th Street and between Missouri Avenue and Route 66.
 - Within the University / West Bend district, investigate further the feasibility of repurposing the Expo property and its environs, particularly along its Brady Street frontage, so that additional commercial and/or mixed-use developments may be introduced, businesses within the area can grow their revenues, and public spaces can be more effectively programmed for the benefit of both visitors and residents.
 - Within the Will Rogers and Route 66 corridor districts, continue discussions with property owners regarding the role both roadways are intended to serve in the community, and to that end, how they can best be programmed with

uses in support of the same and complementary to existing uses within and beyond the street.

4. Encourage strategic economic development activities in other vital locations adjacent to and beyond the districts such as:
 - Developing community and capital infrastructure necessary for the successful recruitment of tenants to the industrial park that will be attracted by Claremore's existing manufacturing base and proximity to area training facilities.



- Completing the proposed new north-south access road west of the BNSF railroad, along with the new SH 20 alignment, so that new development opportunities can most effectively take advantage of existing commercially zoned land, and quality operators can be secured as quickly as possible.
- Completing the planned realignment of the intersection where Frederick and King Roads meet, in the vicinity of the new interchange between the re-routed SH 20 and Will Rogers Turnpike on Claremore's south side, so that adjacent properties can support commercial and employment prospects with higher traffic demands.
- Capitalizing on public investment or resources associated with utilities and streets, as necessary to position the 100+ acres in south Claremore





that encompasses the “Claremore Plaza” site for private investment.

- Directing investment into Claremore’s designated Opportunity Zone, so that fewer public resources will be expended to finance necessary capital improvements.

REGULATIONS AND STANDARDS

5. Update the City’s development ordinances and standards including recommended transition to a Unified Development Code that would better define and coordinate all aspects of local development review and approval processes (subdivision, zoning, site improvements, etc.).

PARTNERSHIPS AND COORDINATION

6. Build on knowledge gained regarding possible regulatory, financial and physical challenges associated with advancing catalyst projects both identified and yet to be identified through district-level planning, in an effort to: (a) demonstrate market support for, yet the challenges associated with, key development and redevelopment projects; (b) economic and fiscal impact of strategically investing public dollars in a manner that effectively leverages private investment; and (c) highlight the roles various public, institutional, private and non-profit entities will need to assume to bring these projects to fruition.
7. Continue to support local entities such as the Claremore Industrial and Economic Development Authority, Claremore Area Chamber of Commerce, Visit Claremore team, and Claremore Main Street (Downtown Claremore) so they can be effective partners with the City, and minimize the impact on public resources.
8. Strengthen and form partnerships with education and training facilities such as Rogers State University, Claremore Public Schools and Northeast Tech - Claremore Campus, along with institutional operators

including local and regional medical institutions, as well as lending groups, in an effort to grow existing industries and attract new ones.

9. Complement CIEDA’s emphasis on retention and attraction of young professionals, and its support of Claremore Collective as a source of energy and support for local entrepreneurial and “quality of place” initiatives, by advancing the strategic actions identified in this Comprehensive Plan.
10. Continue close coordination and planning with key regional partners, both those currently invested in Claremore’s economic development efforts (i.e., Tulsa Regional Chamber, Northeast Oklahoma Regional Alliance) as well as those that are unaware of these efforts, yet a viable participant in them.

MORE TARGETED PLANNING/STUDY

None for this plan topic.



Partners

Partners for implementation of plan priorities related to Economic Development include:

- Cherokee Nation
- City of Tulsa-Rogers County Port Authority (Port of Catoosa)
- Claremore Area Chamber of Commerce
- Claremore Collective
- Visit Claremore
- Claremore Industrial and Economic Development Authority (CIEDA)
- Claremore Main Street (Downtown Claremore)
- Claremore Public Schools
- Downtown Claremore Merchant Association
- Grand Gateway Economic Development Authority (GGEDA)
- Indian Nations Council of Governments
- Northeast Oklahoma Regional Alliance (NORA)
- Northeast Tech - Claremore Campus
- Rogers County Historical Society
- Rogers State University (RSU)
- Tulsa Regional Chamber

Related Plans and Studies

- City of Claremore Budget and Annual Financial Reports
- Claremore Collective 2016-2017 Young Professional Strategic Plan
- Claremore Collective 2017 Playbook
- Comprehensive Regional Workforce Analysis (2018)

Market Opportunity

Included as a supplement to this plan section is a Market Opportunity Summary prepared by consultant team member Ricker|Cunningham. The supplement overviews real estate industry and demographic trends; trade area determination; current and projected 10-year market supply and demand for residential, retail, office and industrial development and Claremore's potential market share; and potential strategies based on the market analysis findings.



Target Industry Analysis

As acknowledged by Tulsa's Future Oversight Committee, the implementation arm of the Tulsa Regional Chamber, business siting decisions tend to place the greatest emphasis on supply, operational and personal linkages within regional, rather than local markets. While specific sites are ultimately selected for facility locations, of equal importance is their proximity to other businesses in their "cluster" with which they can share labor, infrastructure and other resources.

Whereas businesses evaluate investment climates at state and regional levels, it is appropriate for the micro-geographies within them to rely on information provided by their larger macro-level partners. The City of Claremore and its fence line areas, are considered part of the State of Oklahoma, Northeast Oklahoma Region, Tulsa Metropolitan Area and Rogers County. Therefore, materials were reviewed from all of these sources related to opportunities for new business development and industry expansion. Two reports in particular offered valuable discussions that could inform local programs regarding priority capital investments and establishing an appropriate "economic development infrastructure." A community's economic development infrastructure refers to its:

- **People** – a community's resident and non-resident employees, its labor force, and its employers.
- **Sites and Buildings** – opportunity sites and buildings which can effectively leverage public incentives for development and redevelopment.
- **Housing Choices** – housing products that serve a wide range of age, income and lifestyle stages.
- **Incentives and Business Support** – public programs, projects and policies which overcome limited resources and facilitate private investment.
- **Infrastructure** – physical networks such as transportation (roadways, mobility, service, coordination, connections, etc.) and utility systems (power, water, sewer, cable, etc.) which support private investment.
- **Quality of Life** – recreation amenities, social services, public facilities, etc., which both visitors and residents can access.

These reports included a target industry analysis prepared for Grow Metro Tulsa in 2017, as part of the Tulsa Regional Chamber's economic development program and the *Northeast Oklahoma Regional Plan*, completed in 2010.

Since business expansion and new market development are two of the most common reasons underlying the need for additional production or service capacity, industry targets are primarily selected based on their relative growth performance compared to other industry groups. The results of the target industry analysis described here reveal a list of industry sectors considered most likely to be attracted to the Tulsa region's strengths and competitive advantages and most able to effectively leverage them for continued growth and increased market share. An investigation of these industries revealed, based on their existing investment in the counties that comprise the Greater Tulsa market, that they have an extensive presence in Tulsa County and a limited presence in Rogers County.

Recommendations resulting from this comprehensive planning initiative considered the conditions deemed essential by businesses in these groups, and which ones Claremore can leverage. This information can also be used to inform future marketing efforts and assist in defining appropriate levels and types of infrastructure improvements in established and emerging areas of the community. An understanding of viable industry targets, taken together with an awareness of likely thresholds of

development achievable in the Claremore market over the near- and long-term, will also better position the City and CIEDA to make the most efficient use of available resources.

Claremore's industry targets include:

- **Advanced Manufacturing**
- **Aerospace and Defense**
- **Energy**
- **Health Care**
- **Information Technology**
- **Regional Headquarters and Professional Services**
- **Transportation and Logistics**

Within the *Northeast Oklahoma Regional Plan*, Rogers is identified as one of 14 counties comprising the area. The Northeast Regional Collaborative, together with its partners the Northeast Oklahoma Rural Alliance, Northeastern State University, the Cherokee Nation, and Northeast Oklahoma Planning Partners (of which there are many), conducted a regional summit that resulted in this report, for the purpose of promoting regional

Sustaining the Route 66 Allure

It was noted during the comprehensive planning process that Route 66 remains the top tourism draw in Oklahoma. In fact, Oklahoma has the nation's longest driveable stretch (approximately 400 miles) of the "Mother Road." Along with Claremore's enduring commitment to maintain the legacy and memory of hometown son Will Rogers, local businesses along Claremore's main highway and elsewhere clearly continue to see value in playing off the Route 66 theme.



collaboration, the long-term economic well-being of the region, and an improved quality of life for its residents.

The summit was considered to be the first of a multi-phase undertaking to discuss common regional assets and regional growth issues. Eight topics which arose from these discussions included:

1. Entrepreneurship;
2. Natural and cultural resources;
3. Infrastructure;
4. Higher and vocational education;
5. Leadership development;
6. Skilled and ready workforce;

7. Socio-economic issues; and
8. A common voice.

Regional Action Teams were established to monitor broad results and identify subsequent action steps.

A key message embodied in the plan and the group's communications related to the necessity for ongoing community planning that incorporates direction offered at a regional level and applies it at a local level. A review of documents and other resources for the purpose of this effort would suggest that Claremore heeded this guidance through initiatives including the formation of Claremore Collective and proposals to grow entrepreneurship and incubate small businesses.

Claremore's Fiscal Resiliency

Among the responses to a survey of institutional investors regarding critical issues affecting their investment returns, several cited "fiscal health." They explained the necessity for greater "fiscal awareness" given the fact that policy decisions regarding growth and development largely stem from these conditions, as does their ability to participate in and support desired development.

During the past three decades, municipalities throughout the United States significantly increased their efforts to foster and inform real estate development. Those that succeeded universally accepted the truth that, "Private investment follows public commitment." To that end, they sought to understand how they could most effectively leverage their resources to attract new investment, encourage reinvestment, and be a productive partner to the private sector. While many other communities want to pursue a similar path, a growing number are concerned with their limited capacity to invest, largely resulting from public employee pension liabilities, and legislative decisions that have diminished monies for education, service programs and infrastructure investment.

According to the same investors cited above, "Cities are more heavily than ever before relying on states (if they are healthy), the private sector and philanthropy." They go on to say, "We are increasingly taking into account the fiscal problems in states. States that have their fiscal houses in order will receive increased investment." Fortunately, Oklahoma was ranked 7th in a national study of fiscal solvency (cash, budget, long-run, service-level, and trust fund) by the Mercatus Center at George Mason University. Oklahoma's standing of 7th in 2017 was up from 8th in 2016 and 9th in 2013. The City of Tulsa and Tulsa Metropolitan Area, of which Claremore is a

component community, even employs a resiliency officer tasked with establishing systems that ensure its resiliency in the wake of environmental forces, equity gaps in schools, transportation system deficiencies, and economic cycles. This type of "infrastructure" will strengthen Claremore's value proposition to investor audiences.

Another factor that will impact Claremore's fiscal resiliency, and one that can be more directly influenced, is its approach to allocating and assigning land uses, and its response to zoning requests. The connection between a community's land use mix, product inventories and municipal budget is often overlooked but must be understood to ensure informed decision-making by its leaders. This is particularly true for communities that are near or at buildout, but similarly important for communities planning for their long-term growth and considering the influence of their annexation policies and practices.

Just as different land uses translate into both revenues and expenses for government entities, so too do the various product types among land uses. For example, multi-family rental properties, if for no other reason than the average density of this product type versus either a single-family detached or attached unit, will impact revenues and expenses differently. Similarly, the manner in which different uses are organized, combined or clustered will also impact revenues and expenses. Therefore, as important as local preferences are in terms of land use and product offerings, so too are the impacts these preferences have on community resources and the City's ability to achieve or sustain certain levels of service and provide public amenities. Land use decisions should, if possible, always be made with many lenses, including from a fiscal impact perspective.

Market Opportunity Summary

City of Claremore, Oklahoma

An analysis of current and future market trends for various land uses was completed to provide both a baseline for the planning process and a roadmap for identifying future opportunities. The purpose of the market context analysis was to:

- Assess current and future market conditions in Claremore and the surrounding trade area;
- Evaluate the City of Claremore's current and future attractiveness for various land use types within the trade area;
- Ensure planning and investment decisions for the City are grounded in market and economic reality; and
- Provide an independent, third-party story to tell potential developer and investor audiences.

The following sections include a discussion of current and future real estate industry trends that may affect growth in Claremore; demographic and psychographic trends in Claremore and its surrounding Trade Area; and market supply and demand dynamics that will determine Claremore's share of future growth.

Real Estate Industry Trends

"The key to the next few years is to expand horizons, market by market, property type by property type." Urban Land Institute (ULI), [Emerging Trends in Real Estate, 2018](#).

Understanding current and anticipated trends in real estate development and the conditions that drive them, are essential for any long-term civic planning initiative. With this information, communities like Claremore will be better able to plan for appropriate levels of capital investment, and work more effectively with their "delivery system" ¹ to ensure product types mirror the preferences of local consumers. To this end, several imminent and ongoing trends that will impact development and influence its character are presented in the narrative below. Each one should be considered in the context of later discussions regarding place types and centers of investment activity. Ultimately, this plan and the initiatives identified to advance its objectives is intended to provide a path toward a community that is uniquely Claremore, reflecting its past and supporting its future.

¹ The term "delivery system" as used in this context refers to developers, home builders, lenders and others involved in delivering real estate products to the market.

The real estate industry, like the energy, finance and technology industries, is often characterized as a series of cycles, each one driven by a variety of “moving parts” such as: availability of capital for investment, supply conditions, demographic and social preferences, local policies and regulations, and capacity of individual markets to accommodate development. Its complexity, and their inability to control impactful outside forces, has historically led many in the industry to take a more commodity-driven approach to investment and development. In other words, they have relied too heavily on internal drivers they could influence, rather than spending equal time considering the preferences of their consumers, much less the sustainability of their products. Post Great Recession, some have begun to adopt an increasingly “outward looking” approach, with greater attention and more deliberate efforts to deliver uses in formats that more closely reflect what employees, residents, and consumers desire from the environments where they work, live and shop.

“With no obvious “storms” on the horizon, many real estate investors and developers are taking this opportunity to think about real estate as more than a commodity. They are experiencing a growing appreciation for the need to create products that reflect the needs and desires of its consumers.” Urban Land Institute (ULI), [Emerging Trends in Real Estate, 2018.](#)

Investor Discipline

Unlike the behavior that followed nearly every other boom – bust episode of the last several decades, real estate investors today are taking a more “defensive posture” that has translated into somewhat “greater discipline” in investment and development. Previously, these individuals and groups have exhibited what is known as a “late-cycle optimism” that resulted in over-leveraged portfolios and over-developed markets.

Additional caution is being driven by concern regarding national public policies that have led to greater divisions between income groups and how they might affect local markets. As reported in the ULI report, “The long-term strength of the U.S. economy has historically been a reflection of the stability and growth among individuals and families in middle income categories.” Upward mobility in both the blue-collar and white-collar sectors traditionally fueled housing demand, consumer spending, and office sector growth. Growing income-inequality, wage stagnation, and regional economic disparities are trends being monitored as possible “threats” to demand.

Employment Space and Productivity

Nearly every major real estate category experienced significant changes in its product inventories following the Great Recession, with the most noteworthy realized by the

commercial office and retail industries. Circumstances that prompted these changes have largely been attributed to demographic shifts, evolving consumer expectations, the “re-urbanization” of America, and growth in technological infrastructure; rather than portfolio performance, lending practices, and monetary policies. For instance, in 1980 office buildings were built to provide 250 square feet of space per employee. In 2017, several new office developments were constructed to provide 100 square feet per employee, and with significantly more space for collaboration. This change is largely seen as an outgrowth of pressure from non-Baby Boomer generations for flexible work schedules which allow employees to divide their time between home and work. In reality, it was also a function of more energy efficient construction practices and willingness of multiple companies to share space.

Consumer preferences are also impacting retail space design, which is becoming more urbanized, regardless of whether it is located in an urban or suburban environment. Smaller retail spaces are being made possible by stronger connections to industrial facilities that are now housing inventories previously found in stores, as well as distribution centers that are making “just-in-time” deliveries of commercial products possible.

At a macro level, and with several years of production behind them, developers and employers are now evaluating the impact of these format changes on employee productivity and output levels. They are finding that in goods-producing sectors such as construction and manufacturing are benefiting less from evolutions in work space design, than those in service sectors are benefitting from technological advances. With a nearly diminished void in the employee-work connection, the traditional “work day” has all but been eliminated and totaled hours worked has increased. Buildings that foster “wellness” (i.e., onsite fitness facilities, fresh air circulation, and healthy food offerings) are also producing higher productivity and satisfaction levels among employees which is translating into higher levels of output.

[“You have to be very efficient in figuring out what changes you want to do to a building so it maintains an attractive occupancy cost for the tenant.” Urban Land Institute \(ULI\), *Emerging Trends in Real Estate, 2018.*](#)

Generational Priorities

Much has been written about the working and living priorities of Millennials, among the most noteworthy being the fact that 67% percent of Millennials believe they will be in a new job in a new city within five years of starting their current one. This reality, for many in other generational groups, is seen as a lack of commitment and consistency, and a loss of investment in human capital. Perhaps in conflict with this perception is the fact that Millennials are credited with making today's society more mindful of the environment and

value of community assets such as historic structures, community gathering places, and natural and man-made open spaces.

The next generation, referred to as Generation Z, is considered somewhat similar to Millennials with regard to social sensitivity, mobility, and technological connectedness; but differ in key ways that could reveal itself in yet another shift in real estate product types. Gen Z's, having observed the impact economic conditions have had on Millennials' ability to live independently of their parents; acquire, much less pay-off student loans; or find fulfillment in their careers, appears to be manifesting in a cohort that seeks order, structure and predictability. Considered in concert with their obvious technical prowess, this group could either tamp down current forces that are shaping these spaces, or drive adaptations in a new direction. In terms of their influence on retail development, most industry experts intend to deliver "more of the same," with an emphasis on experience and social interaction. Forward thinking municipalities, and representatives of their development delivery systems, would be well-advised to find ways to create environments that leverage this understanding, while continuing to pursue greater sustainability, and preservation of their historic and valued assets.

"Generation Z will seek salary and benefits more than 'making a difference' in their jobs, a moniker of most Millennials." Urban Land Institute (ULI), [Emerging Trends in Real Estate, 2018.](#)

Boomers' New Reality

By 2030, 75.5 million Americans will be over the age of 65. While much has been written about their impact on the labor force, health care, and retirement benefits, little has been discussed about their impact on real estate. At one time, because Baby Boomers possessed the majority of the country's disposable income, they were thought to be well on their way to retiring by the age of 55. This presumption was disproven during the latter part of the last decade when lending and banking practices devastated the earnings and savings of individuals in this group and others; and their ongoing presence in the workplace may have caused some property owners to delay adapting their properties for the emerging workforce. The "hangover affect" of the Great Recession will likely continue to affect retirement rates among the youngest Boomers who are approaching 60; but so too will advances in technology that make it possible to work remotely, while staying connected.

Financial realities which have caused Boomers to adjust their retirement plans, are not only evident in the evolution of non-residential property types over the last decade, but residential property types, as well. Their desire to live in smaller, more maintenance-free communities, is as much a function of the fact that with more hours spent at work, Boomers have less time for leisure, as the need to rebuild their retirement resources. While this group alone may not have been sufficient for developers to risk adapting existing

spaces, older individuals in combination with Gen Xers and some Millennials who desired similar spaces, yet for different reasons, made town center, lifestyle center and mixed-use development a more feasible alternative to traditional housing types.

Whereas the pace with which smaller products and maintenance-free communities have been delivered is different in every market; what remains an ongoing challenge in nearly every market is the ability of homeowners to sell over-sized and over-priced homes in suburban locations. A residential broker interviewed for the Emerging Trends publication was reported as saying, "Boomers bought and now price their homes based on size. Gen Xers and Millennials, buy based on the qualities of the house." Understanding these preferences is critical for communities to understand, so as to avoid over-building of obsolete product types.

"Many boomers have spent their nest eggs, so we'll see people staying in the workforce longer, or even retiring and picking up a part-time job." Contributor to Urban Land Institute (ULI), [Emerging Trends in Real Estate, 2018.](#)

Secondary Markets

The cyclical nature of real estate is both a curse and a blessing. The curse, which often results in overbuilding, is often realized first, by lenders, then developers, and then consumers. The blessing, which is perspective, while realized second, often occurs to representatives of the delivery system in a similar order. Following the Great Recession, Real Capital Analytics CPPI, a national analytics group that predicts real estate activity, reported that activity and the value of assets in primary markets started returning to pre-Recession levels in early 2014. Comparatively, using these same matrices, secondary markets like Tulsa, San Antonio, and Salt Lake City, did not realize their recovery until early 2016. Additionally, while activity in primary markets has accelerated, albeit at rates more modest than in previous decades, activity in secondary markets has remained steady.

With a relatively shared belief that there are no obvious "crises" on the horizon, many in real estate are looking to secondary markets for long-term investment opportunities. According to ULI, values in secondary markets are expected to increase by nearly 12 percent over the near-term, primarily because of their expected stability, while values in primary markets are expected decline by 6 percent (on average) as a circumstance of heightened activity and greater competition.

While Claremore is obviously a component of the larger Tulsa Metro Area, given its location on the fringe and proximity to smaller markets beyond, it has the potential to position and market itself as a secondary market within a primary market.

Changing Face of Retail

As one expert put it, "Retail is in the midst of an identity crisis." Among the mixed-messages contributing to angst in the industry are forecasts in annual retail sales of 4.0 to 4.5 percent, yet limited new construction. Another is increasing obsolescence among existing formats, yet a desire by the largest age cohorts for "main-street" shopping experiences. Industry representatives are reportedly reconsidering both their on-line, and on-street presence. They are working to understand how technology and intimacy can co-exist, and what should become of existing inventories that support neither. Whereas their planning will eventually evolve into product development, forward thinking communities that value a retail presence, will create or encourage environments that support an industry that will never cease to change.

"Consumers' devices remain on even while their owners are shopping in the store." Urban Land Institute (ULI), [Emerging Trends in Real Estate, 2018](#).

Demographic and Psychographic Trends

Economic and demographic characteristics in the market are indicators of overall trends and economic health that may affect future development and redevelopment efforts. Future development and redevelopment in Claremore will likely serve and attract individuals from a broader geography. Economic and demographic indicators were, therefore, analyzed for both the City and Rogers County as a whole. Key demographic and psychographic indicators that will likely inform future growth in the City include:

- Over the last 6 years, the City of Claremore (the City) has grown at a slightly slower rate than that of Rogers County (the County).
- The City's average household size is smaller than the County's and not surprisingly, the City has higher shares of nonfamily households, one- and two-person households and renter-occupied households.
- The City's age profile skews similar to the County, with a slightly higher degree of persons age 65 and over. The City, however, has a lower median age than the County.
- The percentage of college-educated residents in Claremore is comparable to that of the County.
- Household incomes in the City are significantly lower than the County.
- The City's ethnic profile is similar to the County.
- **Table 1** summarizes key demographic characteristics for the City and County.

Table 1
Trade Area Demographic Overview

2016 Indicator (unless otherwise noted)	City of Claremore	Rogers County
2010 Population	18,581	86,905
2016 Population	19,069	91,444
2016 Households	7,697	33,960
Annual Household Growth Rate (Projected through 2027)	1.9%	2.1%
Average Household Size	2.33	2.64
Percent Non-Family Households	39%	25%
Percent One- and Two-Person Households	64%	58%
Percent Renters	46%	22%
Percent Age 65+	18%	15%
Percent Age 0-17	23%	25%
Median Age	35.9	38.9
Percent With Bachelors Degree	20%	23%
Average Household Income	\$51,764	\$76,313
Percent With Income Below \$25,000	31%	18%
Percent With Income Over \$100,000	12%	25%
Percent Hispanic	6%	4%
Percent Black/African-American	3%	2%
Percent Asian American	1%	2%

Source: U.S. Census Bureau; ESRI; and Ricker | Cunningham.

Psychographic Profile

Psychographics is a term used to describe the characteristics of people and neighborhoods which, instead of being purely demographic, speak more to attitudes, interests, opinions and lifestyles. Tapestry (ESRI) is a leading system for categorizing day- and night-time populations into one of 67 distinct lifestyle segments based on these factors. Many commercial retail developers rely on psychographics to measure a market's depth for certain consumer preferences and propensity to spend across select retail categories. Similarly, a growing number of residential developers are interested in an area's psychographic profile because it can serve to eliminate some of the uncertainty associated with delivering unproven product types to a market.

Tapestry organizes the segments into "LifeMode groups," which represent markets that share a common experiences or significant demographic traits and "Urbanization" groups, markets that share a common locale. The largest segments for the Trade Area are summarized in **Table 2**, along with a breakdown of LifeMode and Urbanization Groups. Each segment listed in the table includes: total area households which fall into these groups; the percent they represent of all households in the Trade Area; and the national index for this segment (or comparative number of households in the nation that fall in this group). Psychographic characteristics among the largest population groups in the City and Trade Area and across all lifestyle segments appear to show the greatest support for middle-income housing products, such as: smaller single family detached units; attached ownership units including townhomes, rowhouses, and paired units; and affordable and market-rate rental units. Further, a sizable share of Trade Area residents have a profile that suggests a preference for renting versus owning.

Table 2
City and Trade Area Psychographic Overview

City of Claremore				Rogers County			
Tapestry Segment	2017 Households	% of Total Households	U.S. Index=100*	Tapestry Segment	2017 Households	% of Total Households	U.S. Index=100*
Traditional Living	2,078	27.2%	1,397	Green Acres	7,096	20.7%	651
Small Town Simplicity	1,111	14.5%	776	Salt of the Earth	4,975	14.5%	505
Rustbelt Traditions	956	12.5%	566	Southern Satellites	4,382	12.8%	409
Bright Young Professionals	849	11.1%	497	Middleburg	2,888	8.4%	296
Midlife Constants	616	8.1%	323	Soccer Moms	2,682	7.8%	273
Total Above Segments	5,610	73.3%	--	Total Above Segments	22,023	64.4%	--

LifeMode Group	2017 Households	% of Total Households	U.S. Index=100*	LifeMode Group	2017 Households	% of Total Households	U.S. Index=100*
Hometown	3,189	41.7%	673	Cozy Country Living	12,757	37.3%	311
GenXurban	1,999	26.1%	229	Family Landscapes	5,570	16.3%	219
Cozy Country Living	996	13.0%	108	Rustic Outposts	5,214	15.2%	185
Middle Ground	849	11.1%	102	Hometown	4,009	11.7%	189
Family Landscapes	601	7.9%	106	GenXurban	3,656	10.7%	94
Total Above Groups	7,634	99.8%	--	Total Above Groups	31,206	91.2%	--

Urbanization Group	2017 Households	% of Total Households	U.S. Index=100*	Urbanization Group	2017 Households	% of Total Households	U.S. Index=100*
Semirural	2,292	30.0%	321	Rural	17,285	50.5%	301
Metro Cities	2,078	27.2%	149	Suburban Periphery	7,082	20.7%	65
Urban Periphery	1,805	23.6%	140	Semirural	5,195	15.2%	163
Suburban Periphery	1,043	13.6%	43	Metro Cities	2,388	7.0%	38
Rural	433	5.7%	34	Urban Periphery	2,261	6.6%	39
Total Above Groups	7,651	100.0%	--	Total Above Groups	34,211	100.0%	--
Total Trade Area	7,651	100.0%	--	Total Trade Area	34,211	100.0%	--

* Indicates concentration of this segment relative to U.S. average. A segment index of 200 would mean that this group contains 2 times the concentration of households compared to the average U.S. neighborhood.

Source: ESRI and Ricker | Cunningham.

Trade Area Determination

The supply and demand analysis summarized herein focused on identifying market opportunities within project trade areas representative of various land uses. A trade area is the area from which a project(s) or area will draw the majority of its residents (housing),

patrons (retail) and employees (office)—the area that will likely be a source of competition and demand. The boundaries of the trade area are often irregular as they are influenced by the following conditions:

Physical Barriers

The presence of certain physical barriers including highways, arterials and significant structures which influence driving and shopping patterns

Location of Possible Competition

The inventory of potentially competitive developments which could diminish the market share available to the project

Proximity to Population and/or Employment Concentrations

Concentrations in an area which could translate into more population and households to support the project (density and "rooftops")

Zoning

A restrictive or favorable regulatory environment which will influence a developer's interest in delivering projects in one location vs. another

Market Factors

Conditions which will set sale and lease prices, influence a developer's interest or impact the project's revenue potential (value)

Drive Times, Spending and Commuting Patterns

Habits and patterns that have been established which could impact the project's ability to capture market share (or require re-education)

Based on evaluations of these factors, a representative Trade Area for residential, retail, office and industrial development was determined to be Rogers County.

Market Supply and Demand

An analysis of the current performance of real estate products within an overall market, as well as competitive projects within a trade area, provides an indication of whether a property or area may be ready for new development and/or redevelopment. It also helps to identify potential gaps in the market -- niches that new development and/or redevelopment could fill. In addition, in order to identify potential future market opportunities given the City's competitive position and prevailing market conditions, market demand estimates were prepared for residential, retail, office and industrial land uses over

the next 10 years. The information which follows presents a summary of current demand conditions for competitive land uses within the Claremore Trade Area (Rogers County).

Residential Supply and Demand

Table 3 summarizes building permit activity for the City, Rogers County and the Metro Area. As shown, new residential construction in all three areas over the past 5 years has begun to rebound, following the Great Recession (2008 - 2012). Over the last 5 years, Claremore and Rogers County accounted for 1% and 9%, respectively, of total permits issued in the Metro Area. Interestingly, though, Claremore accounted for over 17% of single family attached units in the Metro Area during that time period. This indicates that the City is capturing a higher than average share of housing products which address affordability and lifestyle preferences.

Table 3
Trade Area Building Permit Activity

Unit Type	2013	2014	2015	2016	2017	Total	Annual Average	% of Metro Area
City of Claremore								
Single Family Detached	12	25	49	14	48	148	30	1.0%
Single Family Attached (2-4 units)	8	14	20	40	22	104	21	17.4%
Multi-Family (5+ units)	0	0	0	0	9	9	2	0.2%
Total Units	20	39	69	54	79	261	52	1.3%
Rogers County (Unincorporated)								
Single Family Detached	363	369	369	378	343	1,822	364	12.1%
Single Family Attached (2-4 units)	0	0	0	0	0	0	0	0.0%
Multi-Family (5+ units)	0	0	0	0	0	0	0	0.0%
Total Units	363	369	369	378	343	1,822	364	9.4%
Tulsa Metro Area								
Single Family Detached	3,008	3,022	2,885	3,036	3,160	15,111	3,022	100.0%
Single Family Attached (2-4 units)	101	172	154	122	48	597	119	100.0%
Multi-Family (5+ units)	616	1,339	735	594	436	3,720	744	100.0%
Total Units	3,725	4,533	3,774	3,752	3,644	19,428	3,886	100.0%

Source: U.S. Census Bureau and Ricker | Cunningham.

With the exception of student housing for Rogers State University, there has been no new multifamily construction in Claremore over the past 5 years. According to the 2015 Claremore Area Housing Demand Study conducted by CDS Market Research, there were 24 apartment complexes in Roger County totaling 1,892 units. Of this total, 10 complexes of 1,220 units are market-rate apartments, the majority of which were built between 1970 and 2000. The overall occupancy rate for these market-rate apartments was 97% and average monthly rental rates were nearly \$0.90 per square foot, both rates higher than the overall Metro Area.

Demand for residential units in Claremore is a function of projected household growth across a wider geography – in this case, Rogers County (the Trade Area). In other words,

Claremore will compete with other locations in the Trade Area as a potential home for newly formed households, whether they arise through natural increase or net in-migration.

The 2018 base of 34,400 Trade Area households is expected to grow at approximately 2.1 percent annually to arrive at 42,300 households by 2028 – an addition of 7,900 units. Applying a 1 percent factor to account for a vacancy/turnover buffer, demolition and a modest amount of second-home purchase activity, results in an adjusted 10-year demand for approximately 8,000 units for the Trade Area. Based on current and anticipated home ownership and rental rates, there should be demand for 1,900 additional rental units and 6,100 additional ownership housing units by 2028.

This gross unit demand is further allocated into approximate income-qualified rent and home price groups. The analysis assumes a moderate increase in household incomes over time (using constant 2018 dollars). In other words, new households are expected to be somewhat more affluent than existing households. **Table 4** summarizes these demand estimates.

Table 4
Trade Area Residential Demand

Residential Demand Analysis Claremore Trade Area 10-yr Demand Estimates			Households	2018	34,400				
				2023	38,167	Annual Growth Rate	2.1%		
				2028	42,346				
			Household Growth (2018-28)		7,946	Adjust for 2nd homes, demolition, vacancy	1.0%		
			Adjusted Unit Requirement		8,026	% Rental	24%		
Trade Area Demand from New Households (10-yr)									
Annual Household Income Range (2018 dollars)	Approximate Rent Range	Supportable Home Price Range	Current Households in Income Bracket	New Households by Income Bracket	Total Units	Estimated % Rental	Total Rental Units	Total Ownership Units	
up to \$15K	up to \$375	up to \$75K	9%	8%	642	80%	514	128	
\$15-25K	\$375 - \$625	\$75 to \$100K	9%	8%	642	70%	449	193	
\$25-35K	\$625 - \$875	\$100 to \$150K	9%	8%	642	60%	385	257	
\$35-50K	\$875 - \$1,000	\$150 to \$200K	14%	13%	1,043	30%	313	730	
\$50-75K	\$1,000+	\$200 to \$250K	21%	22%	1,766	10%	177	1,589	
\$75-100K	\$1,000+	\$250 to \$350K	13%	14%	1,124	5%	56	1,067	
\$100-150K	\$1,000+	\$350 to \$500K	16%	17%	1,364	3%	41	1,323	
\$150K and up	\$1,000+	\$500K and up	9%	10%	803	1%	8	795	
Totals			100%	100%	8,026	24%	1,943	6,083	

Source: Indian Nations Council of Governments (INCOG); ESRI, Inc.; and Ricker | Cunningham.

Table 5 shows reasonable attainable demand for single family detached units in the Trade Area for households earning at least \$15,000 per year. This analysis assumes that detached homes will account for around 75 percent of all ownership demand, with the balance

coming in the form of attached products (condominium, townhome, rowhome, loft, patio home, etc.). Therefore, over the next 10 years, the Trade Area could support approximately 4,500 new single family detached units.

Table 5
Trade Area Single Family Detached Demand

Annual Household Income Range	Approximate Home Price Range	Trade Area For-Sale Demand (Incomes \$15K+)	Estimated % Single Family Detached	Single Family Detached Demand
\$15-25K	\$75 to \$100K	193	75%	144
\$25-35K	\$100 to \$150K	257	75%	193
\$35-50K	\$150 to \$200K	730	75%	548
\$50-75K	\$200 to \$250K	1,589	75%	1,192
\$75-100K	\$250 to \$350K	1,067	75%	801
\$100-150K	\$350 to \$500K	1,323	75%	993
\$150K and up	\$500K and up	795	75%	596
Totals		5,954	75%	4,466

Source: Indian Nations Council of Governments (INCOG); ESRI, Inc.; and Ricker | Cunningham.

Generally speaking, infill neighborhood areas are more suitable for attached ownership housing, particularly near a downtown or central business district. Neighborhoods in and around Downtown Claremore, which include significant areas of detached residential development, vacant land and marginal housing, would be potential candidates for this type of infill housing. For vacant areas, detached development could be relatively dense, with patio homes, bungalow courts and other small-lot development working within this relatively urban setting. Redevelopment of existing single-family home sites, however, would likely need to conform to current zoning and lot sizes. Over the next 10 years, the Trade Area could support approximately 1,500 new single family attached units.

Table 6
Trade Area Single Family Attached Demand

Annual Household Income Range	Approximate Home Price Range	Trade Area For-Sale Demand (Incomes \$15K+)	Estimated % Single Family Attached	Single Family Attached Demand
\$15-25K	\$75 to \$100K	193	25%	48
\$25-35K	\$100 to \$150K	257	25%	64
\$35-50K	\$150 to \$200K	730	25%	183
\$50-75K	\$200 to \$250K	1,589	25%	397
\$75-100K	\$250 to \$350K	1,067	25%	267
\$100-150K	\$350 to \$500K	1,323	25%	331
\$150K and up	\$500K and up	795	25%	199
Totals		5,954	25%	1,489

Note: Assumes Townhome/Condo development stabilizes at 25% of all ownership demand

Source: Indian Nations Council of Governments (INCOG); ESRI, Inc.; and Ricker | Cunningham.

While condominium-type construction has been adversely impacted nationally by the mortgage lending crisis and over-building in recent years, the low-maintenance and potentially pedestrian-friendly aspects of attached housing should grow in share as it finds appeal among an aging Baby Boomer population as well as young professionals. This absorption could take the form of loft condominiums within upper floor commercial buildings, as well as in new townhome or rowhome construction on underutilized parcels scattered around Claremore.

Lastly, **Table 7** shows projected rental apartment demand for the Trade Area of 1,400 new units by 2028 (for households earning over \$15,000).

Table 7
Trade Area Rental Apartment Demand

Annual Household Income Range	Approximate Rent Range	Trade Area Rental Demand (Incomes \$15K+)
\$15-25K	\$375 - \$625	449
\$25-35K	\$625 - \$875	385
\$35-50K	\$875 - \$1,000	313
\$50-75K	\$1,000+	177
\$75-100K	\$1,000+	56
\$100-150K	\$1,000+	41
\$150K and up	\$1,000+	8
Totals		1,429

Source: Indian Nations Council of Governments (INCOG); ESRI, Inc.; and Ricker | Cunningham.

As with attached ownership housing, new apartments could be created from rehabbing existing commercial space, built on smaller scattered-site underutilized lots, or developed on larger underutilized tracts as part of a residential mix.

Retail Supply and Demand

Claremore is at the far northeastern edge of the Tulsa Metro Area retail market. The Northeast submarket is the closest retail submarket to Claremore. As of 1st quarter 2018, this submarket was outperforming the overall Tulsa Metro Area, with higher occupancy (98.7% vs. 94.8%) and rental rates (\$13.37 vs. \$12.32). The Northeast submarket also has 337,000 square feet of new retail space under construction, representing nearly 1/3 of new space in the Metro Area.

Future demand for retail space (including restaurant, entertainment, service, etc.) is determined by the potential level of retail expenditures in a given trade area from two sources: those dollars spent by trade area residents outside the trade area, or "leakage"; and those generated by new household growth. **Table 8** summarizes the calculations of both of these sources of retail demand. For each major retail category, current household retail expenditures (demand) are compared to current retail sales (supply) in the Trade Area to determine if there is a retail "surplus" (supply exceeds demand) or "leakage" (demand exceeds supply). **Table 8** shows that "leakage" exists in the following retail categories:

- Furniture and Home Furnishings;
- Building Materials and Garden Equipment;
- Clothing and Accessories;
- Sporting Goods, Hobby, Books, Music
- General Merchandise; and
- Miscellaneous Stores.

The remaining categories currently have retail surpluses, i.e., supply exceeds demand. Projected demand from new household formation over the next 10 years is determined by multiplying growth in households with that portion of household income typically spent on general retail and service purchases. Table 8 also shows the level of demand by retail category that will be generated by new household formation.

As shown, there is considerable "leakage" in the Trade Area for the retail categories identified above. The level of "leakage" estimated in current retail categories is approximately \$88.9 million in retail spending, which could potentially support an additional 248,400 square feet of space. This indicates a substantial "void" in the current market for these retail store types. An additional \$167.7 million in retail spending is anticipated from new household growth. Together, current "leakage" and future household spending could potentially support a total of 669,300 square feet of new retail space over the next 10 years.

Table 8
Retail Demand
Claremore Trade Area

Retail Category	Estimated 2018 Household Retail Demand	Estimated 2018 Retail Sales (Supply)	Estimated 2018 Retail Void (Leakage)	Estimated Retail Sales/s.f.	New Retail Space Needed to Recapture Void/Leakage	Annual Household Growth Rate (2018-2028)	Net New Household Retail Demand	New Retail Space Needed for Household Growth	Total 10-Year New Trade Area Retail Demand (s.f.)
Furniture & Home Furnishings	\$20,299,624	\$4,107,557	\$16,192,067	\$300	53,974	2.8%	\$6,456,250	21,521	75,494
Electronics & Appliance	\$21,688,832	\$12,998,871	\$8,689,961	\$325	26,738	2.8%	\$6,898,084	21,225	47,963
Bldg Materials, Garden Equipment	\$49,372,418	\$78,294,139	\$0	\$400	0	2.8%	\$15,702,787	39,257	39,257
Food & Beverage (Grocery)	\$107,943,935	\$103,034,908	\$4,909,027	\$475	10,335	2.8%	\$34,331,326	72,276	82,611
Health & Personal Care	\$40,885,778	\$60,073,126	\$0	\$424	0	2.8%	\$13,003,630	30,669	30,669
Clothing and Accessories	\$26,111,407	\$9,277,397	\$16,834,010	\$325	51,797	2.8%	\$8,304,674	25,553	77,350
Sporting Goods, Hobby, Book, Music	\$24,172,805	\$15,822,595	\$8,350,210	\$325	25,693	2.8%	\$7,688,107	23,656	49,349
General Merchandise	\$133,249,954	\$115,452,476	\$17,797,478	\$400	44,494	2.8%	\$42,379,849	105,950	150,443
Miscellaneous Stores	\$29,062,573	\$27,828,831	\$1,233,742	\$300	4,112	2.8%	\$9,243,286	30,811	34,923
Foodservice & Drinking Places	\$74,618,647	\$59,748,439	\$14,870,208	\$475	31,306	2.8%	\$23,732,293	49,963	81,268
Total	\$527,405,974	\$486,638,339	\$88,876,703		248,448		\$167,740,287	420,880	669,328

Source: Indian Nations Council of Governments (INCOG); ESRI, Inc.; Urban Land Institute; and Ricker | Cunningham.

Office Supply and Demand

The North office submarket is the closest office submarket to Claremore. As of 1st quarter 2018, this submarket was performing below the overall Tulsa Metro Area, with lower occupancy (67.5% vs. 87.0%) and rental rates (\$15.18 vs. \$15.25). The North submarket has only absorbed 600 square feet of office space this quarter, the second lowest of any submarket in the Metro Area.

Demand for new office space is derived from two primary sources: expansion of existing industry; and the relocation of new companies into the market. Employment projections by industry classification for the Claremore Trade Area were used to estimate demand over the next 10 years. Applying current growth rate estimates by industry category nets an overall 1.3% sustained annual employment growth rate, resulting in demand for approximately 920 new office employees over the next 10 years. Assuming differing levels of office space needed across various industry categories, the analysis revealed demand for nearly 281,500 square feet of new office space over this period. **Table 9** summarizes this estimate of office demand.

Table 9
Office Demand
Claremore Trade Area

Industry Category	Estimated 2018 Employees	Estimated Growth Rate 2018- 2028	Estimated 2028 Employees	Estimated New Employees	Estimated % in Office Space	Estimated Net New Office Employees	Sq Ft per Office Employee	Estimated Office Demand (2018-2028)
Natural Resources, Mining and Construction	2,271	1.5%	2,636	365	40%	146	400	58,334
Manufacturing	5,053	1.1%	5,637	584	5%	29	400	11,683
Trade, Transportation and Utilities	6,792	1.2%	7,652	860	10%	86	400	34,420
Information	204	1.1%	228	24	80%	19	300	5,660
Financial and Real Estate Activities	1,359	1.2%	1,531	172	90%	155	250	38,739
Professional and Business Services	1,143	1.4%	1,313	170	80%	136	250	34,097
Educational and Health Services	5,900	1.3%	6,713	813	20%	163	300	48,808
Leisure and Hospitality	3,162	1.2%	3,563	401	10%	40	250	10,015
Other Services	1,687	1.5%	1,958	271	30%	81	250	20,312
Government	1,347	1.5%	1,563	216	30%	65	300	19,462
Totals	28,918	1.3%	32,795	3,877	24%	920	306	281,531

Source: Indian Nations Council of Governments (INCOG); ESRI, Inc.; and Ricker | Cunningham.

Industrial Supply and Demand

The Northeast industrial submarket is the closest submarket to Claremore. As of year-end 2017, this submarket was performing slightly below the overall Tulsa Metro Area, with lower occupancy (95.9% vs. 96.2%) and rental rates (\$5.47 vs. \$5.63). The Northeast submarket also has 495,580 square feet of new industrial space under construction, representing nearly 90% of new space in the Metro Area.

As with office, demand for new industrial space is derived from two primary sources: expansion of existing industry; and the relocation of new companies into the market. Employment projections by industry classification for the Claremore Trade Area were used to estimate demand over the next 10 years. Applying current growth rate estimates by industry category nets an overall 1.3% sustained annual employment growth rate, resulting in demand for approximately 1,400 new industrial employees over the next 10 years. Assuming differing levels of industrial space needed across various industry categories, the analysis revealed demand for nearly 694,400 square feet of new industrial space over this period. **Table 10** summarizes this estimate of industrial demand.

Table 10
Industrial Demand
Claremore Trade Area

Industry Category	Estimated 2018 Employees	Estimated Growth Rate 2018- 2028	Estimated 2028 Employees	Estimated New Employees	Estimated % in Industrial Space	Estimated Net New Industrial Employees	Sq Ft per Industrial Employee	Estimated Industrial Demand (2018-2028)
Natural Resources, Mining and Construction	2,271	1.5%	2,636	365	20%	73	600	43,751
Manufacturing	5,053	1.1%	5,637	584	80%	467	400	186,933
Trade, Transportation and Utilities	6,792	1.2%	7,652	860	60%	516	600	309,777
Information	204	1.1%	228	24	20%	5	400	1,887
Financial and Real Estate Activities	1,359	1.2%	1,531	172	15%	26	400	10,330
Professional and Business Services	1,143	1.4%	1,313	170	15%	26	400	10,229
Educational and Health Services	5,900	1.3%	6,713	813	20%	163	400	65,077
Leisure and Hospitality	3,162	1.2%	3,563	401	5%	20	400	8,012
Other Services	1,687	1.5%	1,958	271	30%	81	400	32,500
Government	1,347	1.5%	1,563	216	20%	43	600	25,950
Totals	28,918	1.3%	32,795	3,877	37%	1,420	489	694,445

Source: Indian Nations Council of Governments (INCOG); ESRI, Inc.; and Ricker | Cunningham.

Claremore Market Share

A number of factors influence an area's ability to capture investment dollars. These can be categorized as: top-down considerations; bottom-up considerations; external considerations; and others. Some the public sector (or stakeholder entities) can control, and others they cannot.

Top-Down Considerations

- Demand for certain land uses
- Demographic and psychographic conditions which support certain product types
- Untapped market niches (product voids)
- Competitive projects (proposed, planned and under construction)

Bottom-Up Considerations

- Physical capacity of the community / individual parcels to accommodate market-supported product types – fewer physical constraints
- Vision and desire for certain uses and product types
- Size of parcels, parcel ownership (public and private), owner investment objectives
- Zoning (and other regulations) and presence of easements

External Considerations

- Delivery system – who are the area's builders / developers, what are they willing and able to offer
- Financing markets – availability of capital with reasonable funding terms for certain product types
- Forces beyond those currently in the market (e.g., migration to community by persons who do not represent the existing profile of residents and consumers)

Other Considerations

- Available resources to position and promote investment in the community
- Public support for a long-term vision

Based on the market analysis summarized herein, the land uses summarized in **Table 11** are supportable within the City. Ideally, a mix of uses will be configured in a synergistic manner that encourages an integration of activities and product types. When effectively integrated, these multi-use developments yield higher values for a more sustained period of time. Rather than addressing the needs and interests of single markets, collectively, the land uses tend to become destinations and draw on the interest of individuals beyond their respective trade areas. Beyond its land uses, successful development of the City will depend on a commitment to quality over quantity as reflected in a unified program of signs, gathering places, and landscaped features; appropriate transitions between uses; access to, yet preservation of natural amenities; and, improvements of a suitable scale.

The City is well-positioned to compete for market share with attainable capture rates ranging from 10% to 40% depending on the product type. Actual investment levels will be dictated by numerous factors including – the physical capacity of the area to accommodate development, desires of property owners, community vision, and effectiveness of the City's ability to position itself and its assets and "ready the environment" for investment. **Table 11** summarizes potential market demand for land uses in the City over the next 10 years.

Table 11
Claremore Market Demand Summary

Land Use Type	Trade Area Demand (2018 to 2028)	City of Claremore			
		Market Share		Absorption (Units/Sq Ft)	
		Low	High	Low	High
Residential (Units):					
Single Family Detached	4,500	10%	15%	450	675
Single Family Attached	1,500	15%	20%	225	300
Rental Apartments	1,400	15%	20%	210	280
Residential Subtotal	7,400			885	1,255
Non-Residential (Sq Ft):					
Retail/Service/Restaurant	669,300	20%	30%	133,860	200,790
Office	281,500	30%	40%	84,450	112,600
Industrial	694,400	30%	40%	208,320	277,760
Non-Residential Subtotal	1,645,200			426,630	591,150

Source: Ricker | Cunningham.

Claremore Market Implications

The findings of the market analysis suggest several potential strategies for Claremore's future.

Residential

- There is an opportunity to continue to diversify the City's housing stock—higher-density, low maintenance products appeal to a broader range of demographic segments.
- A high-quality image should be maintained while addressing new market niches.
- Market pressure from expanding high-mobility groups can be accommodated in more urbanized mixed-use, live/work areas and held to a higher standard of quality and uniqueness. Downtown Claremore is an attractive environment for this type of development.

Retail

- Interstate 44, State Highway 20 and US Route 66 frontages will attract attention from larger retailers, but caution should be used when considering requests by users of large format spaces.
- The challenge will be to concentrate retail near existing and new neighborhoods while still accommodating regional retail at key intersections (e.g., I-44 and State Highway 20).
- There is an opportunity to continue to build on retail/entertainment uses in Downtown Claremore.
- High levels of community character should be preserved in order to maintain higher-end retail product types.

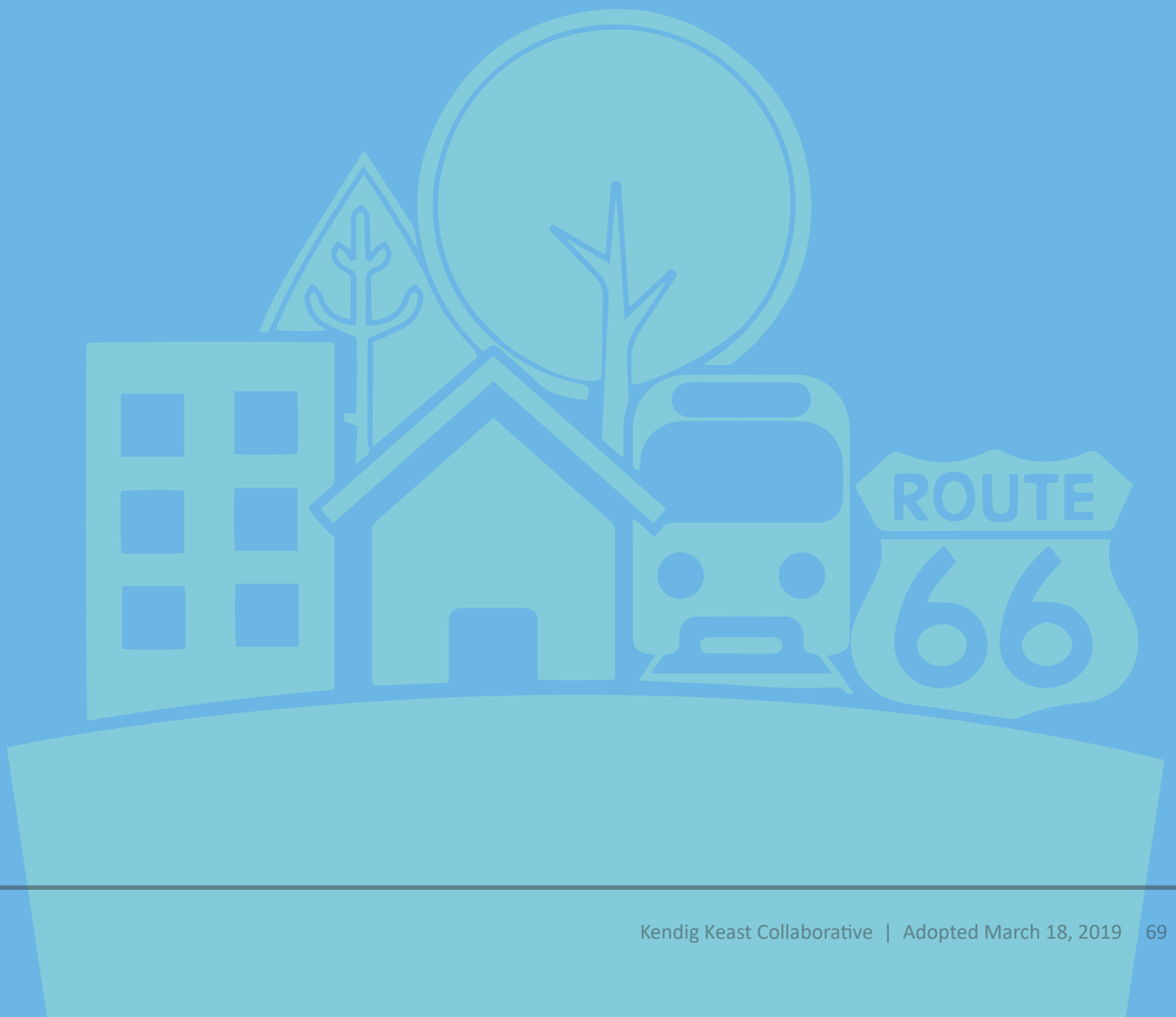
Office

- There are opportunities for sustainable product types designed with evolving workforce trends and user values in mind (green construction, smaller work spaces, larger community spaces) along major corridors and in the Downtown area (again, with supporting uses).
- Higher-end and more sustainable office products can help protect against value deterioration.

Industrial

- I-44 frontage will attract attention from large-scale industrial users (transportation, warehousing) despite land prices and because of pent-up and emerging demand, but could provide long-term opportunities for higher-end alternative and flexible product types.
- Claremore's demographics can support a unique environment for the "creative class" or knowledge-based workers within hybrid mixed-use and multi-use employment centers. Claremore's existing manufacturing base could provide a foundation for this type of expansion.

Recreation and Amenities



This plan section underscores that parks, open space, and recreation facilities are an essential part of a healthy and sustainable community, offering relaxation and exercise outside of the home and work, and beyond school activities. Much like streets, utilities, and police and fire protection, parks are integral parts of any municipality – and often among the public services most valued by residents and also enjoyed by visitors. With its unique heritage and appreciation for the arts, Claremore also offers various museums, a well utilized Expo Center, and a premier cultural facility in the Robson Performing Arts Center. All aspects of this Comprehensive Plan shape the livability of Claremore, but this final plan section especially reinforces the quality of life its residents enjoy.

Legacy of Past Planning

Among various other topics, the previous Claremore-Rogers County Comprehensive Plan of 2006 included goals, objectives, policies and recommendations addressing Infrastructure, Facilities and Services; Culture, Recreation and Entertainment; Education; and Healthcare. Themes still relevant include:

- Community facilities that are easy to locate and access, efficiently used, safe, well maintained, and adequately sized to meet community needs.
- Promoting a variety of both existing and new cultural opportunities and resources.
- Providing both active and passive recreational opportunities, as well as entertainment offerings, that are consistent with the area lifestyle and responsive to a broad spectrum of interests and demographic factors (age, income, etc.).
- Providing for personal enrichment and “fun learning” opportunities for all residents as part of the area educational system.
- Ensuring that quality education and quality, affordable healthcare are available and accessible to all area residents, and recognizing that the area’s educational and healthcare systems are key factors in the regional lifestyle and quality of life.



Key Planning Issues and Considerations

Through the Existing City and Plan Direction phases of the comprehensive planning effort, a set of eight strategic priorities was identified based on input from the Comprehensive Plan Advisory Committee, joint workshops with City elected and appointed officials, results of varied public engagement activities, and consultant team input. Two of the eight strategic items are most relevant to the Recreation and Amenities portion of the Comprehensive Plan, along with the specific related issues under each:

AN EVEN MORE LIVABLE CLAREMORE

- Ongoing expansion and enhancement of recreational options and amenities – including to support an active community and healthy living objectives – while maintaining existing neighborhood parks and other facilities.
- Ongoing enhancements around Lake Claremore given its significance as an asset for both residents and visitors, along with other outdoor recreation opportunities in the area.



BEYOND CITY-WIDE PLANNING TO A SPECIAL AREAS FOCUS (“DISTRICTING”)

- Embracing Claremore’s “college town” potential, with better integration of Rogers State University students, faculty, staff and visitors into the Claremore community as a particular objective of special district efforts.
- Continued focus on community and special events and unique destinations and gathering places in Downtown and elsewhere for resident and visitor enjoyment.

Framework for Action

GOALS

GOAL RA 1:

Continued emphasis on and marketing of Claremore’s advantages in the areas of history, culture and recreation.

GOAL RA 2:

Both a quantity and quality of parkland sites and trail miles to meet residents’ expectations and support their outdoor recreation interests.

GOAL RA 3:

An increased focus on the accessibility and safe passage to and from park and recreation sites for pedestrians and cyclists.

GOAL RA 4:

A commitment to a “districting” strategy as the most effective path to boosting a “college town” atmosphere in Claremore.

Strategic Action Priorities

CAPITAL INVESTMENTS

1. As part of ongoing implementation of the City’s Parks and Recreation Open Space Master Plan and a more formalized capital improvements planning process, prioritize candidate projects which:
 - Reflect community input and priorities identified through the Claremore Dreams initiative;
 - Promote a more active community and healthy living for all ages;
 - Reinforce a continued focus on Lake Claremore as a local and regional recreational gem and tourism asset, consistent with priorities

established by the strategic planning efforts of Claremore Collective;

- Support ongoing needs of the community’s vibrant youth and adult athletics programming as emphasized in the master plan; and
- Add more acreage for public park and recreation purposes from buy-outs and other flood-prone properties as identified through the City’s hazards planning.

2. Continue phased improvements and extensions toward the ultimate vision of a community-wide, interconnected, multi-purpose trail network with regional linkages where such opportunities arise. Network development should emphasize continuity of key trails and avoid development of scattered, shorter segments across the community (i.e., develop “trunk” trails within an overall system similar to major water/sewer lines). Opportunities for “feeder” and loop trails along the “trunk” routes should also be pursued as already done to link Lake Claremore with the recreational facilities around Sioux Avenue and the bikeway and sidewalks along Blue Starr Drive.



3. Along with recreational trail projects and upgrades around Lake Claremore and elsewhere, prioritize projects in the central city involving multi-use paths, sidewalks and on-street bikeways to enable residents, RSU students/faculty and others to access special district areas by other means besides driving.

PROGRAMS AND INITIATIVES

- Pursue more community recognitions and competitive rankings that are beneficial for economic development purposes and general marketing of Claremore (including “best town (for)” recognitions already highlighted on CIEDA’s website, Claremore’s Tree City USA recognition from the Arbor Day Foundation, plus others such as All-America City honors through the National Civic League and Scenic City certifications through Scenic America).



- Consider a public art initiative as another way to enliven high-profile public byways and spaces in Claremore. This could be a potential first focus for a local Keep Claremore Beautiful affiliate to pursue in partnership with other key community organizations, especially the Rogers County Historical Society given its experience with this elsewhere in the county. If state-maintained highway rights-of-way are unlikely installation locations, then focus on other public spaces in coordination with Rogers County, Claremore Public Schools and Rogers State University, as well as within City parks and along trails.



- As also highlighted in the Economic Development section of this Comprehensive Plan, consider opportunities to supplement public infrastructure with art and design elements that help to improve the aesthetics of and/or screen an otherwise utilitarian capital project. Possibilities include overpasses and viaducts, ground and elevated water storage tanks, utility boxes and fire hydrants. Claremore has already implemented creative designs for street furniture in Downtown, which can also be done for benches, trash containers, signage, lighting fixtures, etc.

REGULATIONS AND STANDARDS

- As part of updating the City’s development ordinances and standards, assess the effectiveness

of the current parks and open space provisions in the subdivision regulations and identify any needed adjustments in the approach and/or standards for ensuring that “Each development shall contribute to the provision of open space and usable recreation area ...” Possible connections to existing and future segments of an eventual community-wide trail network should be emphasized in the design of new residential development.

PARTNERSHIPS AND COORDINATION

- Through ongoing partnership communications with Rogers State University, emphasize continued public access to RSU’s 120-acre Nature Preserve given its popularity with residents and as a draw for bringing more visitors to campus. Also explore with RSU any viable future links that might be possible to provide access between nearby residential areas and the Nature Preserve as expressed by residents during this Comprehensive Plan update.



MORE TARGETED PLANNING/STUDY

- Complete a full and thorough update of the 2008 Parks and Recreation Master Plan, continuing a holistic approach to parkland, trail, greenway and open space preservation and enhancement, along with related “non-motorized transportation” considerations for ongoing mobility planning in Claremore.
- As part of the master plan update, consider the potential need for more public parkland concurrent with growth in areas of south, west and northwest Claremore where the Future Land Use map indicates additional residential development.
- Evaluate potential upgrades to the City’s Recreation Center and adjacent Skate Park, especially in the context of emerging district planning themes and direction for the RSU/West Bend area.
- As part of ongoing implementation of the City’s Master Drainage Plan and its call for regional storm water detention ponds, pursue design approaches to demonstrate the multi-purpose recreational and open space preservation opportunities with such facilities.

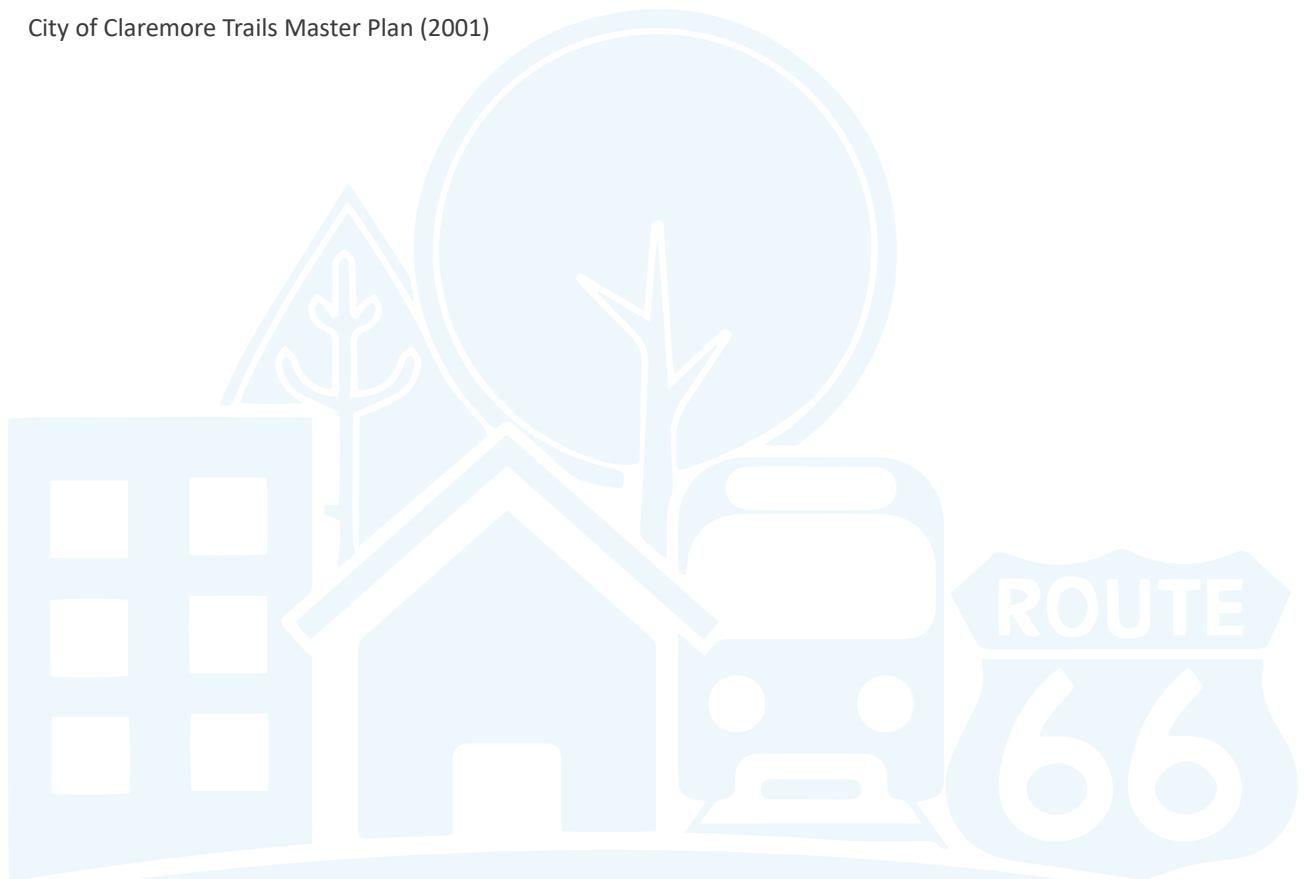
Partners

Partners for implementation of plan priorities related to Recreation and Amenities include:

- Area museums
- Claremore Collective
- Claremore Trails
- Faith community
- Keep Oklahoma Beautiful
- Oklahoma Earthbike Fellowship
- Robson Performing Arts Center
- Rogers County Historical Society
- Rogers State University

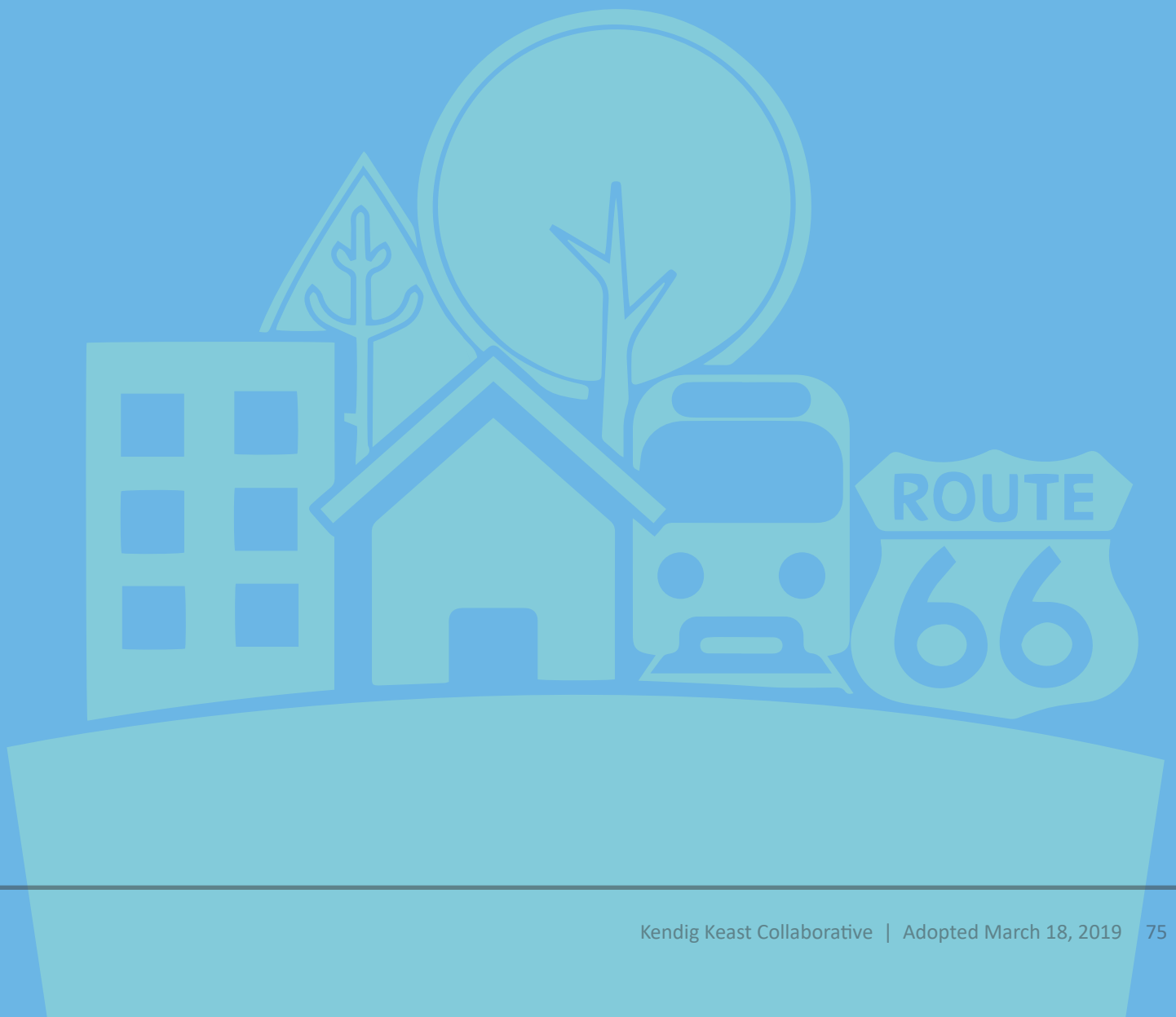
Related Plans and Studies

- City of Claremore Parks and Recreation Master Plan (2008)
- City of Claremore Trails Master Plan (2001)





Implementation



With this updated Comprehensive Plan, the City of Claremore and its various partner agencies and organizations will have an essential new document that should be frequently referred to for guidance in community decision-making. The plan should be a “living document” that is responsive to ongoing change. Its key planning considerations, goals, policies and action strategies must also be revisited periodically to ensure that the plan is providing clear and reliable direction on a range of matters, including land development issues and public investments in infrastructure and services.

Implementation is not just about a list of action items. It is a challenging process that will require the commitment of the City’s elected and appointed officials, staff, residents, business owners, major institutions, other levels of government, and other organizations and individuals who will serve as champions of the plan and its particular direction and strategies. Among its purposes, this final plan section highlights specific roles, responsibilities and methods of implementation to execute priority plan recommendations. Equally important are formalized procedures for the ongoing monitoring and reporting of successes achieved, difficulties encountered, and new opportunities and challenges that have emerged since plan adoption. This is in addition to any other change in circumstances, which may require rethinking of plan priorities. Scheduled plan evaluations and updates, as described later in this section, will help maintain its relevance and credibility as an overarching policy and action guide.

Plan Administration

During the development of this plan, representatives of government, business, community groups and others came together to inform the planning process. These community leaders – and new ones that will emerge over the horizon of this plan – must maintain their commitment to the ongoing implementation and updating of the plan’s goals, policies and action strategies.

- Implementation tasking and priority setting, which should lead to each group establishing one-year and three-year implementation agendas;
- Facilitation of a mock meeting in which the use of the plan and its policies and recommendations is illustrated; and
- An in-depth question-and-answer session, with support from the City Attorney and other key staff.

EDUCATION

Long-range plans such as Claremore’s Comprehensive Plan are relatively general in nature, but they are still complex policy documents that account for interrelationships among various policy choices. As such, educating decision-makers and administrators about plan implementation is an important first step after plan adoption. As the principal groups that will implement the plan, City management and department heads, the City Council and the Planning Commission should all be “on the same page” with regard to priorities, responsibilities and interpretations.

Consequently, an education initiative should be undertaken immediately after plan adoption, which can include:

- A discussion of the respective roles and responsibilities of the Council, Commission (and other City advisory bodies) and individual staff members;
- A thorough overview of the entire Comprehensive Plan, with emphasis on the parts of the plan that relate most to each individual group;

DEFINITION OF ROLES

As the community’s elected officials, the City Council should assume the lead role in the implementation of this plan. The key responsibilities of the City Council are to

Why this Final Plan Section is Important for Claremore

- Emphasizes the importance of not only creating a plan, but translating it into real action and tangible, beneficial results.
- Adds a shorter-term strategic perspective to what is otherwise intended as a guide to Claremore’s long-term enhancement over the next 20 years.
- Includes a list of priority actions for the City and other plan implementation partners to focus on during the next several years after plan adoption.
- Underscores the need to keep the plan fresh and relevant through annual review and reporting procedures and periodic updates.
- Advocates ongoing community engagement as the plan is implemented.

decide and establish priorities, set timeframes by which actions will be initiated and completed, and determine the budget to be made available for implementation efforts. In conjunction with the City Manager, Council members must also help to ensure effective coordination among the various groups that are responsible for carrying out the plan's action strategies.

City Council

The City Council should take the lead in the following general areas:

- Adopting and amending the plan, after recommendation by the Planning Commission.
- Acting as a “champion” of the plan.
- Establishing the overall implementation priorities and timeframes by which action strategies in the plan will be initiated and completed.
- Considering and approving the funding commitments that will be required.
- Adopting new or amended land development regulations to implement the plan.
- Approving intergovernmental and public/private agreements that implement the plan.
- Offering final approval of projects and activities and their associated costs during the City's annual budget process, keeping in mind the need for consistency with the plan and its policies.
- Providing policy direction to the Planning Commission, other appointed City boards and commissions, and City management and staff.

Planning Commission

The Planning Commission should take the lead in the following general areas:

- Ensuring that recommendations forwarded to the City Council are reflective of the plan goals, priorities and action strategies.
- After holding one or more public hearings to discuss new or evolving community issues and needs, making recommendations to the City Council regarding plan updates and plan amendments.

City Staff

City Staff should take the lead in the following general areas:

- Managing day-to-day implementation of the plan, including ongoing coordination through an interdepartmental plan implementation committee with representatives of all key City functions.
- Supporting and carrying out capital improvement planning efforts.

Plan Implementation Methods

WAYS OF MOVING TOWARD ACTION

Plan implementation generally occurs in five ways:

-  Capital Investments
-  Programs and Initiatives
-  Regulation and Standards
-  Partnerships and Coordination
-  More Targeted Planning/Study



Roles and Responsibilities



City Council

As the leader of plan implementation, the key responsibilities of the City Council are to decide and establish priorities, set timeframes by which each action strategy will be initiated and completed, and determine the budget to be made available for implementation efforts. In conjunction with the City Manager, the City Council must also ensure effective coordination among the various groups that are responsible for carrying out the plan's action strategies.

Planning Commission

The Planning Commission makes recommendations to the City Council based on plan principles. The Commission should prepare an Annual Progress Report to ensure plan relevance.



City Management and Staff

City staff manage the day-to-day implementation of the plan. In particular, City staff are responsible for supporting the City Council, Planning Commission and other City boards/commissions.



- Managing the drafting of new or amended land development regulations.
- Conducting studies and developing additional special-purpose and/or special area plans.
- Reviewing land development applications for consistency with the Comprehensive Plan.
- Negotiating the specifics of intergovernmental and other agreements.
- Administering collaborative programs and ensuring open channels of communication with various private, public and non-profit implementation partners.
- Maintaining an inventory of potential plan amendments, as suggested by City staff and others, for consideration during annual and periodic plan review and update processes.
- Generating and presenting an annual report to the Planning Commission and City Council concerning progress toward implementation of the Comprehensive Plan.

Action Agenda

The goals in this Comprehensive Plan will ultimately be attained through a multitude of specific actions. The initiatives highlighted in this section cut across – and are supported by – multiple elements within the plan. Compiled in **Table 6, Action Agenda**, is a set of six key action items derived from the various plan elements. The table does not include every recommendation found throughout this plan. Instead, it details a shorter “to do” list of initial strategic priorities, their potential timing, and who is responsible for initiating, administering and participating in the implementation process. The six items were prioritized through a voting exercise conducted with members of City Council, Planning Commission and the Comprehensive Plan Advisory Committee.

Additionally, the action strategies have been categorized regarding those actions that will involve (1) capital investments, (2) programs and initiatives, (3) regulations and standards, (4) partnerships and coordination, and (5) more targeted planning/study. Most capital projects will also require, to varying degrees, additional feasibility analysis, construction documentation, specifications and detailed cost estimates.

Table 6 provides a starting point for determining immediate, near-term and longer-term task priorities. This is an important first step toward plan implementation

and should occur in conjunction with the City’s annual budget process, during Capital Improvements Program (CIP) preparation, and in support of departmental work planning. Then, once the necessary funding is committed and roles are defined, a lead City staff member should initiate a first-year work program in conjunction with City management, other departments, and other public and private implementation partners.

The near-term action priorities should be revisited by City officials and staff annually to recognize accomplishments, highlight areas where further attention and effort are needed, and determine whether some items have moved up or down on the priority list given changing circumstances and emerging needs. It should be kept in mind that early implementation of certain items, while perhaps not the uppermost priorities, may be expedited by the availability of related grant opportunities, by a state or federal mandate, or by the eagerness of one or more partners to pursue an initiative with the City. On the other hand, some high-priority items may prove difficult to tackle in the near-term due to budget constraints, the lack of an obvious lead entity or individual to carry the initiative forward, or by the community’s readiness to take on a potentially controversial new program.

Progress on the near-term items, in particular, should be the focus of the first annual review and report a year after adoption of this Comprehensive Plan, as described later in this section. Then, similar to multi-year capital improvements programming, the entire action agenda in Table 6 – and all other action strategies dispersed throughout the plan sections – should be revisited annually to decide if any additional items are ready to move into the next near-term action timeframe, and what the priority should be.

Plan Amendment Process

The Claremore Comprehensive Plan is meant to be a flexible document allowing for adjustment to changing conditions over time. Shifts in political, economic, physical, technological and social conditions, and other unforeseen circumstances, may influence and change the priorities and fiscal outlook of the community. As Claremore evolves, new issues will emerge while others will no longer be as relevant. Some action statements will be found impractical or outdated while other plausible solutions will arise. To ensure that it continues to reflect the overall goals of the community and remains relevant over time, the plan must be revisited on a regular basis to confirm that the plan elements are still on point and the associated goals and action strategies are still appropriate.

Table 6, Action Agenda

<i>ACTION</i>	<i>Where in Plan</i>	<i>Initiate</i>	<i>Action Type</i>	<i>Action Leaders</i>
ONE-CENT SALES TAX RENEWAL				
Prioritize community education and support for renewal, during 2019, of the City's one-cent sales tax allocation that currently funds capital improvements and maintenance (40%), parks and recreation services (20%), police operations (20%) and fire operations (20%).	Growth Capacity Strategic Action 4	Years 1-2	Programs and Initiatives	Mayor and City Council City Manager Claremore Area Chamber of Commerce Claremore Collective
DRAINAGE IMPROVEMENTS TO ADD MORE DEVELOPABLE LAND				
Implement capital projects and other action items in the Master Drainage Plan to make more vacant land within the city viable for additional residential development.	Land Use and Development Strategic Action 1	Years 1-2 and Ongoing	Capital Investments Programs and Initiatives	City Engineer Public Works Administrator Mayor and City Council City Manager Private land owners and development community
CITYWIDE TRAIL NETWORK				
Continue phased improvements and extensions toward the ultimate vision of a community-wide, interconnected, multi-purpose trail network with regional linkages where such opportunities arise. Continue investing in multi-use trails and on-street bikeway connections that promote both non-vehicular "active transportation" options as well as recreational interests in Claremore. Advocate for and prepare for local matching to expedite a priority trail project along Route 66, from the Verdigris River to Will Rogers Boulevard, as identified in the most recent Regional Transportation Plan update, Connected 2045.	Recreation and Amenities Strategic Action 2 Transportation Strategic Actions 3 and 7	Years 1-2 and Ongoing	Capital Investments Programs and Initiatives Partnerships and Coordination	Director of Parks and Recreation Mayor and City Council City Manager City Engineer Public Works Administrator Claremore Collective Claremore Trails Indian Nations Council of Governments (INCOG) Oklahoma Department of Transportation (ODOT) Oklahoma Earthbike Fellowship Private land owners and development community Rogers State University

Table 6, Action Agenda (continued)

<i>ACTION</i>	<i>Where in Plan</i>	<i>Initiate</i>	<i>Action Type</i>	<i>Action Leaders</i>
UPDATED CITY DEVELOPMENT ORDINANCES AND STANDARDS				
<p>Update the City's development ordinances/standards given their age and to implement more effectively priorities of this new Comprehensive Plan, including:</p> <ul style="list-style-type: none"> ▪ Incentivize use of Low Impact Development (LID) design approaches on private development sites. ▪ Require and/or incentivize the use of water-saving, drought-tolerant vegetation for landscaping design. ▪ Assess the effectiveness of the current parks and open space provisions in the subdivision regulations and identify any needed adjustments in the approach and/or standards <p>Also, recommended transition to a Unified Development Code that would better define and coordinate all aspects of local development review and approval processes (subdivision, zoning, site improvements, etc.).</p>	<p>Land Use and Development Strategic Action 7</p> <p>Growth Capacity Strategic Action 7</p> <p>Economic Development Strategic Action 5</p> <p>Recreation and Amenities Strategic Action 7</p>	Years 1-2	<p>Regulations and Standards</p> <p>Programs and Initiatives</p> <p>Partnerships and Coordination</p>	<p>Director of Planning and Development</p> <p>Mayor and City Council</p> <p>Planning Commission</p> <p>Board of Adjustment</p> <p>City Manager</p> <p>All involved City Departments</p> <p>INCOG</p> <p>Private land owners and development community</p> <p>Rogers County</p> <p>Rogers County Builders Association</p>
ADVOCACY FOR NORTH SIDE RAILROAD OVERPASS				
Continue advocacy efforts and pursuit of external funding to accomplish eventual construction of a grade-separated crossing of the BNSF railroad on Claremore's north side to complement the south side overpass included with the SH 20 re-routing project.	Transportation Strategic Action 4	Years 1-2 and Ongoing	<p>Programs and Initiatives</p> <p>Partnerships and Coordination</p>	<p>Mayor and City Council</p> <p>City Manager</p> <p>Claremore Industrial and Economic Development Authority (CIEDA)</p> <p>Grand Gateway Regional Transportation Planning Organization</p> <p>INCOG</p> <p>ODOT</p> <p>Rogers County</p>
APPLY RESULTS OF ELECTRIC SERVICE RATE STUDY				
Complete and apply the results of an electric service rate study to transition to a more effective rate structure, including to encourage conservation practices and manage peak-period usage.	Growth Capacity Strategic Action 9	Years 1-2	<p>Programs and Initiatives</p> <p>Partnerships and Coordination</p> <p>Targeted Planning/ Study</p>	<p>City Manager</p> <p>Director of Claremore Electric Utility</p> <p>Mayor and City Council</p> <p>CIEDA</p>

Revisions to the Comprehensive Plan are two-fold, with minor plan amendments occurring at least every other year and more significant updates and modifications occurring every five years. As an example, a **minor amendment** could include revisions to certain elements of the plan as a result of the adoption of another specialized plan. **Major updates** will involve:

- Reviewing the community’s base conditions and anticipated growth trends;
- Re-evaluating the plan findings and formulating new ones as necessary; and
- Adding, revising or removing action strategies in the plan based on implementation progress.

ANNUAL PROGRESS REPORT

City staff should prepare an annual progress report for presentation to the Planning Commission and Mayor and City Council. This ensures that the plan is consistently reviewed and that any needed modifications or clarifications are identified for the bi-annual minor plan amendment process. Ongoing monitoring of consistency between the plan and the City’s implementing regulations should be an essential part of this effort.

The **Annual Progress Report** should include and highlight the following:

- Significant actions and accomplishments during the last year, including the status of implementation for each programmed task in the Comprehensive Plan.
- Obstacles or problems in the implementation of the plan.
- Proposed content amendments that have come forward during the course of the year.
- Recommendations for needed actions, programs and procedures to be developed and implemented in the coming year, including recommendation of projects to be included in the City’s proposed CIP, other programs/projects to be funded, and priority coordination needs with public and private implementation partners.

BI-ANNUAL AMENDMENT PROCESS

Plan amendments should occur on at least a bi-annual (every two year) basis, allowing for proposed changes to be considered concurrently so that the cumulative effects may be understood. **Factors that should be considered in deciding on a proposed plan amendment include:**

- Consistency with the goals, policies and action strategies set forth in the plan.
- Potential effects on infrastructure provision including water, wastewater, drainage and the transportation network.
- Potential effects on the City’s ability to provide, fund and maintain services.
- Potential effects on environmentally sensitive and natural areas.
- Whether the proposed amendment contributes to the overall direction and character of the community as captured in the plan vision and goals, and as reflected in ongoing public input.

FIVE-YEAR UPDATE / EVALUATION AND APPRAISAL REPORT

An evaluation and appraisal report to City Council should be prepared every five years. This report should be prepared by City staff with input from City departments, the Planning Commission and other boards and commissions, as well as the Claremore Industrial and Economic Development Authority (CIEDA). The report process involves evaluating the existing plan and assessing how successful it has been in achieving the community’s goals. The purpose of the report is to identify the successes and shortcomings of the plan, look at what has changed over the last five years, and make recommendations on how the plan should be modified in light of those changes.

The report should review baseline conditions and assumptions about trends and growth indicators. It should also evaluate implementation potential and/or obstacles related to any unaddressed major action strategies. The evaluation report and process should result in an amended Comprehensive Plan, including identification of new or revised information that may lead to updated goals and action strategies.

More specifically, the report should identify and evaluate the following:

1. Summary of major actions and interim plan amendments undertaken over the last five years.
2. Major issues in the community and how these issues have changed over time.
3. Changes in the assumptions, trends and base studies data in the Existing City report, including the following:

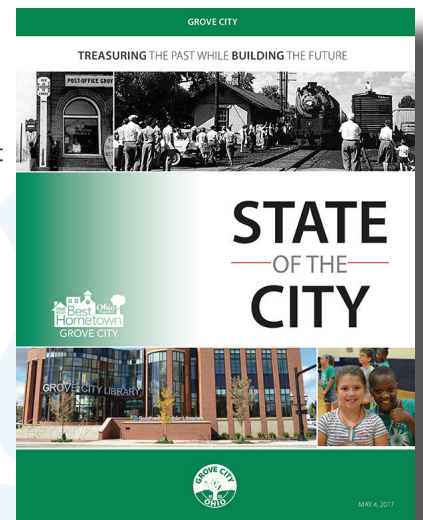
- The rate at which growth and development is occurring relative to the projections put forward in the plan.
 - Shifts in demographics and other growth trends.
 - City-wide attitudes, and whether apparent shifts, if significant, necessitate amendments to the stated goals or action strategies of the plan.
 - Other changes in political, social, economic, technological or environmental conditions that indicate a need for plan amendments.
4. Ability of the plan to continue to support progress toward achieving the community's goals. The following should be evaluated and revised as needed:
- Individual sections and statements within the plan must be reviewed and revised, as necessary, to ensure that the plan provides sufficient information and direction to achieve the intended outcome.
 - Conflicts between goals and action strategies that have been discovered in the implementation and administration of the plan must be pointed out and resolved.
 - The list of priority actions must be reviewed and major accomplishments highlighted. Those not completed by the specified timeframe should be re-evaluated to ensure their continued relevance and/or to revise them appropriately.
 - As conditions change, the timeframes for implementing major actions in the plan should be re-evaluated where necessary. Some actions may emerge as a higher priority given new or changed circumstances while others may become less important to achieving the goals and development objectives of the community.
 - Based upon organizational and procedural factors, as well as the status of previously assigned tasks, the implementation task assignments must be reviewed and altered, as needed, to ensure timely accomplishment of the plan's action strategies.
 - Changes in laws, procedures and missions may impact the community's ability to achieve its goals. The plan review must assess these changes and their impacts on the success of implementation, leading to any suggested revisions in strategies or priorities.

Ongoing Community Outreach and Engagement

All review processes and updates related to this Comprehensive Plan should emphasize and incorporate ongoing public input. The annual and continual plan evaluation and reporting processes should also incorporate specific performance measures and quantitative indicators that can be compiled and communicated both internally and to elected officials and citizens in a "report card" fashion. Examples might include:



- Acres of new development (plus number of residential units and square footage of commercial and industrial space) approved and constructed in conformance with this plan and Claremore's development regulations.
- Various measures of service capacity (gallons per day, etc.) added to the City's major utility infrastructure systems – and the number of dollars allocated to fund the necessary capital projects.
- New and expanded businesses, added jobs and associated tax revenue gains through economic development initiatives.
- Lane miles of new or rehabilitated road, plus bike, pedestrian and other improvements, added to Claremore's transportation system to increase mobility options.



- Acres of parkland and open space added to the City's inventory, and miles of trail developed or improved.
- Indicators of the benefits from redeveloped sites and structures (appraised value, increased tax revenue, new residential units, and retail and office spaces in mixed-use settings, etc.).
- The numbers of residents and other stakeholders engaged through City-sponsored education and outreach events related to Comprehensive Plan implementation and periodic review and updating, as outlined in this section.

