ENVISION

STILLWATER 2045

COMPREHENSIVE PLAN

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TXP

A STATEMENT FROM THE MAYOR

Dear Stillwater Community,

The Envision Stillwater 2045 Comprehensive Plan is the culmination of more than two years of intentional conversations and collaboration among residents, businesses, mission-driven organizations, and others with a stake in Stillwater's future. During that time, elected and appointed officials have worked closely with subject matter experts to collect and analyze relevant data, understand the priorities of the community, and create a graphically-robust, engaging plan which is responsive to current and emerging challenges and opportunities we face in Stillwater.

As our city grows and evolves against a shifting backdrop of state, regional, national, and global changes, we must make proactive investments in solving the problems of today, preparing for the challenges of the future, and equipping tomorrow's leaders and experts to respond to everything we cannot predict.

Envision Stillwater 2045 utilizes the combined knowledge of residents and experts to express the core values of our community, establish goals, and outline specific actions the City and partners can undertake to accomplish those goals. Cumulatively, these efforts will make real the overall vision for the future articulated in this plan. Together we can build a Stillwater which honors our heritage while embracing our future. This vision encompasses land use, housing, economic development, and community character among other crucial areas of study, all within a perspective that aspires to a thriving, inclusive, and resilient community.

The most important thing to emphasize is that this plan belongs to you. It has developed from your ideas, your priorities, and your voice. You have defined what Stillwater can become, and we have worked to distill those ideas into a cohesive plan of action which can be measured and implemented effectively. Whether you attended community meetings, engaged online, or contributed to the plan another way, thank you for helping us build this plan - and for embarking on this journey into the next era of Stillwater's story. An era defined by forward and upward momentum, increased prosperity for our residents, strengthened civic systems to protect everyone, and by a social fabric of neighborly care that weaves us all together.

This plan is not the end, but the beginning of this chapter. We hope you will join us on this journey into a future where we do not lose sight of those things about Stillwater we want to preserve and admire, while building the bright future we have envisioned.

With gratitude,

RESOLUTION NO. CC-2025-35

A RESOLUTION APPROVING AND ADOPTING ENVISION STILLWATER 2045 AS THE COMPREHENSIVE PLAN OF THE CITY OF STILLWATER, OKLAHOMA

WHEREAS, Title 11, Section 43-103 of the Oklahoma Statutes provides that 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 street; 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 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; and 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, and the governing body shall provide the manner in which regulations, restrictions and district boundaries shall be determined, established and enforced, and amended, supplemented or changed; and

WHEREAS, the comprehensive plan establishes a vision for the next 10-20 years of a city's growth and guides decision making for policy and public investment by addressing land use, transportation and mobility, housing and neighborhoods, economic development, community character, arts, culture, infrastructure, and resilience; and

WHEREAS, the comprehensive plan analyzes current land use and development patterns and regulations, while also interpreting community input to make recommendations for future land use patterns; and

WHEREAS, the City of Stillwater engaged a professional consultant to provide professional services and create a team to assist and guide the City through the process of comprehensive planning which included conducting in-depth studies, surveys, and analyses; and

WHEREAS, the City Council formed the Comprehensive Plan Advisory Committee ("CPAC") to provide representative citizen oversight of the comprehensive planning process, and the Committee worked directly alongside the consultant team to incorporate the vision of the greater community into the comprehensive plan; and

WHEREAS, the first phase involved the consultant team collecting and analyzing data about the City of Stillwater and providing opportunities for stakeholders and the community at large to lend their voices to the comprehensive plan; and

WHEREAS, the second phase allowed the consultant team to use the knowledge gained from Phase 1 and the vision articulated by the community to draft chapters of the comprehensive plan and begin outlining goals and recommendations; and

WHEREAS, the third phase implemented the community's voice to be crafted into actionable goals and a grand community vision, and the consultant team provided specific actions which the City of Stillwater can take in order to realize the comprehensive plan; and

WHEREAS, the comprehensive plan document covers a wide spectrum of topics that shape our community, such as land use, transportation and mobility, housing and neighborhoods, economic development, community character, arts and culture, infrastructure, and resilience; and

WHEREAS, the comprehensive plan creates a framework of goals, initiatives, strategies, policies, and actions for the City of Stillwater and the community to implement through a layered approach of creating partnerships, establishing programs, facilitating

education and awareness, improving communication, and enhancing regulations, processes, and procedures; and

WHEREAS, the City of Stillwater intends to evaluate and update this new comprehensive plan on a regular basis so that it remains current and relevant and serves as an effective tool for those who use it; and

WHEREAS, on November 18, 2025, the Planning Commission of the City of Stillwater recommended approval and adoption of Envision Stillwater 2045 as the Comprehensive Plan of the City of Stillwater.

NOW, THEREFORE BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF STILLWATER, OKLAHOMA THAT:

Section 1. Envision Stillwater 2045, a copy of which is on file in the office of the City Clerk of the City of Stillwater, is hereby approved and adopted as the comprehensive plan of the City of Stillwater. Envision Stillwater 2045 shall be posted and made available on the City of Stillwater Website.

PASSED AND ADOPTED THIS 15TH DAY OF DECEMBER 2025.

CITY OF STILWATER, OKLAHOMA
a Municipal Corporation

WILLIAM H. JOYCE, MAYOR

(SEAL)
ATTEST:

TERESA KADAVY, CITY CLERK

APPROVED AS TO FORM AND LEGALITY THIS 15TH DAY OF DECEMBER 2025.

KIMBERLY CARNLEY, CITY ATTORNEY

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EXECUTIVE SUMMARY

Envision Stillwater 2045 establishes a vision and goals for the development of Stillwater over the next twenty years. It serves as an adaptable guide, not a set of rigid requirements. Creating this vision and defining these goals relied first on a thorough, multifaceted public engagement approach.

In fall 2023, the City and its consultant team began designing digital engagement tools via a project website. In early 2024, the team commenced the project formally with a public open house meeting, during which members of the community could learn about comprehensive planning in general, learn about the scope and timeline of this project, and provide input through several interactive exhibits. In the subsequent months, the team continued to garner feedback online through a survey, an interactive map, and a discussion board. In late summer of 2024, the team hosted another open house meeting focused on land use and transportation. Here, participants had the opportunity to use growth projections and future land use categories to inform the creation of the city's future land use map, and to propose transportation infrastructure investments to accommodate that growth. Throughout this time, the team conducted numerous in-person and virtual meetings with stakeholders groups and key institutions. With a complete and polished draft of the plan prepared, the team hosted a final open house meeting to debut the new plan to the community in early fall 2025 before initiating the adoption process.

From the beginning, the Comprehensive Plan Advisory Committee (CPAC) oversaw and guided the creation of the plan. This group, comprised of representatives of various stakeholder institutions, developers, and City staff, responded to analysis of public input and demographic trends. The CPAC also reviewed draft content, and recommendations to ensure they aligned with community needs, expectations, and priorities.

The result of these engagement activities and plan creation processes is a plan that articulates the community's vision for:

1. Land Use, analyzing current land use patterns versus needs to accommodate project and desired residential, commercial, and employment growth
2. Transportation and Mobility, assessing the condition, safety, and connectivity of current roads, sidewalks, bike infrastructure, and trails
3. Housing and Neighborhoods, examining existing housing stock and conditions, responding to feedback about emerging types of residential demand
4. Economic Development, reviewing existing employment and industrial composition and offering guidance for promoting dynamic and resilient economic growth
5. Community Character, describing Stillwater's aesthetic and cultural character, identifying key districts which would most benefit from enhanced urban design, and exploring opportunities to connect Stillwater's non-profits and otherwise strengthen its social fabric
6. Infrastructure, analyzing existing capacity for public utilities and facilities, and planning to ensure the City continues to meet its statutory level of service even as Stillwater grows

Envision Stillwater 2045 provides a list of specific, measurable action items which can be used to implement the plan. These include additional planning efforts, formal establishment of partnerships, pursuit of external funding, and capital investments. These recommendations seek to usher in a new era for Stillwater which honors its history and its established character as a college town on the prairie while promoting modern best practices like mixed-use development, enhanced walkability, a diversified economy, accelerated housing development, and investment in great urban design and civic spaces.


STILLWATER OKLAHOMA

INTRODUCTION AND COMMUNITY SNAPSHOT

OVERVIEW

What is Envision Stillwater 2045?

Envision Stillwater 2045 is designed to inform and guide public policy creation and public resource investment over several decades. These policies and investments address aspects of urban development and civic affairs, such as land use, transportation, and housing.

Comprehensive Plans serve as tools for understanding, analyzing, and realizing the vision of a community's future. Each action item in a Comprehensive Plan is founded on two bases:

- The goals and desires expressed by community members
- The data needed to measure how close the community is to achieving these goals

These components are synthesized to clearly establish where a community wants to go the next 10 to 20 years, and how to get there.

How will Envision Stillwater 2045 stay updated?

By providing implementation strategies and success metrics, Stillwater can track progress. Every few years, a review and update process can ensure that Envision Stillwater 2045 remains relevant and useful to decisionmakers. That process will likely involve assessment of plan implementation, analysis of emergent economic, political, or environmental conditions, and public engagement.

What topics does Envision Stillwater 2045 address?

Envision Stillwater 2045 is arranged into eight chapters. These are:

Introduction and Community Snapshot

Land Use

Transportation and Mobility

Housing and Neighborhoods

Economic Development and Redevelopment

Community Character, Arts, and Culture

Infrastructure and Public Services and Facilities

Implementation

HISTORY

Officially settled during the April 22, 1889, run into Unassigned Lands, Stillwater's history begins in late 1884 with a caravan led by Captain William Couch. This name, made in reference to a stream at the earliest site of this caravan's settlement, became official in May of 1889 with the establishment of a post office. Winning the county seat over Payne Center and Perkins, and receiving approval as the site of a land-grant college the following year, Stillwater's position as a regional attractor between Oklahoma City and Tulsa was established early in its existence.

By 1910, Stillwater had grown from a few hundred settlers to approximately 3,500 residents, and even with a predominantly agricultural identity, Oklahoma A&M College had become the city's primary economic center. This remained the case throughout the middle of the 20th century, reaching a population of over 16,000 by the start of World War II. The War's negative effect on enrollment at A&M prompted the creation of the Industrial Foundation in 1951. This was significant for Stillwater's economy as numerous manufacturing facilities were established in Stillwater during the latter half of the 20th century.

By the start of the new millennium, Stillwater was home to almost 40,000 people, a premier educational institution in Oklahoma State University (OSU), and a diverse economic environment with business, industrial, and agricultural activity. Surpassing a population of 50,000 prior to the COVID-19 pandemic in 2020 and resting just under 50,000 residents in the years following, Stillwater continues to pursue strategic growth initiatives while preserving its small-town identity. Positioned between Tulsa and Oklahoma City, its early-established position of regional primacy has continually been reinforced as its economy has diversified, and as the city has balanced growth with maintaining the pleasant and attractive character for which Stillwater has become known.

1832

Washington Irving pens the earliest description of the area that would become Stillwater: "A glorious prairie spreading out beneath the golden beams of an autumnal sun."

1894

Oklahoma Agricultural and Mechanical College dedicates what will become Old Central, the first brick building.

1900

The Eastern Oklahoma Railroad arrives in Stillwater, prompting expansion of the area's cotton agriculture.

1932

The Division of Vocational Education, now the Department of Career and Technology Education, moves headquarters to Stillwater.

1973

Indian Meridian Area Vocational-Technical School, now Meridian Technology Center, is established with 13 programs and a staff of 30.

Stillwater embarks on the process of creating the Envision Stillwater 2045 Comprehensive Plan.

2023

DEMOGRAPHICS

Population over Time

Envision Stillwater 2045 uses a "study period" of 2016 to 2022 to perform most of the analyses. This means that data from the 2016 American Communities Survey (ACS) 5-year Estimates and data from the 2022 ACS 5-year Estimates are the primary US Census data. Note that, where used, 2020 Census data was collected from January to October.

While there has been year-over-year fluctuation, Stillwater's total population has experienced modest growth, with the largest growth occurring in those over the age of 64. The primary working-age population, between 25 and 64, has seen a notable decline, while the population under 25 has subtly grown. The City has also approached an equal gender distribution, nearing 50% each male and female.

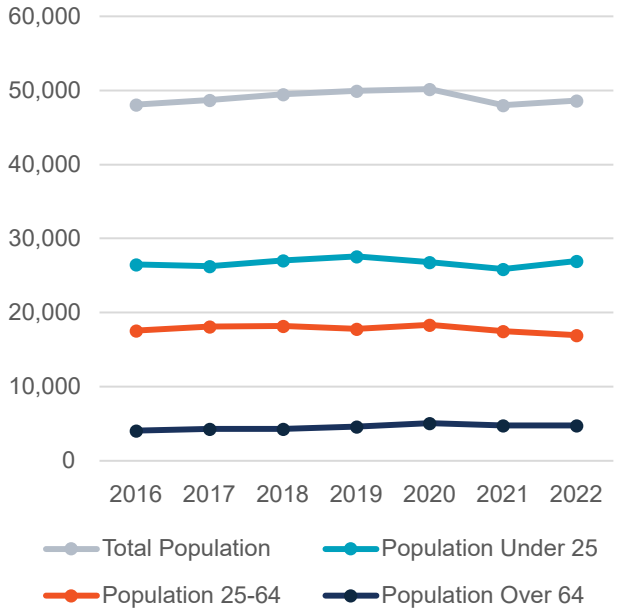


Figure 1. *Population by Age Cohort, 2016-2022*

Commuting

The use of private vehicles remains by far the predominant way the population of Stillwater commutes to and from work, although this has declined from almost 85% to about 80% of commuters during the study period. The use of public transportation and bicycles are both down as well, while walking and working from home have increased; working from home nearly tripled. Fewer commutes exceed 20 minutes, a change accompanied by a commensurate increase in the amount of commutes under 20 minutes.

Housing Tenure

In 2016, 65% of households in Stillwater were rentals. By 2022, this had declined to about 63%, with an increase in owner households.

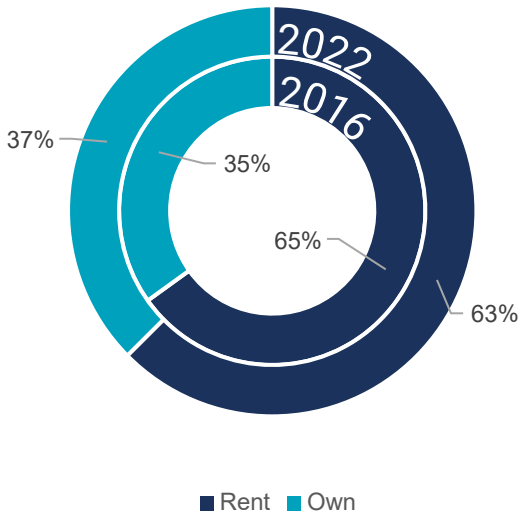


Figure 2. *Housing Tenure, 2016-2022*

Finance

Median Household Income (MHI) in Stillwater has increased by approximately 40% during the study period. In 2022, it was almost $40,000 annually. This is about $6,000 less than Payne County, $20,000 less than the state's, and $35,000 less than the national MHI.

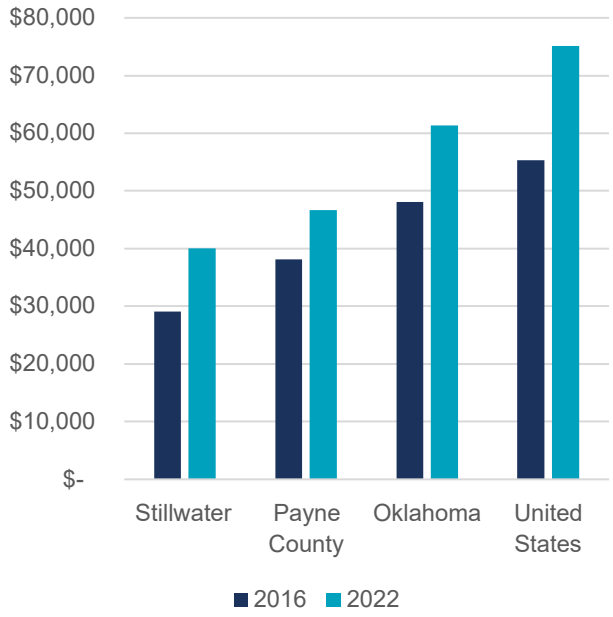


Figure 3. *Median Household Income across Geographies, 2016-2022*

Education

Over 95% of the population older than age 25 held at least a high school diploma in 2022, a slight decline from 2016. About 51% of the same age group held a bachelor's degree or higher in 2022, which was almost a 5% increase from 2016.

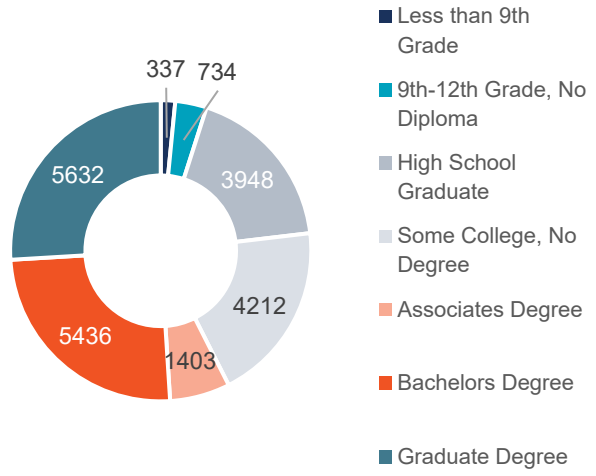


Figure 4. *Educational Attainment of Those over 25 in Stillwater, 2022*

EDUCATION ECONOMY

Residents in Stillwater, especially employers and those concerned with the future of Stillwater's economic development, have often identified the retention of OSU graduates as a priority. Attracting alumni to return to Stillwater if they have since moved elsewhere is also strategically desirable.

Through the community engagement process, many residents have indicated a readiness to prioritize and invest in community assets that are important to new graduates and alumni. These include public quality of life amenities and economic opportunities within the private sector.

Healthcare and Accessibility

In 2022, cognitive and ambulatory difficulties comprised the largest disability types as categorized by the Census. Hearing difficulty and independent living difficulty followed, with vision difficulty and self-care difficulty accounting for the smallest proportion of disabilities in Stillwater.

Of the population with disabilities, 91% had insurance coverage in 2016. This proportion has decreased slightly to 89.7% in 2022.

Understanding the state of accessibility needs in Stillwater can help the city prioritize investments in more accessible infrastructure and public facilities, and coordinate relationships with healthcare providers and mission-driven organizations in the community. Monitoring insurance coverage rates within this population can be important in assessing the need for improving connections to local disability resource groups.

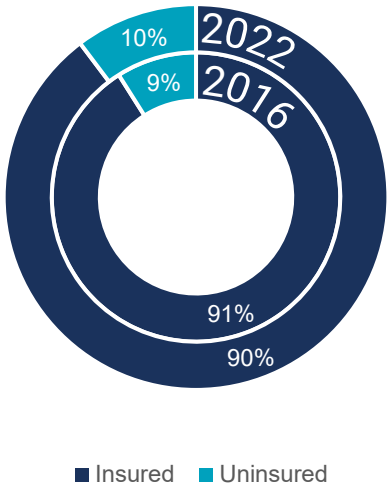


Figure 5. *Insurance Coverage for Disabled Persons in Stillwater, 2016-2022*

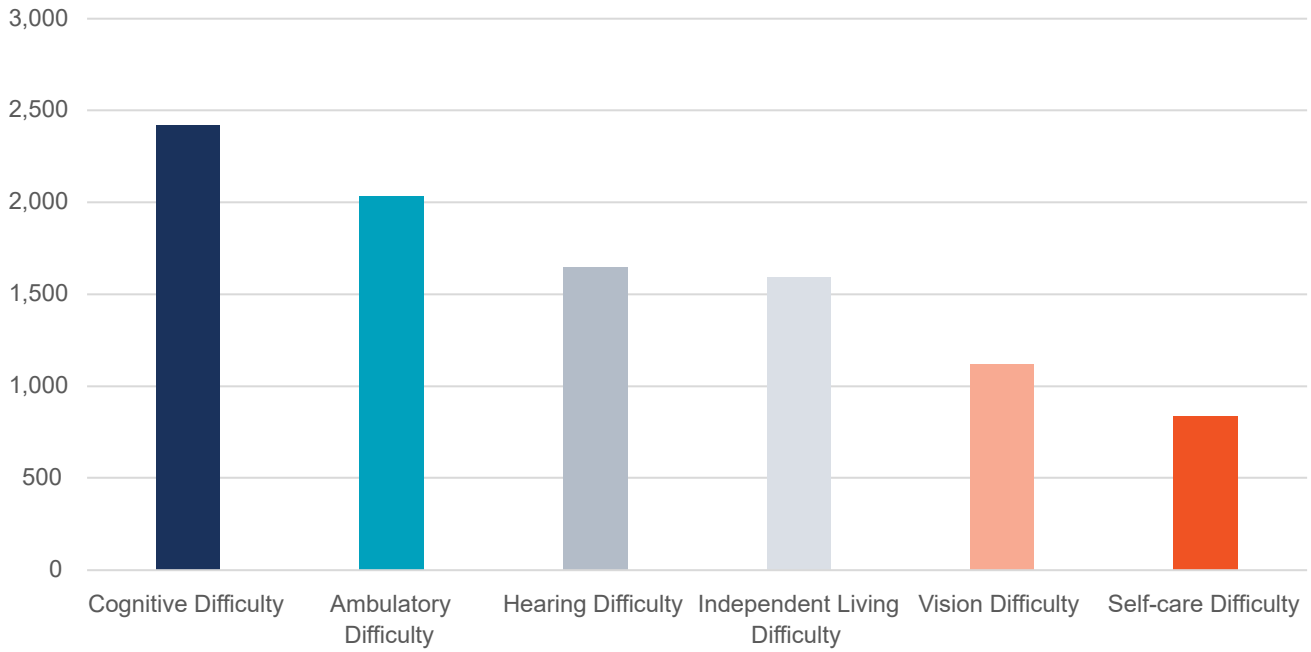


Figure 6. *Population by Disability Type in Stillwater, 2022*

Language

From 2016 to 2022, English remained by far the most common language spoken at home in Stillwater. During this period, Spanish and Asian and Pacific Island languages became a smaller proportion of the languages spoken at home, while other Indo-European languages, and other languages outside of the Indo-European family, saw signficant increases.

This analysis is important for conducting effective and inclusive public outreach, and for developing and distributing information which may be important to public health and safety.

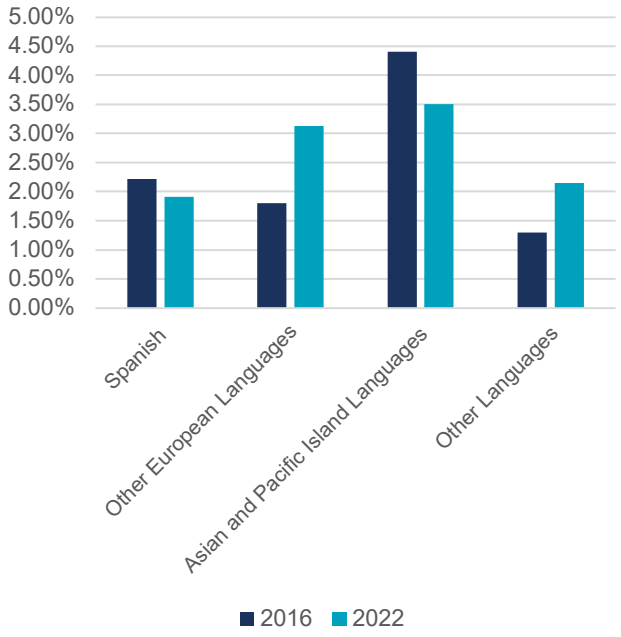


Figure 7. *Non-English Languages Spoken at Home in Stillwater, 2016-2022*

Race and Ethnicity

Using US Census racial categories, Stillwater has remained over 75% white between 2016 and 2022, experiencing a roughly 1% decline in this demographic. Minor declines have also occurred in the population identifying as Black or African American, and Asian. A more substantial decline has occurred in the population of those identifying as American Indian and Alaska Native.

Between 2016 and 2022, those identifying as Some Other Race increased by about half a percent, and those identifying as Two or More Races increased by over 3%.

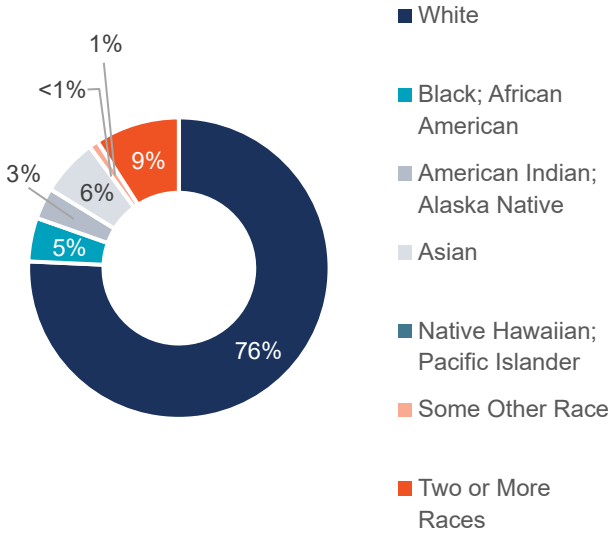


Figure 8. *Race in Stillwater, 2022*

ECONOMICS

Employment Distribution

From 2016 to 2021*, the employment distribution by North American Industry Classification System (NAICS) Industry Sector changed very little in Stillwater. Educational Services remained the largest employer by a wide margin, with Health Care and Social Assistance, Accommodation and Food Service, Retail Trade, and Public Administration rounding out the top 5 employment sectors. In total, these five comprised almost 75% of total employment in Stillwater in both 2016 and 2021, even as rankings shifted.

In 2021, the majority of Stillwater's workforce, about 16,000 people, were employed in the City, but lived outside. Only about 8,000 lived and worked in Stillwater, and close to 9,000 lived in Stillwater but worked elsewhere.

This knowledge leads to questions about whether that workforce wants, or is able, to live and work in Stillwater. Are there issues with housing availability or affordability for those who work in town and live elsewhere? Are there not enough jobs for those who live in town and work elsewhere? Answers to these questions will inform strategies and action items in other chapters.

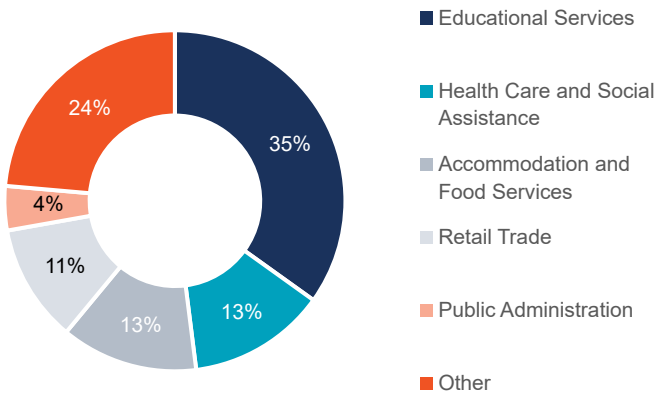


Figure 9. *Employment in Stillwater by NAICS Code, 2021*

*Certain NAICS analyses are not available using 2022 data. 2021 data, being the most recent available, was used instead for this analysis.

Historical and Projected Economic Development

Throughout the latter half of the 20th Century, the Stillwater Industrial Foundation and Chamber of Commerce continued the diversificiation of Stillwater's economy away from agriculture and reduced the community's singular dependence on the University. This has positioned Stillwater today as the home of numerous fabrication, construction, aeronautical, and vocational services in addition to the continued prevalence of agribusiness and OSU.

Major employment opportunities exist today in data storage, cloud computing, and artificial intelligence projects. Retail, restaurant, and entertainment attraction is paramount given Oklahoma communities' reliance on sales tax, so forthcoming projects like The Hub, Kingspan, and Google, bring both employment and opportunity for increased municipal resources.

The HUB Stillwater groundbreaking ceremony, May 2024

PHYSICAL CHARACTERISTICS

Housing Types

Across the 2016 to 2022 study interval, single-family detached homes remained the predominant housing type in Stillwater, exceeding 50% of the total units. The share of single-family detached homes increased by almost 5% during this period. Middle housing has seen only modest gains, or, in some cases, decline during the same time. Small apartment complexes between 2 and 9 units faced stagnation as other development has transpired, or have seen units removed from the supply. Large apartment complexes, those with 10 or more units, proliferated by more than 28% over the study period.

Transportation Systems

As indicated by commuting statistics, Stillwater's transportation infrastructure is chiefly oriented toward motorists. Investments in multimodal mobility such as walking or biking are also important, as visible in the sidewalks and bike lanes present in the image to the right. These can be catalytic projects as well, such as the rails-to-trails conversion. Public transportation systems are administered by the University, and are primarily utilized by the student population.

Urban Design and Character

Stillwater is characterized by a classic middle-American aesthetic from historic neighborhoods to the iconic Main Street pictured to the right. Newer developments, especially large-scale, student-oriented multifamily complexes have often adopted a more modern presentation, as have newer commercial centers. Balancing growth with the preservation and enhancement of historic character is of paramount importance to the community.

Feature Type	Acres	Percent
Non-Residential	6,441	33%
Residential	5,252	27%
Vacant	4,606	24%
Right-of-way	1,756	9%
Parks and Open Space	1,380	7%
Floodplain*	2,453	12.5%
Total	19,510	100%

**Floodplain overlaps other features and is not included in totals.*

Figure 10. *Area of Physical Features and Development Types in Stillwater by Acreage*

Development Patterns and Opportunities

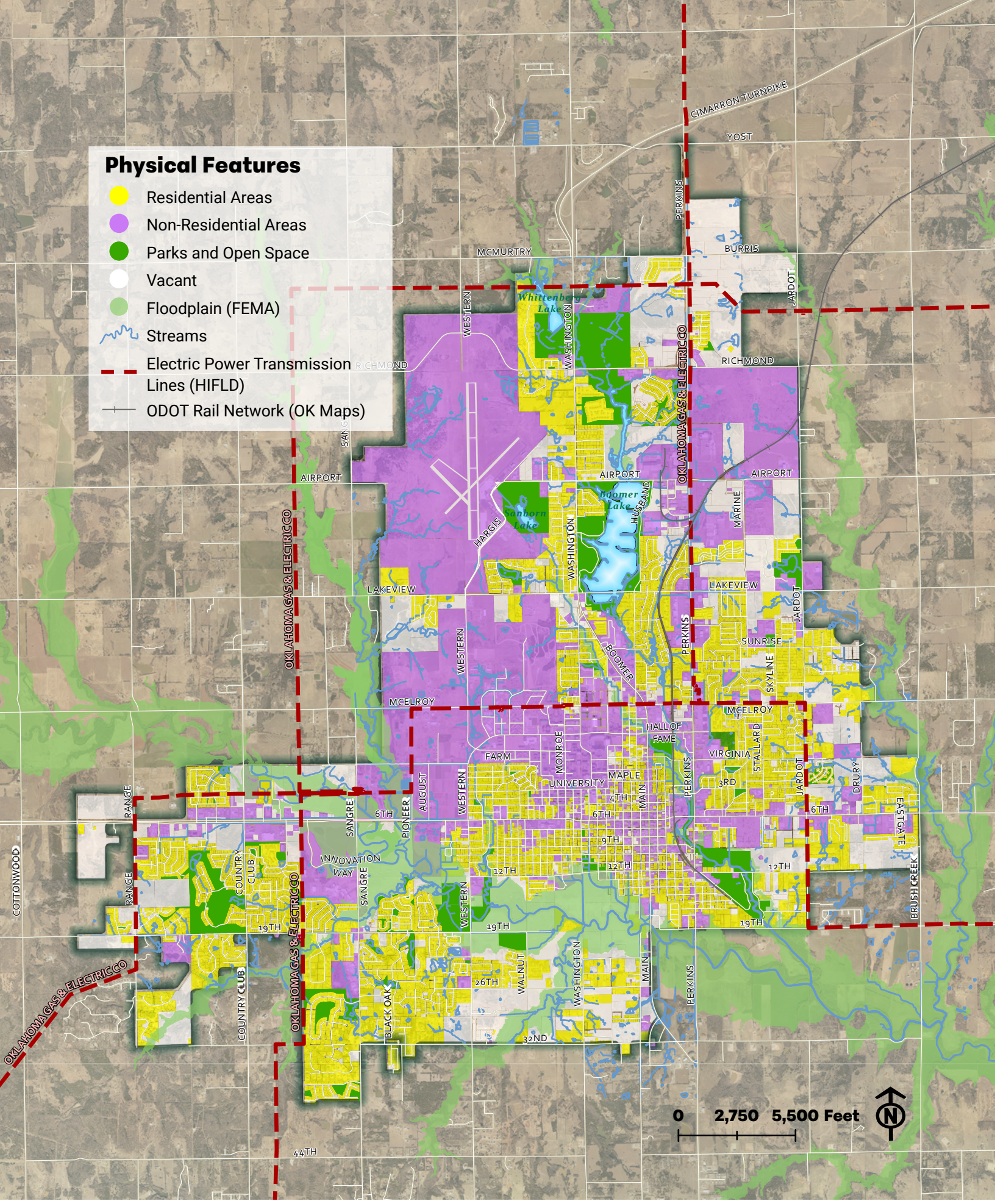
Stillwater's existing physical development pattern is comprised of about 28% non-residential development, and about 25% residential development. It should be noted that much of this non-residential development includes major land areas such as the University and Stillwater Regional Airport. Public rights-of-way occupy just over 8% of the city's acreage, and the 912 acres of parks and open spaces constitute almost 5% of Stillwater's land area.

With one-fifth of Stillwater, almost 4,000 acres, currently vacant, significant greenfield development opportunities exist within the city limits. Vacant land remains throughout different regions of the city, meaning residential, commercial, and industrial or employment uses can all be appropriately accommodated.

Natural Features

Almost 2,500 acres, or 13% of the land in Stillwater city limits falls within the floodplain as established by FEMA. This constrains construction of residential, commercial, or industrial developments, and thereby creates prime areas for certain outdoor recreational facilities, or for ecological preservation work. Floodplains largely follow the paths of streams which run through the city, and there are no major rivers in the area.

Stillwater does not contend with significant topographical change or steep slopes. Consequent stormwater and erosion issues are minimal.



Map 1. Physical Features in Stillwater

EXISTING PLANS

C3 Comprehensive Plan 2030

The C3 Plan (2013) provides demographic and analytical insights, and establishes goals and guiding principles. The Plan then addresses Stillwater's future Infrastructure, Parks and Recreation, Environmental Planning, Rehabilitation and Redevelopment, Special District Planning, and Land Use. In each chapter, the C3 Plan offers recommendations and unique goals or action items aimed at promoting the kind of growth and development sought by City leaders at the time of its writing.

Transportation Enhancement Plan

Modelling existing features, conducting demographic analyses, and modelling future travel demand and traffic impact, STEP (2007) culminates in recommendations for transporation planning enhancements and investments. These enhancements include modernized functional classifications, numerous road widenings, and some bicycle/pedestrian improvements.

Corridor Redevelopment Plan

The Corridor Redevelopment Plan (2012) reviews existing and future land use within its study area before identifying opportunities for residential, commercial, mixed-use, and other development. It then articulates development guidelines for streetscapes, architectural design, and site planning. Finally, it lists the prospective impacts of a redevelopment strategy like this, and the positive implications it could have on Stillwater at large.

Core Commercial Districts Master Plan

The Core Commercial Districts Master Plan - commonly known as the Puma Plan (2005) - offers an action plan for Downtown, and a combined action plan for the Strip on Washington Street and Campus Corner. It also provides a city-wide wayfinding program, which, in addition to the District action plans, can be implemented according to an Implementation Sequencing matrix. The implementation actions can be associated with cost estimates to develop a financing strategy for all of the proposed improvements.

Multi-Use Trail and On-Street Bicycle Master Plan

This Plan (2009) identifies a need in Stillwater for trails and on-street bicycle facilities, reviews existing conditions and community input, and recommends establishing new trails in specific areas of Stillwater. It also provides implementation guidance through a review of government tools and funding mechanisms which may be necessary or useful to each recommendation.

6th Avenue Corridor Study

Providing a focused assessment of State Highway 51, also known as 6th Avenue, this study (2021) establishes goals and recommendations for four key issues along the corridor. Those are Active Transportation, Redevelopment Opportunities, Land Use, and Urban Design. Recommendations include commercial property revitalization, densification and historic preservation, and the creation of design guidelines for private development.

C3 Plan Implementation Analysis

Within the process of evaluating existing conditions in Stillwater, and for the purpose of creating a Vision Statement and Guiding Principles, the completion status of all recommendations made in the C3 Plan was reviewed.

Insights

Of the 74 action items proposed in the C3 Plan, 46% have not commenced, while 26% are fully complete, 15% are not applicable, and 14% are currently in-progress.

When considering the 39 goals established in the C3 Plan, almost 74% are still aligned with the community's objectives and the other 26% should be carried forward with some updates or minor edits.

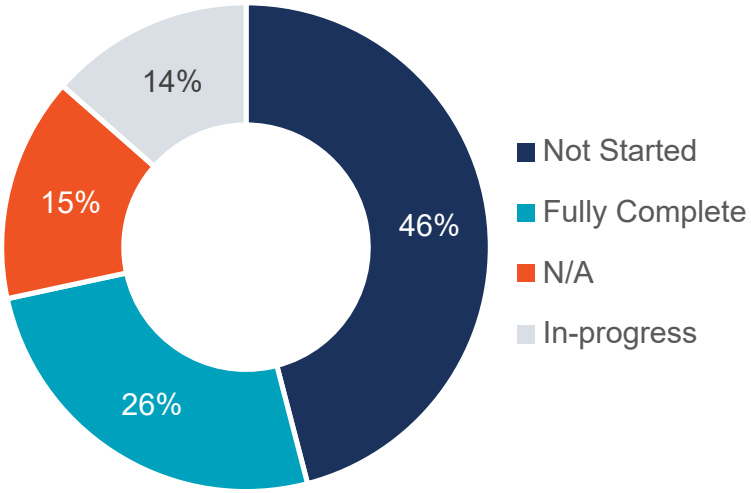


Figure 11. *C3 Plan Action Items Completion Analysis*

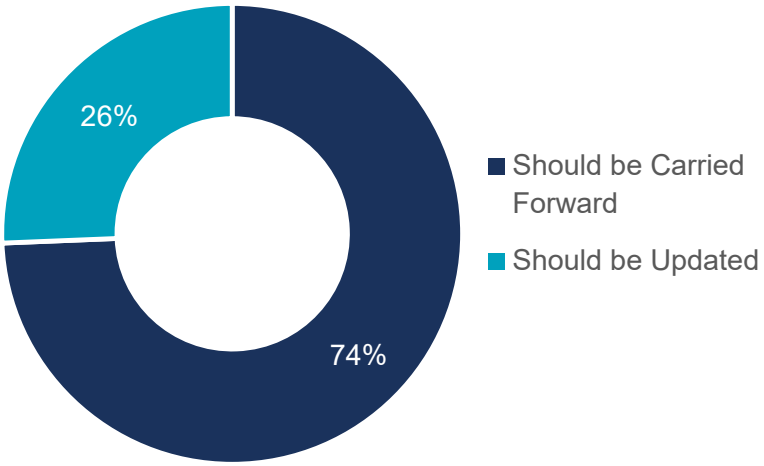


Figure 12. *C3 Plan Goal Continuity Analysis*

ANALYTICAL METHOD

All of the recommendations found in the C3 Plan were compiled into two tables, one labelled C3 Plan Action Items, and one labelled C3 Plan Goals. Action items were those recommendations which could be clearly said to have begun or ended, such as widening a road or completing a study. Goals were those recommendations which do not have a clear state of completion, or which will remain desirable for Stillwater indefinitely, such as supporting housing affordability, or creating an environment friendly to local business.

With all recommendations catalogued, each action item was investigated and marked as Complete, In Progress, Not Started, or N/A. Each goal was assessed, and marked to be carried forward into Envision Stillwater 2045, revised and carried forward, or not carried forward.

Note that the N/A designation applies to items which are no longer priorities for the responsible entity.

PUBLIC VOICE

Overview

Envision Stillwater 2045 sought to amplify the voices of community members through multiple public engagement opportunities. The engagement process utilized the following methods:

- OPEN HOUSE
- DIGITAL SURVEY
- ONLINE INTERACTIVE MAP
- IDEAS WALL
- STAKEHOLDER MEETINGS
- COMPREHENSIVE PLAN ADVISORY COMMIITTEE MEETINGS
- COMMUNITY-WIDE LAND USE WORKSHOP
- COMPLETE DRAFT OPEN HOUSE


STRENGTHS

FIRST OPEN HOUSE ENGAGEMENT

Approximately 75 community members participated in the February 13, 2024 Open House meeting which launched the project. At this meeting, the project team offered essential information about the comprehensive planning process, and provided three distinct engagement opportunities: a fully open-ended ideas wall for participants to share their greatest desire for Stillwater's future, a set of free-response boards which comprised a type of "S.W.O.T." (strengths, weaknesses, opportunities, threats) exercise, and several likert-scale boards to assess community sentiment about specific plan topics.

Upon arrival, community members were presented with a map on which they could place colored stickers to indicate where they live and work.

Once most participants arrived and settled, the project team provided a brief presentation explaining the comprehensive planning process and its importance, what topics are being addressed, and the project timeline.

After being oriented during the presentation, participants could provide input through two different board activities. The first was a set of boards on which participants could write free-form comments in response to prompts about Stillwater's strengths, challenges, opportunities and aspirations. The second was a set of boards on which participants could place stickers to indicate their agreement with various statements about housing, transportation, urban design, and other topics.

The final opportunity to engage with the project came in the form of a large "ideas wall" on which participants were encouraged to describe or depict the "one big thing" they want for Stillwater in the next 20 years.

Participants were encouraged to share their thoughts further via the digital tools found on the project website and to share this information with other members of the community.

STRENGTHS, OPPORTUNITIES, CHALLENGES, ASPIRATIONS

1 STRENGTHS


Division 1 University


Small-town Feel


Proximity to OKC and Tulsa


Friendly People

2 OPPORTUNITIES


Neighborhoods for people to start families


Population growth and economic development *within* Stillwater


Retaining local talent


Growth in new industries

3 CHALLENGES


Housing affordability and availability


Infrastructure conditions and capacity


Cooperation of local institutions


Brain drain

4 ASPIRATIONS


Vibrant arts and culture


Unique and clear identity


Robust social services


Great amenities and public spaces

FREE-FORM BOARDS

During the February open house, a set of boards was available to participants, in which they could list their understanding of Stillwater's strengths, opportunities, challenges, and aspirations. This exercise is of great importance in establishing the plan's overall vision, and for developing recommendations.

OTHER ENGAGEMENTS

Between the February Open House meeting and the adoption of the plan, the project team held several additional meetings, to include a second open house in which community members could collaboratively develop land use scenarios and transportation improvements. There were additional meetings with groups of stakeholders and key institutional representatives. The project team also met with the Comprehensive Plan Advisory Comittee (CPAC) several times.

Beginning at the first Open House, the project website was available to receive comments through a survey, an interactive map, and a discussion board.

The CPAC convened four meetings during this period to review draft plan content, discuss public input results, and make decisions about key priorities for analysis and recommendations.

The project team hosted over ten stakeholder meetings, bringing together small groups of professionals, non-profit representatives, artists, and others to discuss issues and objectives unique to each group in depth.

A second major Open House came in September 2024, during which participants could collaborate using toy building blocks and other tools to build future land use scenarios and highlight necessary transportation investments.

The project team presented a final Open House in late summer 2025 during which participants could review complete plan content and provide any final feedback before moving into the adoption process.


STILLWATER
COMMUNITY
CENTER

VISION STATEMENT

This is an encompassing statement that describes the overriding desires of Stillwater's community, leaders, and stakeholders. Throughout the visioning process, expressions of what Stillwater's future should look like were discussed in a collaborative environment. These expressions came from issue identification and vision meetings with the Comprehensive Plan Advisory Committee, and from community input through public meetings and an online survey, and were crafted into the following statement:

"Stillwater is an innovative community that deeply cares for one another, cultivating a strong sense of belonging. It is a desirable destination for residents, visitors, and businesses, cherishing deep-rooted connections, prioritizing education, and radiating a warm, friendly character."

GUIDING PRINCIPLES

While considered holisitcally, a series of recurring themes began to emerge representing the priorities of the community. Through the planning process, four guiding principles were identied to help Envision Stillwater. These guiding principles provide overall direction and should be referenced when making policy and land use decisions.

CONNECT STILLWATER

Stillwater is safe, convenient, and easy to navigate for all. Accessibility remains a top priority when designing and building public spaces. Strong social connections drive the community forward.

THRIVE STILLWATER

Stillwater creates a foundation for a healthy and prosperous citizenry by promoting economic resilience, practicing fiscal responsibility, creating opportunity for physical activity, and supporting public health programs.

REALIZE STILLWATER

Stillwater fulfills its vision and goals through responsible planning, developing programs and partnerships, establishing appropriate policies and regulations, and implementing capital projects.

IDENTIFY STILLWATER

Stillwater boasts unique cultural institutions, mission-driven organizations, and a distinctive aesthetic through high-quality private development and public design.


You can only place
in the developable areas on the
(no floodplain or public land, etc.)
You can stack residential or retail over
existing neighborhoods to indicate the
addition of missing middle or small
shops in the neighborhood


West Lake Rd.
McMurtry Rd.
Richmond Rd.
Lakeview
McElroy Rd.
even
odd
6th Ave.
Frida

LAND USE AND DEVELOPMENT

INTRODUCTION

What is Future Land Use?

The Future Land Use Plan is one of the most important components of any comprehensive plan. It sets the stage for infrastructure, transportation, and economic development planning, and establishes a framework for Stillwater's built environment. It is also a crucial guide for decision makers in creating new land use regulations or making decisions about rezonings and development proposals.

A Future Land Use Plan (FLUP) and Map (FLUM) are not the same as a zoning ordinance or map. They do not assign proscriptive and enforceable regulations on any properties, but rather reflect the vision and objectives of the community for different areas based on existing development character and emerging or projected trends.

Why is it Important?

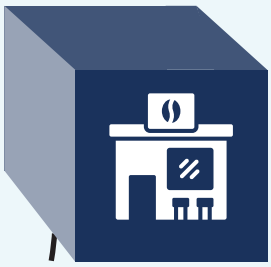
The Future Land Use Plan and Map are not regulatory on their own, but they establish priorities for future development. Stable and established neighborhoods can be marked for preservation as low-density residential, while areas primed for growth or redevelopment can be designated moderate-density residential, mixed-use, or other categories.

Decision-makers should use this part of Envision Stillwater 2045 as a resource and guide when acting on rezoning requests and other discretionary development applications. Projects that align with the intent of this section should generally be approved, and projects that are not aligned with guidance provided in this section, but are found to support the Plan's vision and guiding principles may be evaluated in conjunction with discretionary projects that consider the unique circumstances and may offer policy support for the proposal.

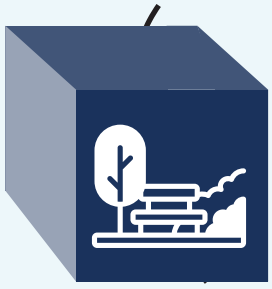
Stillwater Energy Center, North Airport Road

KEY TAKEAWAYS

1 "I think developing areas (coffee, sandwich shops, small outdoor bars) that are close to neighborhoods for residents to walk and enjoy would be a great addition. Western, 9th St. and 12th."



2 "[O]lder neighborhoods should be protected from commercial encroachment. [...] Any older home that is demolished to make way for commercial [is] replaced by more expensive new construction."



3 "I'd like to see parks where [all ages] like to spend time, with long walking paths and nature preserves. Examples are Chisholm Creek Park in Wichita or the Haskell-Baker Wetlands in Lawrence [...]"

DIGITAL INPUT

In which of these areas is mixed-use development appropriate as a tool to promote future economic vitality?

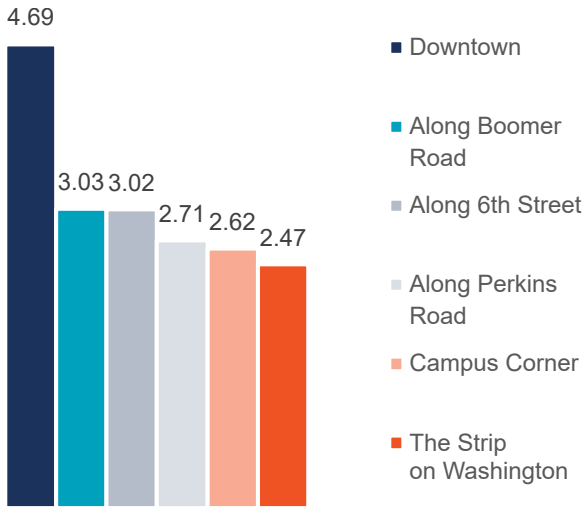


Figure 13. *Online Survey Responses (Weighted Ranking)*

How important is it that neighborhoods have convenient proximity and access to essential private services like grocery stores, pharmacies and clinics, childcare, tailors, small cafes, etc.?

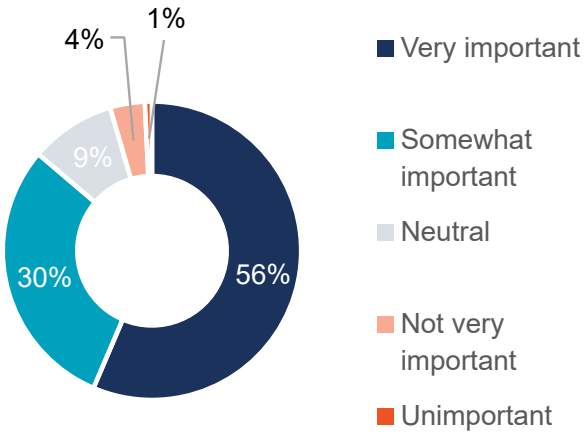


Figure 15. *Online Survey Responses*

How important is infill development to the future of Stillwater's growth?

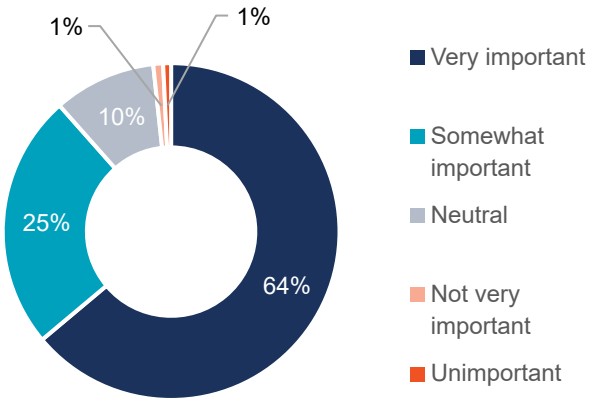


Figure 14. *Online Survey Responses*

How important is it that neighborhoods have convenient proximity and access to public amenities like parks, splash pads, plazas, etc.?

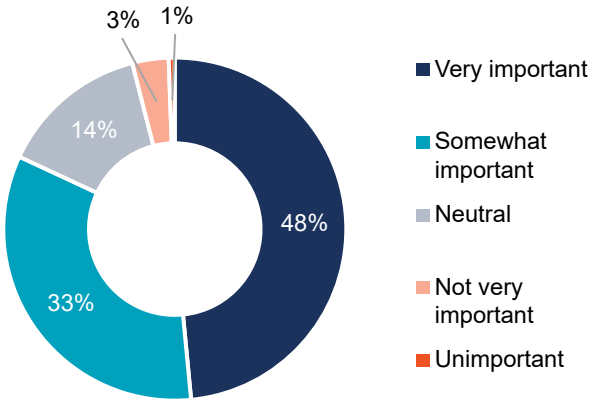


Figure 16. *Online Survey Responses*

Note: Due to rounding, totals may not meet or exceed 100%.

EXISTING LAND USE

Understanding the land use and development patterns that exist in Stillwater today is important when planning for future land use. It establishes opportunities for growth, and constraining factors that impact Stillwater's ability to grow as the Land Use Plan envisions.

Opportunities

Over 5,000 acres of land in Stillwater's city limits are vacant and available for greenfield development. With high housing demand and a desire to make major investments in a resilient, diversified economy, this vacant land presents an excellent opportunity for both residential and non-residential development.

In built-out parts of the city, such as the urbanized core east of campus and along major corridors, many of the existing structures are aging and deteriorating. This presents opportunity for infill development and redevelopment in line with contemporary needs and best practices. This is true of both housing stock, much of which was constructed before the new millennium, and retail and commercial centers.

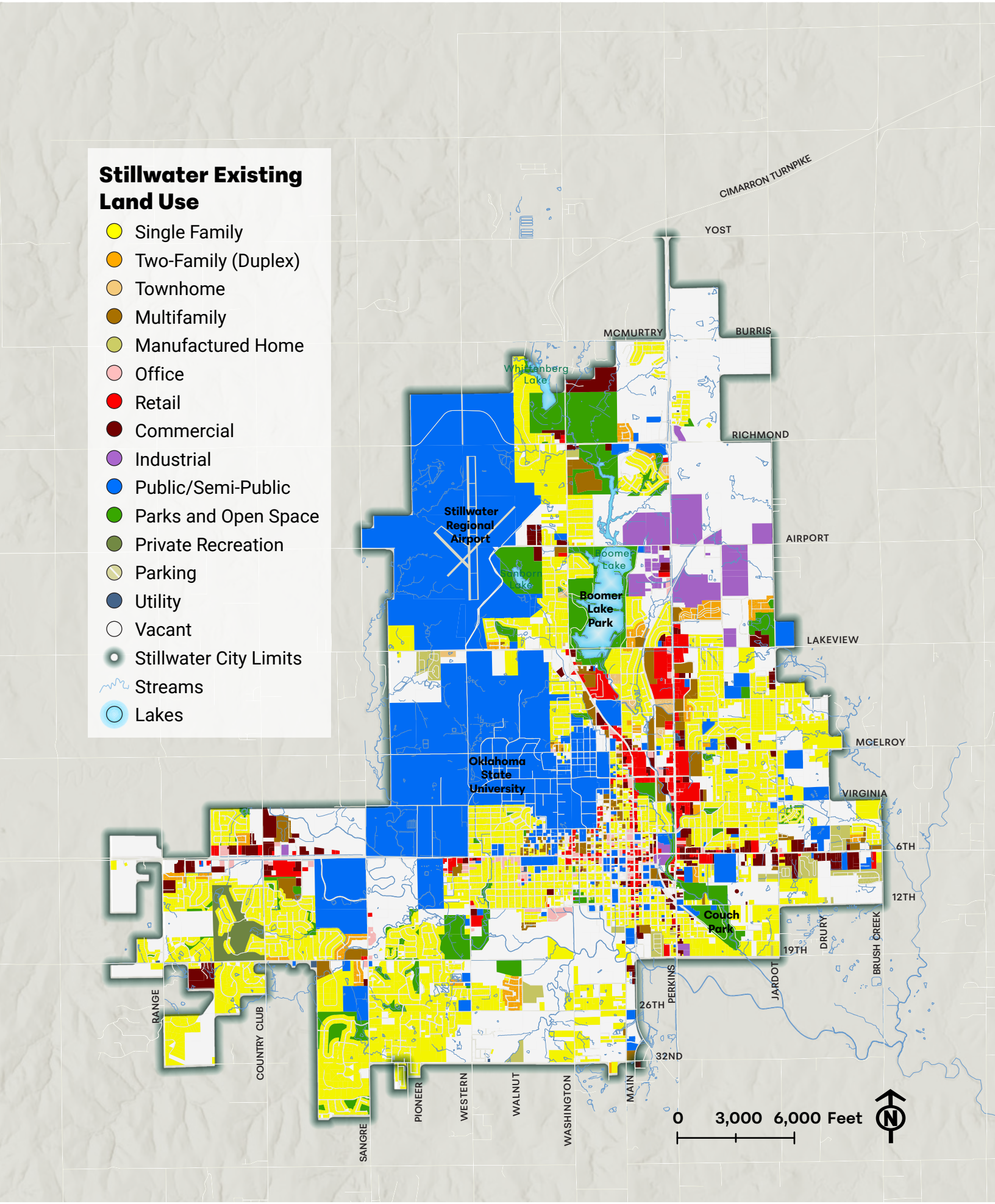
Constraints

Nearly 2,400 acres of land in Stillwater's city limits are within the FEMA-designated floodplain, limiting their development potential. Of vacant land, about one-fifth (approximately 1,000 acres) is within the floodplain, reducing the availability of greenfield development opportunities.

Vacant land outside of the floodplain is predominantly located near the southern and western peripheries of the city, meaning development here could contribute to suburban sprawl and traffic congestion, reduction in agricultural land, or degradation of natural areas and amenities. Much of the large swath of vacant land to the north is planned to be occupied by future economic development projects, reducing its capacity or desirability for residential, retail, or mixed-use development.

Existing Land Use	Acres	Percent
Vacant	5,076	26%
Public/Semi-Public	4,444	23%
Single Family	4,406	22.5%
Right-of-Way	1,756	9%
Parks and Open Space	1,332	7%
Commercial	495	2.5%
Industrial	467	2%
Retail	424	2%
Multifamily	376	2%
Two-Family (Duplex)	223	1%
Manufactured Home	206	1%
Private Recreation	120	0.6%
Office	116	0.6%
Townhome	46	0.2%
Parking	18	0.1%
Utility	8	<0.1%
Totals	19,510	100%

Figure 17. *Existing Land Use Analysis*



Map 2. Existing Land Use

BUILDING FUTURE LAND USE

To craft the Future Land Use Map (page 55), the project team required a clear understanding of the community's priorities for land use. Where should existing neighborhoods be preserved and supported? Where should they be primed for redevelopment and infill development at moderate or high density? What locations are best suited for mixed-use development and placemaking? How will people commute between employment centers and residential areas?

To answer these questions, the project team invited the public to a two-hour workshop during which they could create scenarios for future land use patterns and transportation investments. Participants used Lego bricks to indicate on a map of Stillwater what uses should be allowed in different parts of the city in the future, and where development of certain types should be encouraged. Participants could also draw and annotate on the maps to suggest improvements to vehicular transportation, to recommend new active transportation corridors, and to propose public transportation routes.

Participants were prompted to create scenarios accounting for 15,000 to 20,000 new people living in Stillwater by 2045. While projected growth by 2045 is closer to 6,200 people, the 15,000 to 20,000 range encouraged participants to create opportunity for about 50% of Stillwater's existing non-resident workforce to live in town. This figure also accounts for housing construction to accommodate about 5% of all OSU students expected to graduate between 2025 and 2045, which reflects a priority expressed consistently throughout the engagement process to retain graduating talent. Finally, this figure accounts for continuing to provide off-campus housing for OSU students. While there may be long-term aspirations to liberate more market housing for non-students, off-campus housing will be needed to accommodate OSU's growing student population for the foreseeable future.

Yellow, orange, and brown Legos represented low-, moderate-, and high-density residential land uses, respectively. Red, blue, and purple Legos represented retail and entertainment, employment, and industrial and skilled trades uses, respectively.

Yellow Legos represented housing capacity for 300 people, orange represented 600, and brown represented 900. The nonresidential bricks were not correlated to a number of jobs created. However, participants were constrained to place only three total nonresidential bricks, which means each scenario articulates priorities for economic development in Stillwater; each group had to focus on one type of economic development approach, or suggest general diversification of the economy.

Four groups participated, resulting in the creation of four distinct future land use scenarios which the project team and CPAC could use to develop a preferred land use model, and thereby create a Future Land Use Map.

POPULATION PROJECTIONS

Extrapolations of different growth trends observed during the study period enable projections of future growth in Stillwater's total population.

If Stillwater maintained the highest year-over-year population growth during the study period, about 1.7%, the population would be over **72,000** by 2045.

If it maintained the average growth rate, excluding years where the population declined, of just over 1%, it would approach **63,000** people by 2045.

If it maintained the lowest positive growth rate observed between 2016 and 2022, just under 0.5%, the population in 2045 would be just over **54,000** people.

Demographic analyses conducted by the Oklahoma Department of Commerce project a population increase of about 6,200 by 2045, most closely mirroring the Low Growth scenario depicted below. This 6,200 figure was used to calculate the total population for which participants in the future land use workshop needed to account.

STATE-LEVEL ANALYSIS

The Oklahoma Department of Commerce published a report with population projections for each county in Oklahoma at 5-year intervals out to 2070.

This report projects that the population of Payne County, which was 81,989 in 2021 and will be 91,823 in 2045. If Stillwater continues to comprise the same percentage of the County population as it does currently, it will have to grow by about 6,200 people.

This projection matches that produced by extrapolating the lowest positive growth rate observed from 2016-2022, approximately.

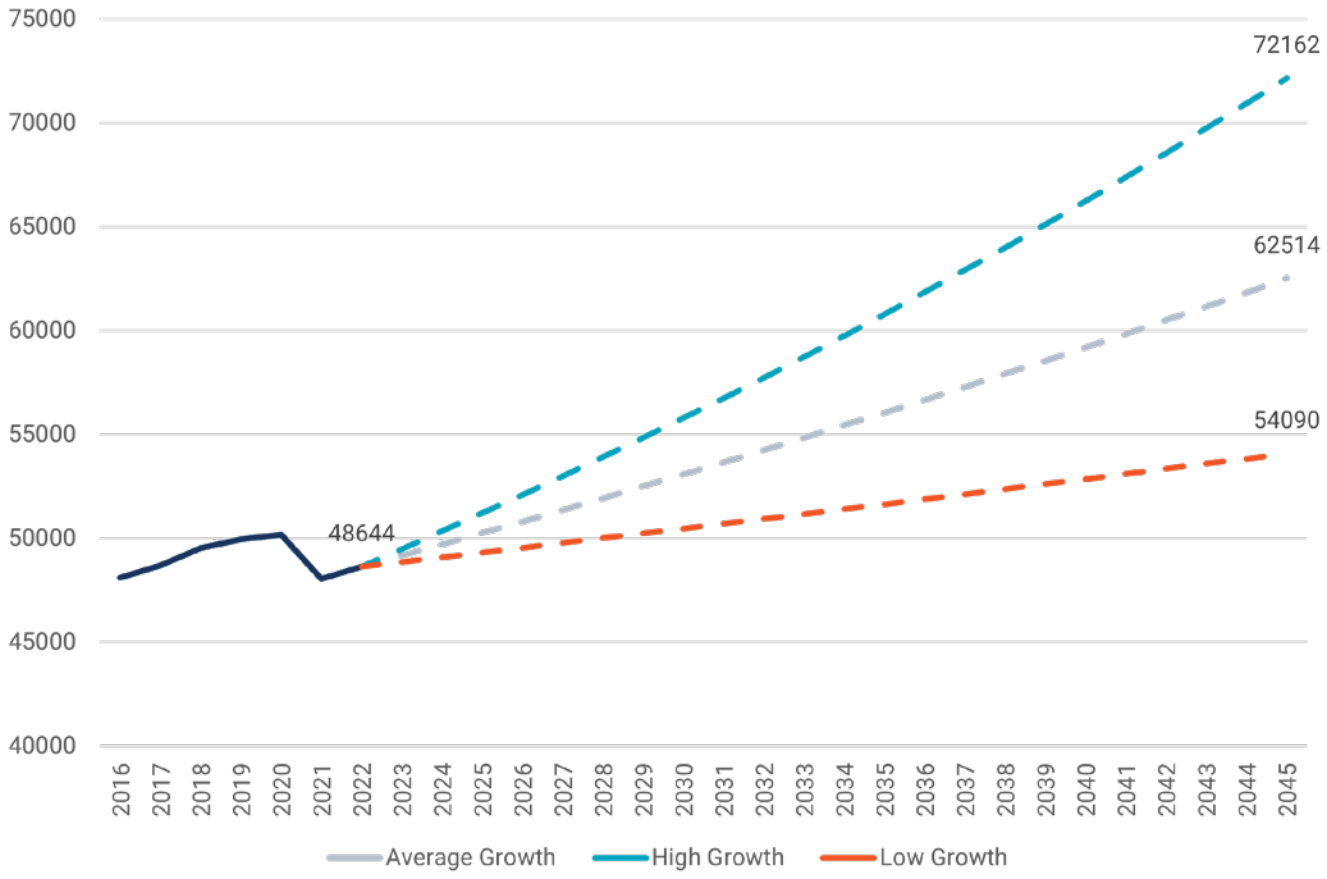


Figure 18. *Population Growth Scenarios*

LAND USE SCENARIOS

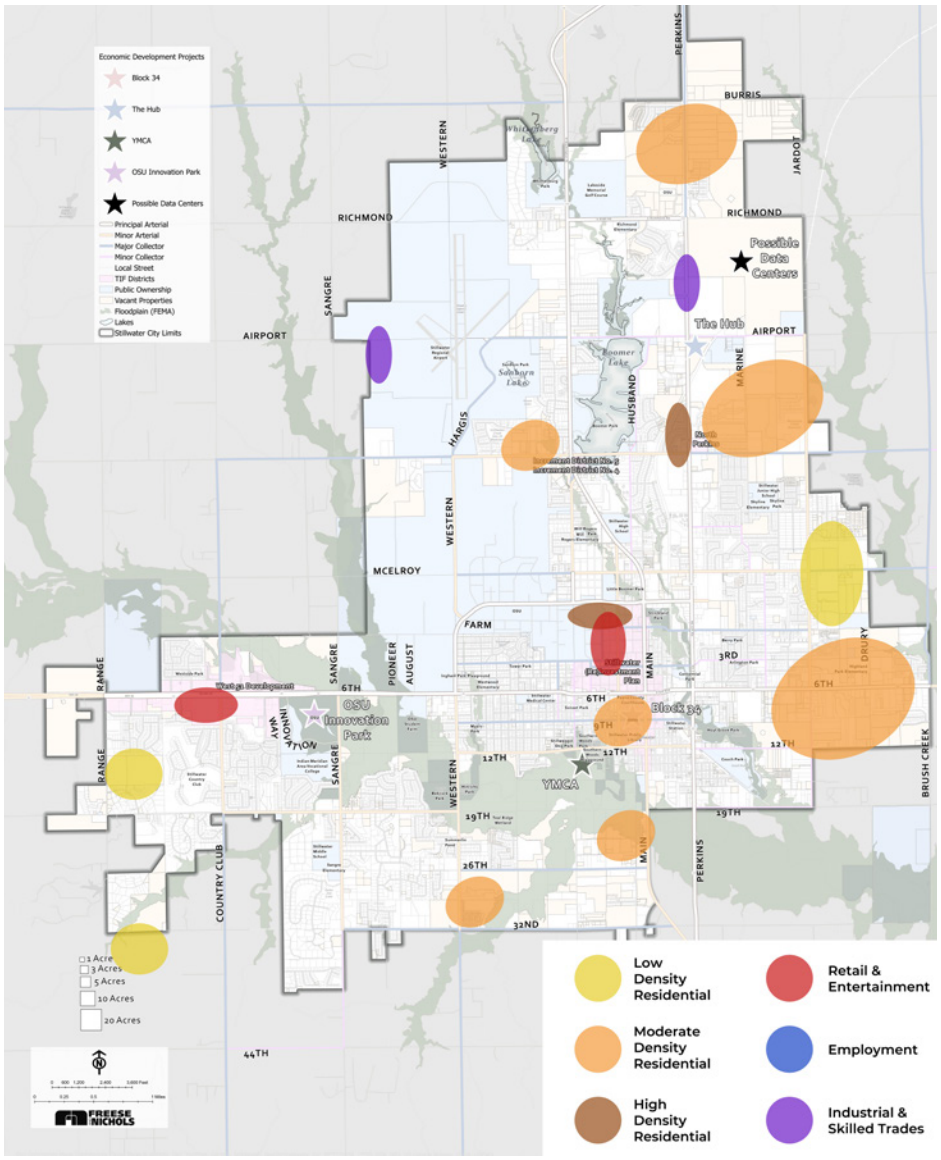
SCENARIO 1: EAST EDGE RESIDENTIAL

Moderate-Density Residential Nodes

Retail-Focused Economic Development

SCENARIO 1: EAST EDGE RESIDENTIAL

This scenario envisions a series of major residential nodes along the eastern edge of Stillwater. These are moderate density nodes, in which development would consist of duplexes, triplexes, cottage courts, accessory dwelling units, and small (12 or fewer unit) apartments. A few small nodes of this residential type are planned to the south. Low density residential areas are envisioned to the southwest, and in one large node to the east. The planned non-residential land use indicates an economic development vision centered on retail, entertainment, and similar quality-of-life amenities and services. This scenario could provide housing for 76% of the population growth anticipated in Stillwater over the next 20 years.



Map 3. Land Use Scenario 1: East Edge Residential

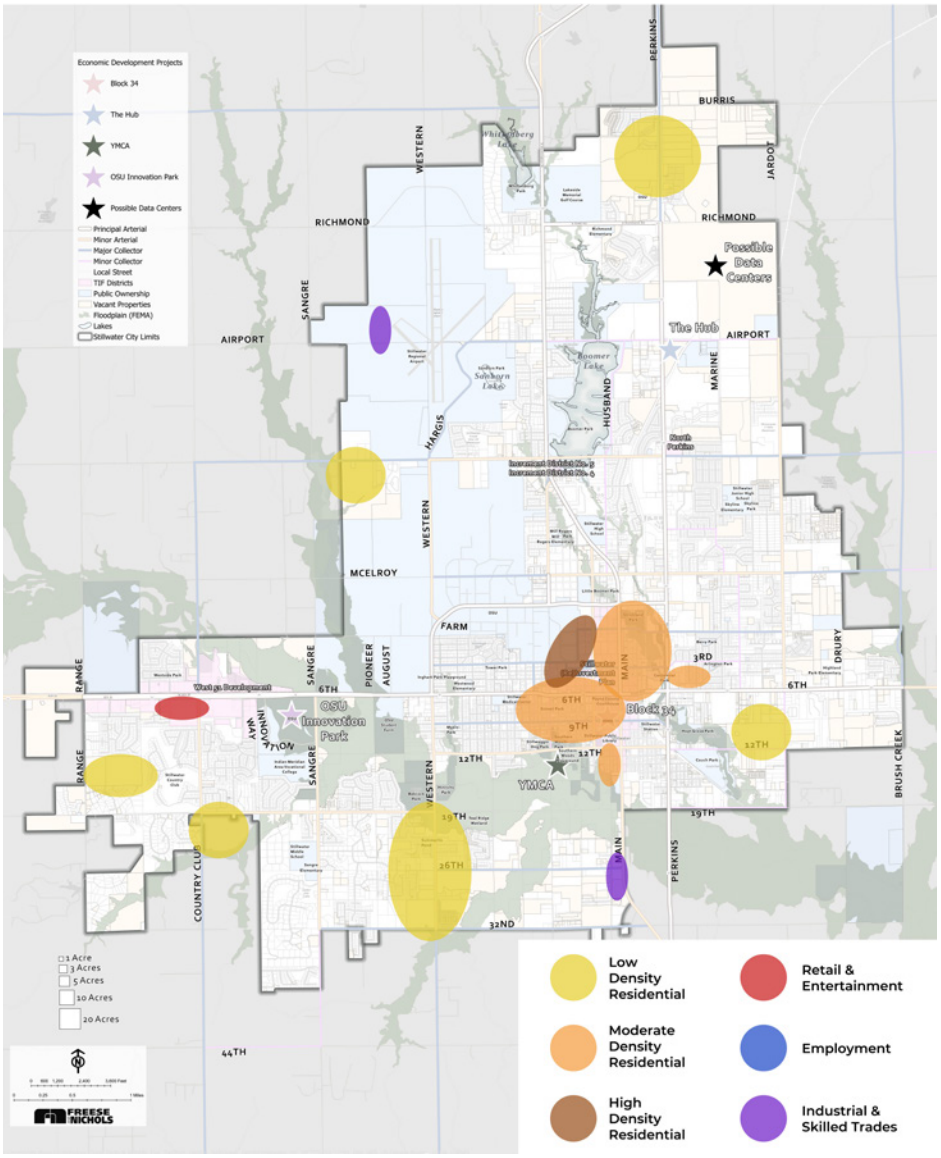
SCENARIO 2: CENTER OF MASS

Moderate-Density Core Development

Industrial and Trade-Focused Economic Development

SCENARIO 2: CENTER OF MASS

This scenario envisions significant infill and redevelopment of Stillwater's core neighborhoods near downtown and surrounding Block 34. This redevelopment would emphasize moderate density residential types, such as duplexes, triplexes, and cottage courts – those types which are most compatible with existing neighborhood character and intensity. This scenario also plans for large low-density residential development in the south and far north, as well as smaller low-density residential nodes to the southwest and southeast. The priority for non-residential land use and economic development lies in industrial and skilled-trade centers in the south and northwest. This scenario could provide housing for 102% of the population growth anticipated in Stillwater over the next 20 years.



Map 4. Land Use Scenario 2: Center of Mass

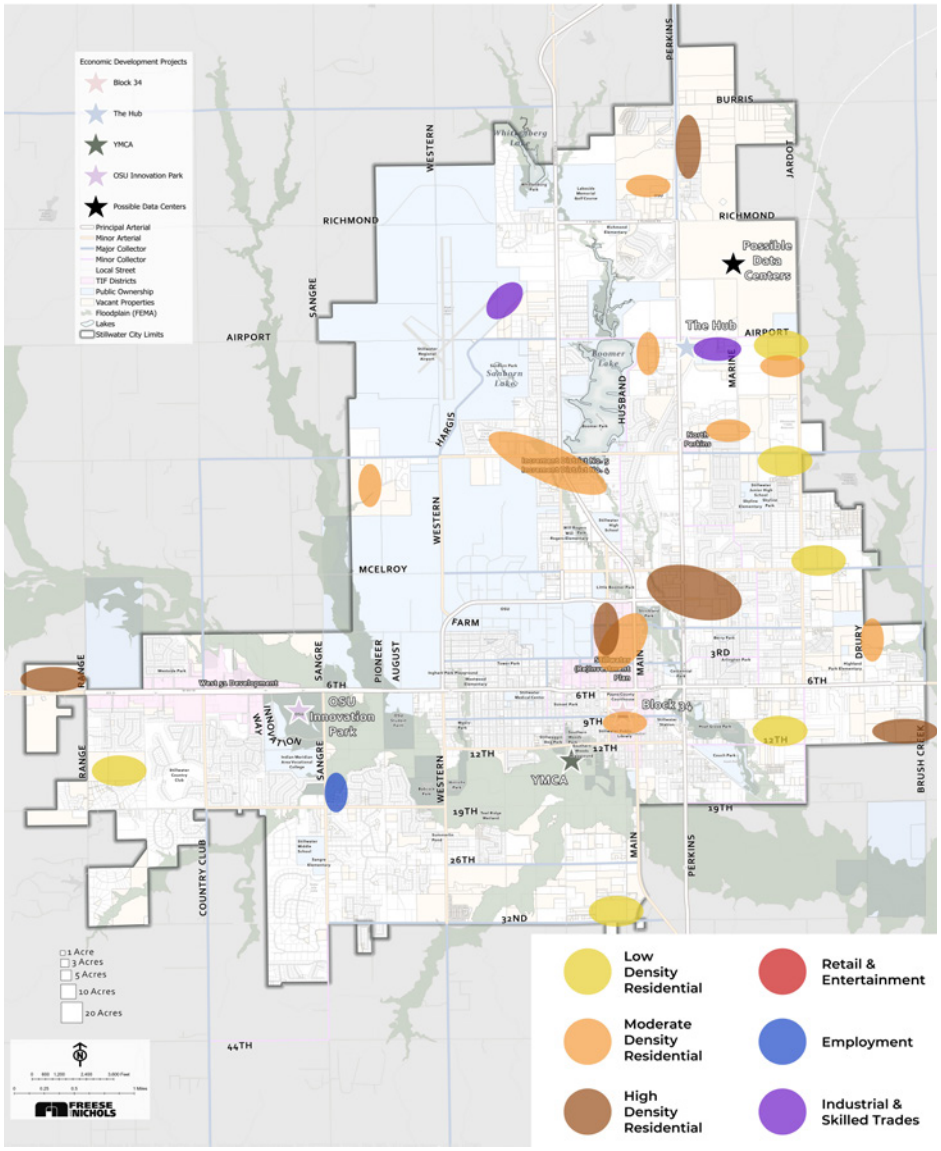
SCENARIO 3: THE KITCHEN SINK

Diffuse Residential Development of All Densities

Industrial and Trade-Focused Economic Development

SCENARIO 3: THE KITCHEN SINK

This scenario envisions opportunistic residential development all over Stillwater. It also plans for residential land use of low density, moderate density, and high density, all in large amounts. This approach to future land use focuses on accommodating the best residential land use for available, undeveloped land in the city, with only a few areas designated for redevelopment at higher density. Industrial and skilled-trade non-residential uses are the focus of non-residential land uses and economic development. This scenario could provide housing for 92% of the population growth anticipated in Stillwater over the next 20 years.



Map 5. Land Use Scenario 3: The Kitchen Sink

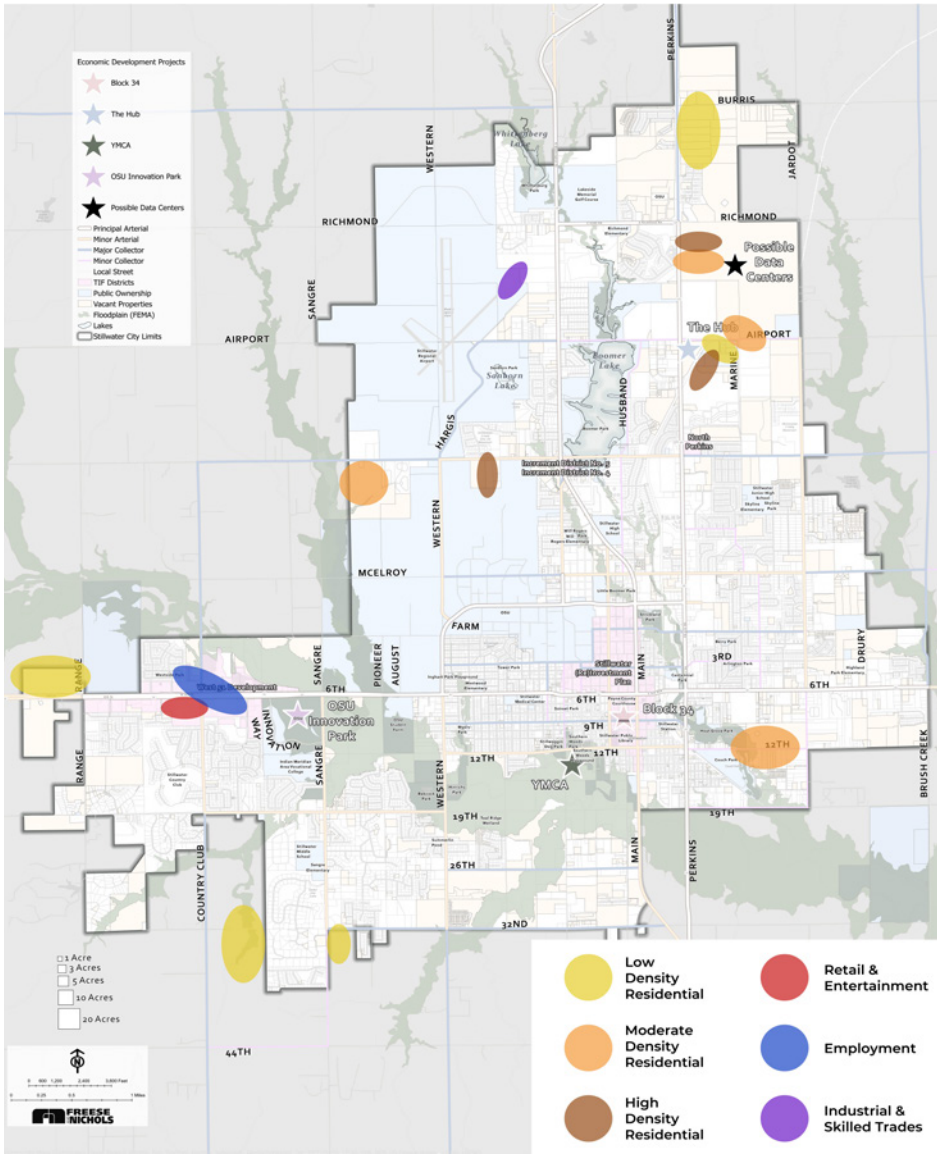
SCENARIO 4: LESS IS MORE

Limited Residential Development

Employment-Focused Economic Development

SCENARIO 4: LESS IS MORE

This scenario envisions minimal residential development in Stillwater and very little redevelopment of existing neighborhoods. Low-density residential development is limited to some available land in the southwest and far north, as well as a few locations outside of the city limits. Moderate- and high-density residential development are limited to a small number of undeveloped properties already near dense areas, or adjacent to existing or projected industrial and civic developments such as the airport. The vision for non-residential land use and economic development relies primarily on employment centers for professional services. This scenario could provide housing for 66% of the population growth anticipated in Stillwater over the next 20 years.



Map 6. Land Use Scenario 4: Less is More

CPAC Scenario Analysis

During a two-hour meeting, CPAC members provided comments and votes on the four land use scenarios created by the public during the workshop, and discussed their thoughts with the project team.

A total of 20 votes were issued, as CPAC members could vote for more than one scenario if they wished to see elements of multiple synthesized with each other. This is clarified in notes and comments.

Scenario 2, Center of Mass, held the most votes with 13. Scenario 1, East Edge Residential, received 5, and Scenario 3, the Kitchen Sink, received 2. Scenario 4, Less is More, did not receive any votes.

Comments on Scenario 2 were generally positive, noting its responsiveness to housing demand in high-activity, high-growth areas in the center of Stillwater, and the potential this type of development has to support retail and grow the local economy. Concerns include the need for transportation planning and possible public transit services to support densification, and the need for commercial redevelopment in the west of town.

Scenario 1 received comments noting its plausibility, and also emphasizing that where remaining vacant and greenfield development opportunities exist in Stillwater, especially in large tracts, that land should be used efficiently for medium density development, rather than large lot residential development.

Scenario 3 raised concerns about the transportation impacts of dispersed development, and of promoting high-density residential in some areas at the edge of the city. The Employment land use planned near the Innovation Park and Meridian Tech was well received as a way to achieve the goal of retaining OSU graduates.

The lack of development accommodated by Scenario 4 raised concerns about meeting housing demand, but its proposed location of Retail land uses in the west of town was observed as a sound way to promote growth in a slowly developing area, and meet commercial needs in an area of town lacking such services.

Full page depictions of Figures 19 and 20 are available in Appendix A.

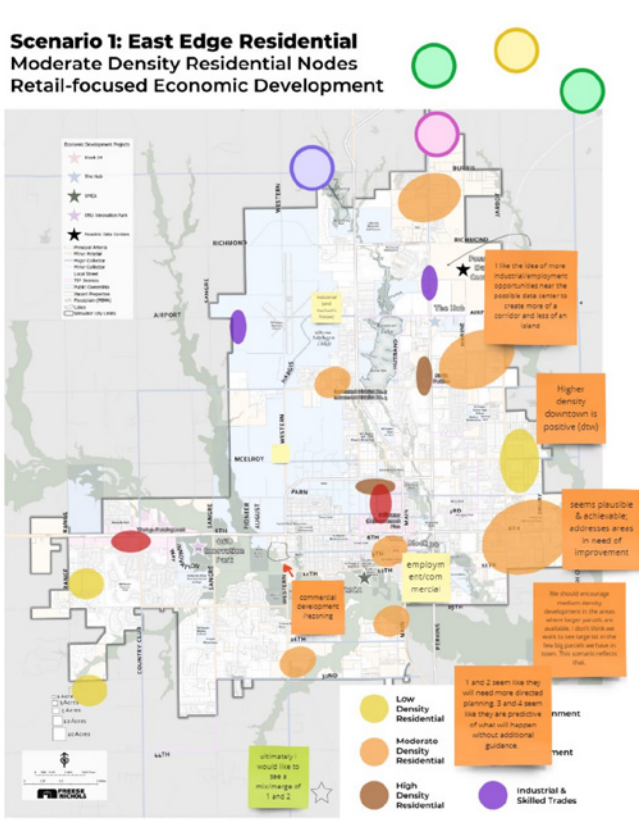


Figure 19. *CPAC Scenario 1; Comments and Virtual Votes*

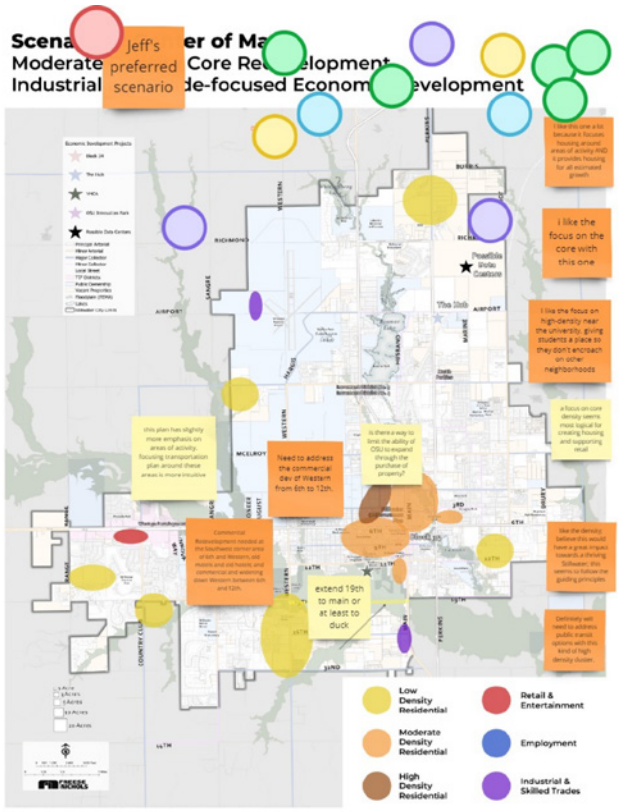
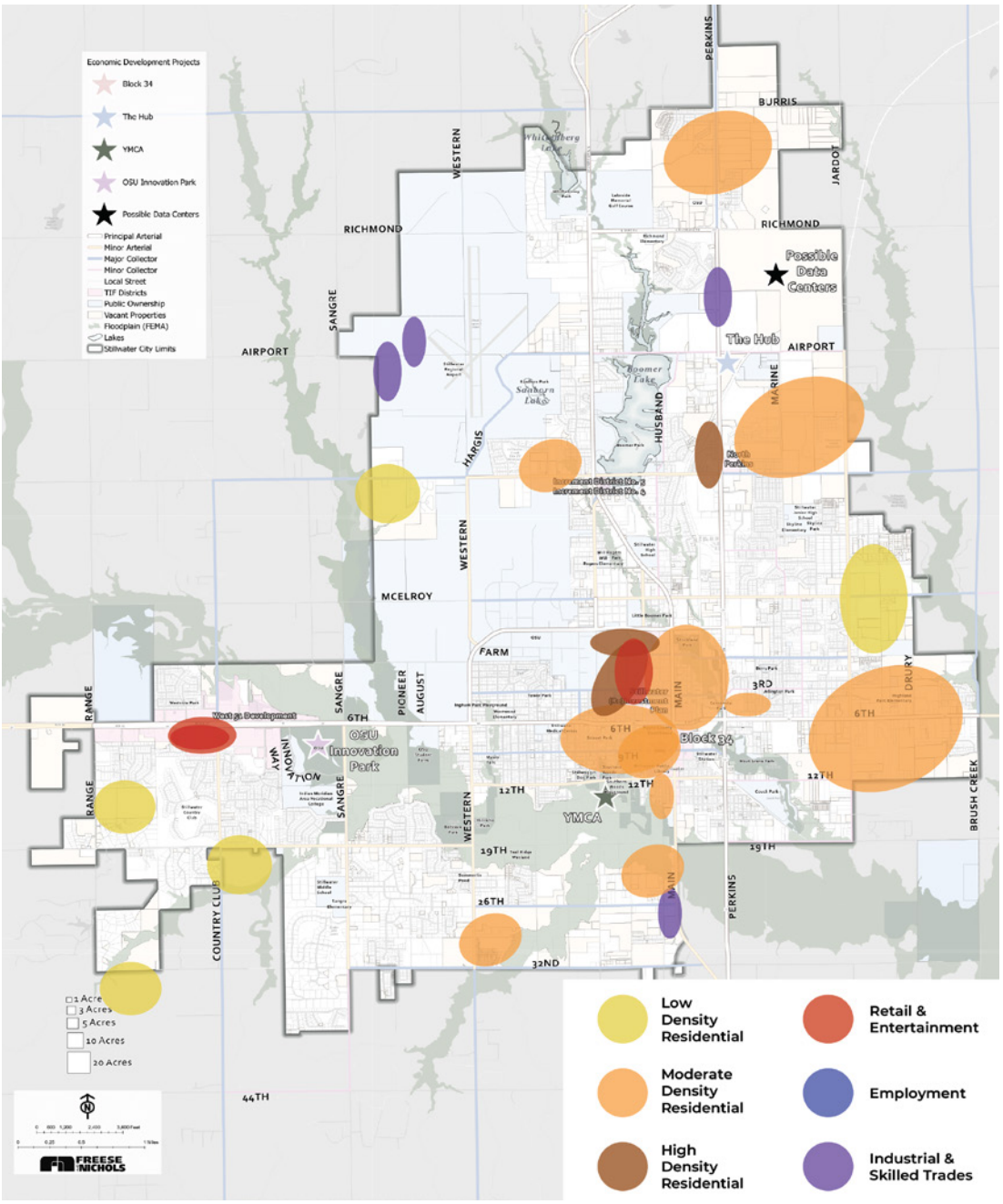


Figure 20. *CPAC Scenario 3; Comments and Virtual Votes*



Map 7. Preferred Land Use Model

PREFERRED LAND USE MODEL

This map is a composite of desirable features from the selected scenarios identified by the CPAC. It proposes infill and redevelopment around the core of the city prioritizing moderate-density residential uses. It also includes some high-density residential and retail and entertainment options, suggestive of vertical mixed-use development. This preferred model also proposes to use many greenfield sites for moderate-density residential, particularly in the east. Some low-density residential is proposed to the west, and between nodes of moderate density in the east. Other than retail amenities near the core and along the 6th Street corridor, this model plans for considerable industrial and skilled trades uses in the south, where many commuters in these fields enter the city, and in the north near the site of The HUB Stillwater.

TOWN AND GOWN ASSESSMENT

As one of the largest current landholders and a major force for development, the University's impact on land use merits consideration. The relationship between the City and OSU in terms of land use regulations and development projects presents a great opportunity to the Stillwater community, if handled appropriately.

Partnerships

OSU is largely exempt from City zoning and other development regulations. Thus, it is less beholden to the Future Land Use Plan than other possible developers. This means that a harmonious approach to development between the two parties requires strong collaboration and alignment of priorities.

The City should learn about OSU's goals and anticipated development at the edges of campus and elsewhere throughout the community, and implement development regulations nearby that will promote the most compatibility. Conversely, OSU should strive to develop within the broader framework established by the City for its future land use, and to adhere to the same development standards in pursuit of an aesthetically pleasing and architecturally consistent community.

This also applies to stakeholders within the University such as individual programs or departments, museums, arts centers, and theatres.

Impacts

The University is not only a major destination for residents and visitors during sports events and festivals, but a constant center of dynamism and activity within the community. At its edges, the University significantly impacts land use directly by attracting businesses well-suited to a young pedestrian customer base and residential development friendly to college students. This in turn affects economic outcomes, the creation of culturally important districts, and demand for transportation infrastructure.

The University attracts many high-end high-density residential developments to house students.

Student demand for nightlife and similar activities drives the establishment and development of small, walkable commercial districts like the Strip, pictured here.

RESILIENCE

Providing a balanced mixture of land uses ensures the City can meet projected housing demand and support sufficient residential development. It can simultaneously enable commercial development key to residents' quality-of-life and the City's sales tax base. Balancing the land use approach also lays a foundation for creating local employment opportunity, bringing jobs that can improve OSU graduate retention and the return of alumni.

In addition to establishing the framework for a resilient economy, complete neighborhoods, and a dynamic, livable community, land use planning enables decision makers and developers to better protect the community against hazards like floods, winter weather, and other such events. Planning to conserve floodplain can alleviate flooding events, for example, and using land use to pursue walkable development can help ensure residents have access to essential services even when roads are impassable.

Resilience in future land use planning is not confined to the outcomes of land use itself. It lays the foundation which makes resilience possible in all other areas of planning - housing, economic development, transportation, community character, and infrastructure.

Planning for resilience requires consideration of how hazards have historically impacted the community and how they might in the future given evolving economic, societal and physical climates. It means considering the possible future which may present more unknowns than the probable future based on facts and historic and documented events.

LOW-IMPACT DEVELOPMENT AND GREEN INFRASTRUCTURE

Many cities use their facilities to exemplify resilient design through site selection, energy efficiency, building materials, and site design. The buildings and their sites are often used to demonstrate preferred approaches, educate the public and developers, and articulate community values.

Ratings systems like Leadership in Energy and Environmental Design (LEED), Envision Verificiation, and SITES Certification provide consistent, measurable criteria for evaluating the impact of resilient and efficient design and construction techniques.

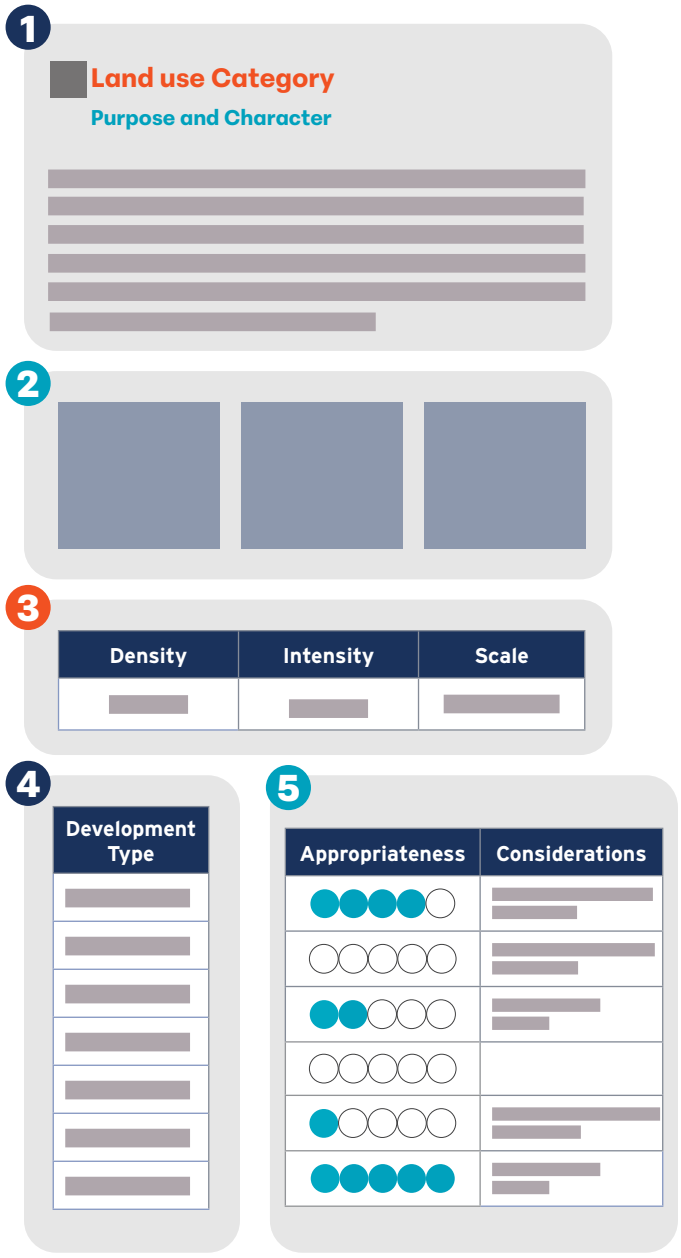
Site selection is a component of these evaluations which is especially relevant to land use. Building public facilities, especially those with high citizen engagement like libraries and recreation centers, near existing neighborhoods, or within proximity to transit, is a land use decision which serves to exemplify principles of resilience.

A Board of Realtors office nestled along a neighorhood commercial corridor.

FUTURE LAND USE DASHBOARDS

What are Land Use Dashboards?

Land Use Dashboards provide staff, appointed officials and elected representatives with a one-stop location for information related to the future land use categories established in the Future Land Use Map (FLUM).



Dashboard Key

1 Land Use Description

Each dashboard includes the land use title, corresponding FLUM color, and description that addresses the category's primary purpose and character. Purpose statements should be used when considering land use decisions, such as the appropriateness of a rezoning case. Character statements should be used when evaluating the building form of a proposal or updates to development code requirements.

2 Visual Representation

Each dashboard includes images depicting examples of the primary development type within the land use. These photos are not comprehensive and may not illustrate all appropriate uses, but should be referenced when considering the built form of development inquiries.

3 Density, Intensity, and Scale

Each land use category offers a recommended density, which is the number of dwelling units per acre (DUA), intensity, which is the percent of each lot covered by structures or pavement, and scale, which principally addresses building height as a number of stories, or a designation as low-, mid-, or high-rise.

4 Development Types

Each dashboard lists all of the development types highlighted on the next page, and provides recommendations using the Appropriateness rating and Considerations components described in item 5.

5 Appropriateness and Considerations

The appropriateness of each development type is rated from 0-5, where a rating of 0 means a use should be prohibited, and a rating of 5 meaning a use should be allowed by right with few barriers to development. For ratings 1-4, the Considerations column can help clarify when and with what nuance each development type may be appropriate within a land use category.

Development Types

The analyses in each appropriateness table address eight core development types: single-family homes, missing middle homes, multifamily homes, neighborhood commercial, regional commercial, industrial and employment, vertical mixed-use, and open space, each as defined below.

Single-family Homes

The Single-family Homes development type describes dwellings that are on separate lots, and are most commonly owner-occupied, rather than rented. This includes everything from such homes on large rural lots down to those on small, urban lots, with or without ADUs.

Missing Middle Homes

The Missing Middle Homes development type encompasses numerous traditional housing styles of a moderate density, such as duplexes, triplexes, quadplexes, ADUs, cottage courts, townhomes, and apartment buildings with 12 or fewer units. These housing types are generally appropriate for infill and redevelopment in proximity to existing single-family neighborhoods. These homes are likely a mixture of owner-occupied and renter-occupied.

Multifamily Homes

The Multifamily Homes development type describes all multifamily dwellings with 13 or more units. These developments are generally too large in scale to be appropriate as infill or redevelopment near existing single family neighborhoods, and may include ancillary uses like parking structures and certain office or commercial uses. Housing of this type is predominantly rented.

Neighborhood Commercial

The Neighborhood Commercial development type includes commercial uses which are harmonious with and beneficial to existing or future residential neighborhoods. These provide essential goods and services and offer convenient access to everyday needs. Common examples are small grocery stores, clinics and pharmacies, certain personal services like tailors, and small cafes or restaurants that offer residents a nearby third place without attracting significant traffic.

Regional Commercial

The Regional Commercial development type describes commercial uses that serve the entire community and may attract customers from the greater Stillwater region. Consequently, their scale, intensity, and activity are not suitable for location adjacent to low- and moderate-density residential uses.

Industrial and Employment

The Industrial and Employment development type encompasses the full spectrum of employment centers that may be available in Stillwater, from warehousing and manufacturing to medical centers and professional offices. Office space in vertical mixed-use buildings can be appropriate, but this development type often describes large office parks and facilities which are not appropriate in proximity to low- and moderate-density residential neighborhoods. The adverse impacts of industrial uses on adjacent properties also varies widely, but their intensive land consumption and scale, and potential for truck traffic generation make them inappropriate near residential uses.

Vertical Mixed-use

The Vertical Mixed-use development type describes buildings of at least two stories where the ground floor is occupied by non-residential uses, and upper floors may contain offices, studios, and residences. Non-residential space on the ground floor is best occupied by retail and commercial uses that are enticing to pedestrians and that serve the daily needs of nearby residents - they should improve walkability for locals, and enliven the street.

Open Space

The Open Space development type includes conserved, undeveloped land left in its natural state as well as active outdoor spaces with programming and improvements. Open Space can confer benefits to the community in the form of recreation and gathering space, and also serve environmental and resilience goals as a means of stormwater control or habitat preservation.

Agricultural

Purpose and Character

With some 1,700 acres, or almost 10%, of Stillwater's land today zoned for agricultural uses, and the city's historical connection to agriculture, planning for the preservation of agricultural land is an important step in maintaining the community's history, protecting its environment, and supporting the local economy.

Agricultural preservation can also serve as a tool to best utilize land with unusual natural topography or hydrological conditions.

Land designated Agricultural in Envision Stillwater 2045's Future Land Use Map should be preserved for the purposes of crop cultivation in farms, nurseries, or orchards, or for livestock raising in ranches or hatcheries. More intensive harvesting of the land in activities such as forestry or mining should be carefully considered and limited in their scope.

The character of this land use is marked by low-density development, principally of single-family detached homes on large lots, with occasional commercial uses supportive of nearby agricultural operations integrated into the development pattern.

Density	Intensity	Scale
<3 DUA	25% Lot Coverage Low Intensity	1-2 Stories Low-rise

Development Type and Appropriateness		Considerations
Single-family Homes	●●●●○	Appropriate at low-densities; open space provided
Missing Middle Homes	○○○○○	
Multifamily Homes	○○○○○	
Neighborhood Commercial	●●○○○	Appropriate if serving surrounding Agricultural properties
Regional Commercial	○○○○○	
Industrial and Employment	●○○○○	May be appropriate for processing agricultural products
Vertical Mixed-use	○○○○○	
Open Space	●●●●●	

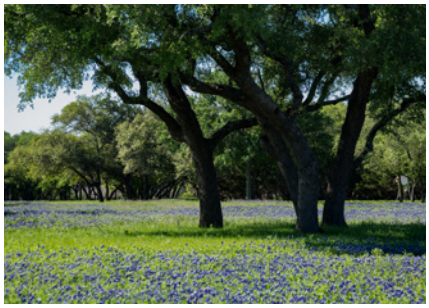
Conservation

Purpose and Character

The Conservation future land use category accommodates those areas with precious natural beauty, those housing sensitive ecology and wildlife habitat, and those that provide environmental benefits like stormwater management.

Land designated Conservation in Envision Stillwater 2045's Future Land Use Map should maintain its natural, unaltered state, with minimal land disturbance, deforestation, or improvement with pavement, utilities, or structures.

The character of this land use is marked by low-density development which responds to the existing features of the area. Large lot residential development may be appropriate, as may selective neighborhood-scale commercial uses, namely those that provide essential goods and services to nearby residents.



Density	Intensity	Scale
<3 DUA	25% Lot Coverage Low Intensity	1-2 Stories Low-rise

Development Type and Appropriateness		Considerations
Single-family Homes	●○○○○	Appropriate at low-density and when providing open space
Missing Middle Homes	○○○○○	
Multifamily Homes	○○○○○	
Neighborhood Commercial	●○○○○	May be appropriate where integrated into parks and rec facilities
Regional Commercial	○○○○○	
Industrial and Employment	○○○○○	
Vertical Mixed-use	○○○○○	
Open Space	●●●●●	

Low-Density Residential

Purpose and Character

The Low-density Residential land use category reflects Stillwater's existing proliferation of single-family detached subdivisions, and the understood need for this development type in the future.

This future land use category accommodates development of conventional suburban neighborhoods in which predominately single-family detached homes face onto local streets. Occasional moderate-density housing types, such as two-family homes, triplexes, and quadplexes may be appropriate. Housing of greater density or intensity, such as cottage courts or any kind of multifamily housing, is not appropriate.

This future land use category also intends to promote more complete neighborhoods through the walkable integration of appropriately-scaled essential services such as grocery stores, pharmacies and clinics, and third places.

Density	Intensity	Scale
4-6 DUA	40% Lot Coverage Low- to Moderate-Intensity	1-2 Stories Low-rise

Development Type and Appropriateness		Considerations
Single-family Homes	●●●●●	
Missing Middle Homes	●●○○○	Appropriate when scale and aesthetic matches single-family surroundings
Multifamily Homes	○○○○○	
Neighborhood Commercial	●●●○○	Appropriate if compatible in scale and aesthetic with adjacent homes
Regional Commercial	○○○○○	
Industrial and Employment	○○○○○	
Vertical Mixed-use	○○○○○	
Open Space	●●●○○	Appropriate when accessible to all nearby residents, or when conserving valuable natural features

Moderate-Density Residential

Purpose and Character

The Moderate-density Residential land use category responds to community feedback expressing a desire to see residential development of a moderate density and intensity, incorporating traditional housing types often described as the missing middle.

Two-family homes, triplexes, quadplexes, cottage courts, townhomes, ADUs, and small (5-12 unit) apartment complexes are the most appropriate housing types in this category. Single-family detached homes are most appropriate when they are on small and compact lots. Large lot, single-family detached homes are not appropriate, nor are large (13 or more unit) apartment buildings.

Vertical mixed-use buildings are appropriate when the ground-floor commercial spaces house essential uses for nearby residents that contribute to neighborhood completeness, such as grocery stores, clinics, tailors, veterinarians, dry cleaners, local restaurants and cafes, book stores, and similar third places.

Density	Intensity	Scale
10-14 DUA	65% Lot Coverage Moderate Intensity	1-4 Stories Low- to Mid-rise

Development Type and Appropriateness		Considerations
Single-family Homes	●●●○○	Appropriate on small lots
Missing Middle Homes	●●●●●	
Multifamily Homes	●●○○○	Appropriate in small scale, especially between 5-12 units with aesthetics and landscaping in harmony with surrounding uses
Neighborhood Commercial	●●●●○	Most appropriate along arterials and at intersections
Regional Commercial	○○○○○	
Industrial and Employment	○○○○○	
Vertical Mixed-use	●●●○○	Appropriate when first-floor designed to house essential needs and neighborhood services
Open Space	●●●○○	Appropriate when accessible to all nearby residents, or when conserving valuable natural features

High-Density Residential

Purpose and Character

The High-density Residential land use category accommodates large-scale multifamily development, in addition to some missing middle housing types and complementary commercial and employment uses.

University students and young professionals are attracted to this housing type, especially when integrated into vertical mixed-use buildings with appropriate retail options at ground level. Here, the ground-floor retail experience may include essential services, as well as quality-of-life amenities like restaurants, salons and spas, artists' studios, and boutique shopping experiences. Large-lot single-family homes are not appropriate here, nor are lower-density missing middle options. Higher density missing middle housing types such as townhomes, cottage courts, and small apartment buildings may be appropriate.

While land here should generally be densely developed, integration of public outdoor amenities like parks and plazas is beneficial to residents and businesses.

Density	Intensity	Scale
22-26 DUA	75% Lot Coverage Moderate - to High-intensity	3-9 Stories Mid- to High-rise

Development Type and Appropriateness		Considerations
Single-family Homes	○○○○○	
Missing Middle Homes	●●○○○	Appropriate at higher densities and intensities
Multifamily Homes	●●●●●	
Neighborhood Commercial	●●●●○	Most appropriate as ground-floor retail in vertical mixed-use
Regional Commercial	○○○○○	
Industrial and Employment	○○○○○	
Vertical Mixed-use	●●●●●	
Open Space	●○○○○	Appropriate as civic amenities like parks and plazas

Neighborhood Commercial

Purpose and Character

The Neighborhood Commercial land use category accommodates small-scale retail and personal services uses which are appropriate in proximity to residential uses.

Commercial uses present within this land use category should have few to no adverse impacts extending beyond their property lines, should not require large amounts of parking, and should not generate significant vehicular traffic impacts. Drive-throughs and drive-ins are generally not appropriate here.

These services should also typically serve nearby residents, rather than relying on or attracting a customer base spanning the community or the region.

Density	Intensity	Scale
6-10 DUA	55% Lot Coverage Moderate Intensity	1-2 Stories Low-rise

Development Type and Appropriateness		Considerations
Single-family Homes	○○○○○	
Missing Middle Homes	●●○○○	Appropriate as a transition from commercial uses to residential; adjacency to Low- and Moderate-Density Residential most appropriate
Multifamily Homes	○○○○○	
Neighborhood Commercial	●●●●●	
Regional Commercial	○○○○○	
Industrial and Employment	○○○○○	
Vertical Mixed-use	●○○○○	Appropriate at a small scale and low intensity
Open Space	●○○○○	Appropriate as civic amenities like parks and plazas

Mixed-Use

Purpose and Character

The Mixed-use future land use category implements Envision Stillwater 2045's goals to facilitate place-based real estate development and experience-based economic development. That is, it informs the creation of dynamic, walkable districts with clear and unique identities.

These are places where visitors and residents may spend much time patronizing many businesses including restaurants, cafes, personal services, and boutique shopping experiences. These areas support robust local business ecosystems, promote themselves with branding, and accommodate events and gatherings in the public realm.

These areas also offer office and employment opportunities, some high-density residential, and are very friendly to vertical mixed-use buildings. Vertical mixed-use development should prioritize activation of and engagement with the street through retail services, keeping residences and offices on upper floors.

Density	Intensity	Scale
16-20 DUA	90% Lot Coverage Moderate - to High-intensity	3-9 Stories Mid- to High-rise

Development Type and Appropriateness		Considerations
Single-family Homes	○○○○○	
Missing Middle Homes	●●●○○	Appropriate as live-work units
Multifamily Homes	●●●●○	Appropriate with ground-floor commercial activation
Neighborhood Commercial	●●●●●	Most appropriate as ground-floor retail in vertical mixed-use
Regional Commercial	○○○○○	
Industrial and Employment	●○○○○	Appropriate as office spaces on upper floors
Vertical Mixed-use	●●●●●	Appropriate with ground-floor retail activity and upper floors used for residences or offices
Open Space	●●●○○	Appropriate as civic amenities like parks and plazas

Regional Commercial

Purpose and Character

The Regional Commercial future land use category allocates land to large retail and entertainment uses that serve the entirety of Stillwater and may attract a customer base from nearby communities.

While vertical mixed-use and multifamily residential development are compatible with big-box commercial uses, the traffic, noise, and infrastructure impacts of this land use category make buffering from existing low-density neighborhoods necessary.

These uses typically require access to major thoroughfares, and due to their regional draw and auto-oriented customer base, may consume considerable amounts of land with parking.

Density	Intensity	Scale
10-14 DUA	70% Lot Coverage Moderate- to High-Intensity	1-3 Stories Low-rise

Development Type and Appropriateness		Considerations
Single-family Homes	○○○○○	
Missing Middle Homes	○○○○○	
Multifamily Homes	●○○○○	Appropriate when walkable to commercial uses, or near schools or major employers
Neighborhood Commercial	●●○○○	Appropriate if integrated into larger regional commercial uses
Regional Commercial	●●●●●	
Industrial and Employment	●○○○○	Appropriate as offices, medical facilities, and laboratories
Vertical Mixed-use	●●●○○	Appropriate when walkable to commercial uses, or near schools or major employers
Open Space	●●○○○	Plazas, cafe seating, pedestrian amenities; Traditional public park not appropriate

Employment

Purpose and Character

The Employment future land use category provides for the development of offices, medical facilities, and other land uses accommodating professional services and high-wage jobs.

Generally, this land use category suggests large-scale office complexes housing multiple tenants, or large campuses housing one tenant of regional, national, or international scale. Open space in areas with this designation may be uncommon, although outdoor green space amenities for employees can be beneficial.

These areas are generally not suitable for residential development, although the inclusion of multifamily housing may be appropriate to provide workforce housing near employment centers. The inclusion of regional commercial uses may also be appropriate as complements to large employment centers, serving the needs of the nearby workforce.

Density	Intensity	Scale
N/A	80% Lot Coverage Moderate Intensity	1-4 Stories Low- to Mid-rise

Development Type and Appropriateness		Considerations
Single-family Homes	○○○○○	
Missing Middle Homes	○○○○○	
Multifamily Homes	●●○○○	Appropriate if providing ancillary workforce housing
Neighborhood Commercial	○○○○○	
Regional Commercial	●●●●○	Appropriate in conjunction with large employment opportunities
Industrial and Employment	●●●●●	Appropriate as offices, medical facilities, laboratories and other lower-intensity activites performed in enclosed structures
Vertical Mixed-use	○○○○○	
Open Space	●○○○○	Occasional outdoor amenities for employees are appropriate

Industrial and Skilled Trades

Purpose and Character

The Industrial and Skilled Trades future land use category accommodates uses such as manufacturing, technology research and development, warehousing, and data centers. Developments including skilled trade businesses like plumbers, electricians, HVAC specialists, carpenters, and masons are also appropriate here.

Development of this land use category often requires large tracts of land, access to major thoroughfares for large trucks, and significant capacity of utilities like water and electricity.

While there is variability in the extent of adverse impacts generated by these uses, industrial developments are not compatible with residential uses and should be buffered and screened accordingly. They should also be located to mitigate such impacts on Key Districts.

Density	Intensity	Scale
N/A	80% Lot Coverage Moderate- to High-Intensity	1-4 Stories Low- to Mid-rise

Development Type and Appropriateness		Considerations
Single-family Homes	○○○○○	
Missing Middle Homes	○○○○○	
Multifamily Homes	○○○○○	
Neighborhood Commercial	○○○○○	
Regional Commercial	●●○○○	Appropriate in conjunction with large industrial uses
Industrial and Employment	●●●●●	Appropriate as manufacturing, data centers, and workshops of tradespeople and other similar intensity uses
Vertical Mixed-use	○○○○○	
Open Space	●○○○○	Outdoor amenities for employees are encouraged; publicly owned parks unlikely

Public and Civic

Purpose and Character

The Public and Civic future land use category provides adequate land for publicly-owned facilities and amenities such as schools, libraries, and utilities.

It also promotes a nodal development pattern for future public facilities which can render them more accessible for residents and visitors.

Density	Intensity	Scale
N/A	70% Lot Coverage Low- to Moderate-Intensity	1-4 Stories Low- to Mid-rise

Development Type and Appropriateness		Considerations
Single-family Homes	○○○○○	
Missing Middle Homes	○○○○○	
Multifamily Homes	○○○○○	
Neighborhood Commercial	●●●○○	Appropriate when serving the needs of the nearby workforce
Regional Commercial	●●●○○	Appropriate when serving the needs of the nearby workforce
Industrial and Employment	●●●○○	Appropriate as government offices and public services
Vertical Mixed-use	○○○○○	
Open Space	●●●○○	Appropriate as public parks and civic gathering spaces

FUTURE LAND USE

The future land use categories and their proposed application to the map on the next page respond to Stillwater's existing development patterns and the goals and values expressed by the community. The future land use plan will guide City officials in the process of creating new land use regulations and making decisions about land use changes and rezonings. In this way, it seeks to balance the priorities of preserving and supporting Stillwater's existing character and identity while accommodating new development. The full future land use map is available on page 55, with a larger version spanning pages 56-59.

Residential Land Uses

Most of the land allocated to residential uses is intended for Low-Density Residential, which reflects current neighborhood patterns and current infrastructure extents. High-Density Residential, on the other hand, occupies the smallest acreage, and is primarily applied to land which is currently used or zoned for large apartments; this ensures much needed housing units will not be lost due to down-zoning, but also does not encourage the proliferation of this housing type, per community input.

Moderate-Density Residential, which consists largely of missing middle housing types, is about 10% of Stillwater's total land area, and large areas in and around the city's core and historic neighborhood are categorized this way to encourage gentle densification and infill or redevelopment where infrastructure exists.

Some Agricultural land is categorized for future development of greater intensity, typically Low-Density Residential, but in keeping with Stillwater's history and its economic diversity, Agricultural land elsewhere has been maintained, especially at the furthest extents of the city where infrastructure and services may be least available, or in places like floodplains where more development is not tenable.

Non-residential Land Uses

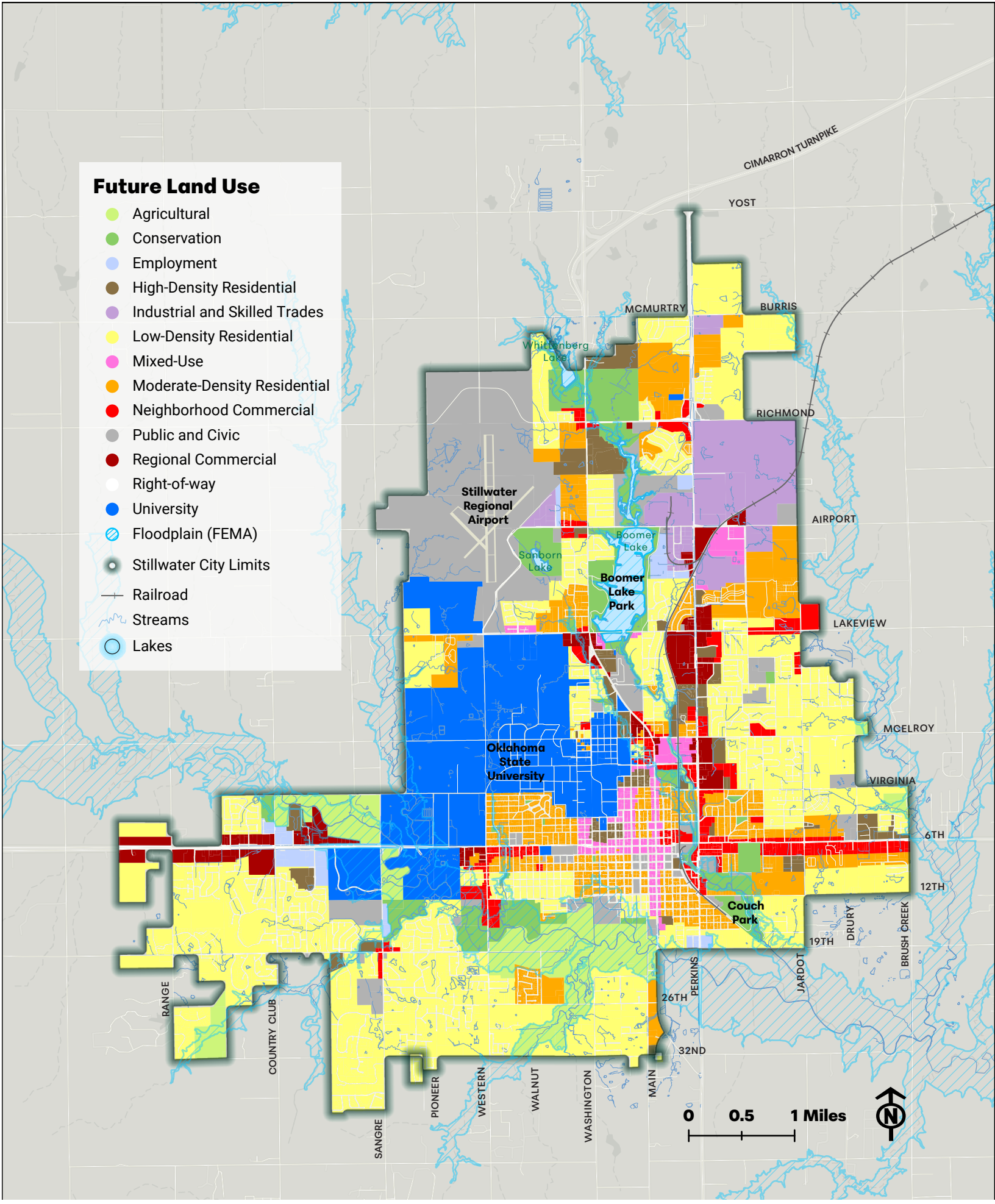
The Neighborhood and Regional Commercial categories occupy almost the same amount of land, but are differently distributed. Excepting a strip in the west, most of the Regional Commercial is consolidated into large tracts along major thoroughfares in the north. Neighborhood Commercial land uses are distributed along corridors, at intersections of collectors and arterials, and otherwise located to buffer residential uses from higher intensity commercial, industrial, or civic uses.

In addition to a major node in the north, a concentration of Mixed-use land is placed near the urban core, seeking to promote a walkable and uniquely attractive built environment in downtown and other core districts, ideally with residential development on upper floors.

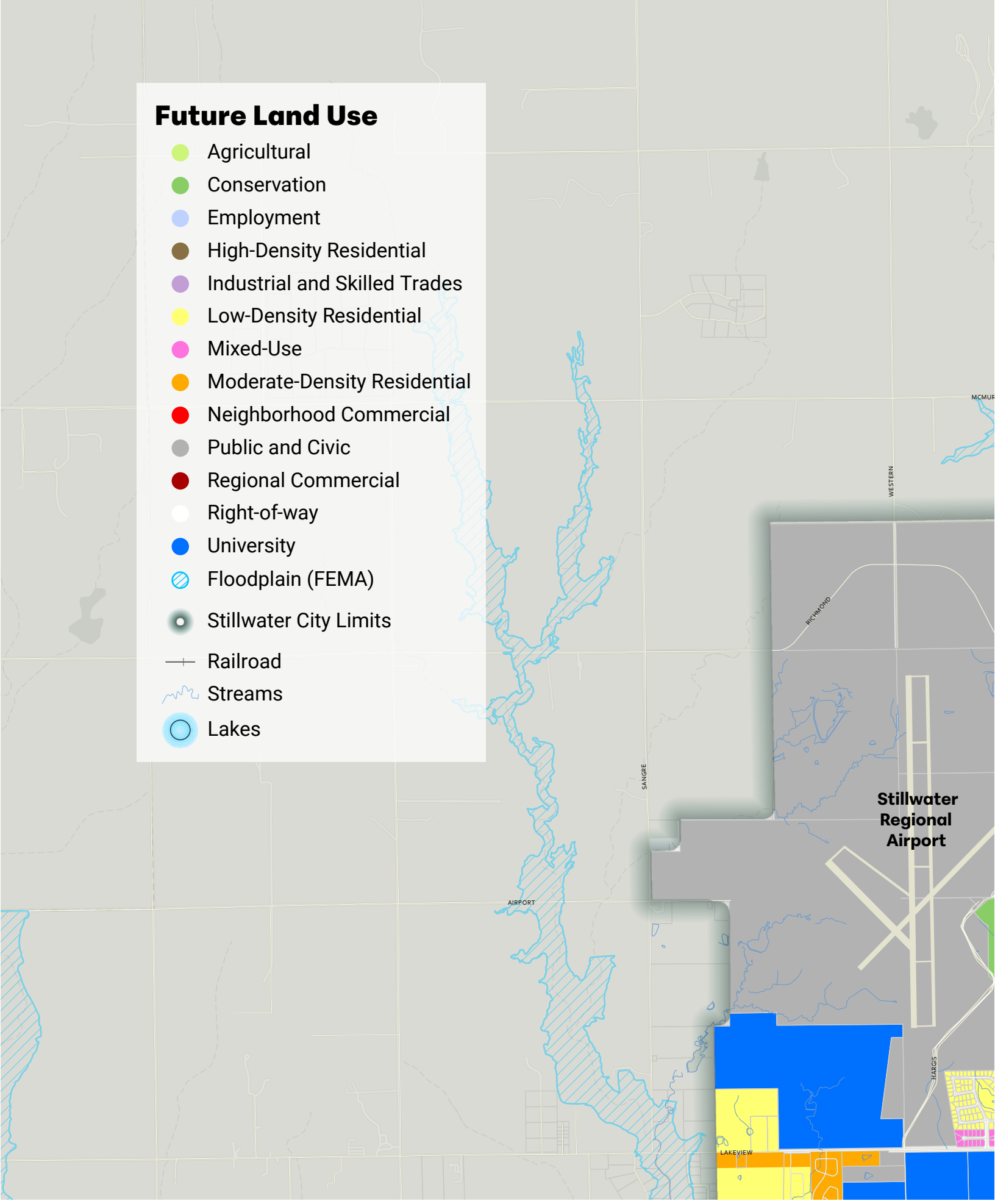
Reflective of economic development priorities articulated by the public, there are several Employment areas, but larger regions of Industrial and Skilled Trade land uses. These accommodate advanced manufacturing, tech R&D, data centers, and similar activities aligned with the city's vision for its future economy.

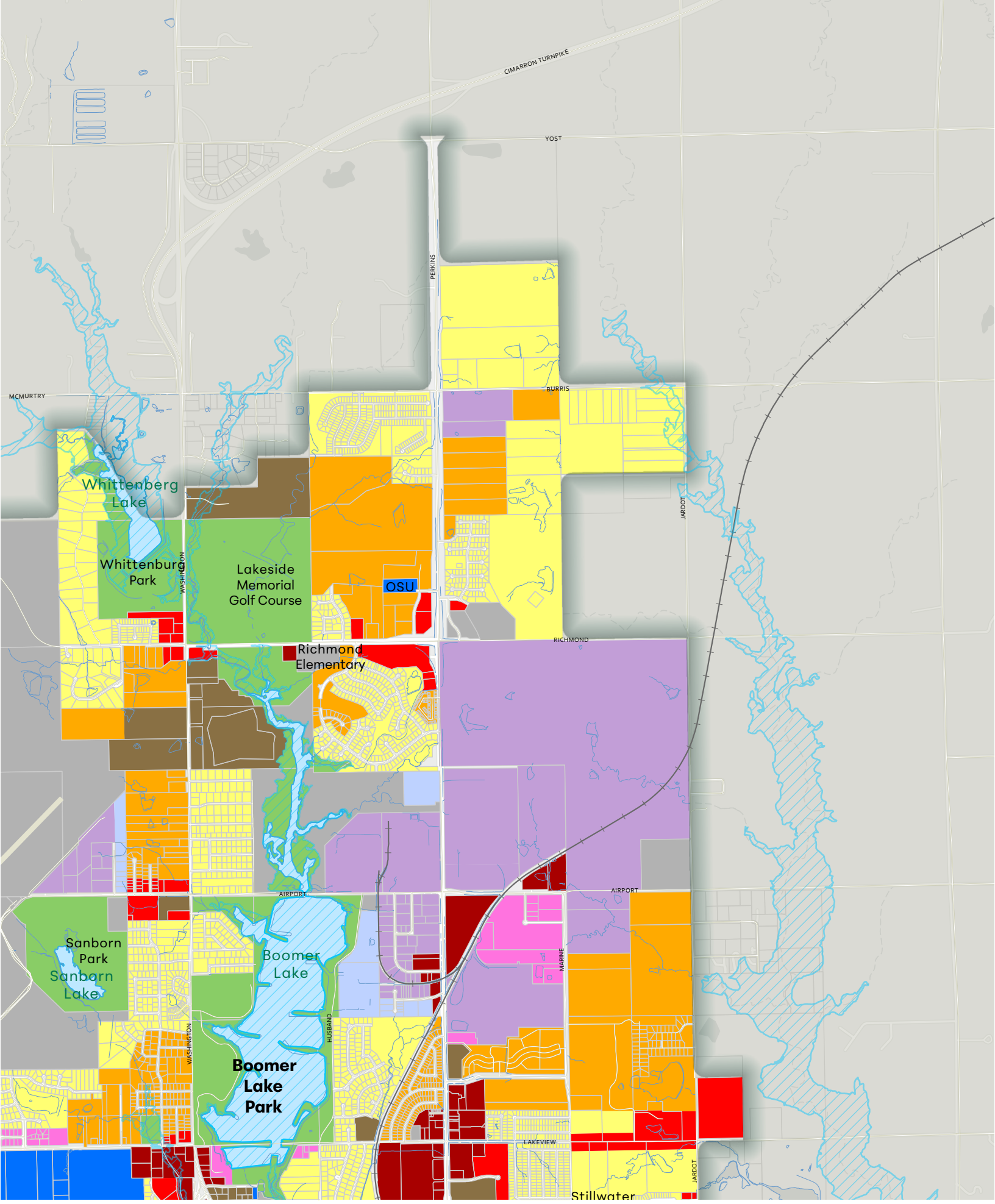
Future Land Use	Acres	Percent
Agricultural	992	5%
Conservation	1,317	7%
Low-density Residential	5,876	30%
Moderate-density Res.	1,909	10%
High-density Residential	553	3%
Neighborhood Commercial	589	3%
Regional Commercial	538	2.5%
Mixed-use	269	1.5%
Employment	181	1%
Industrial and Skilled Trade	907	4.5%
Public and Civic	2,172	11%
Right-of-way	1,751	9%
University	2,455	12.5%
Totals	19,509	100%

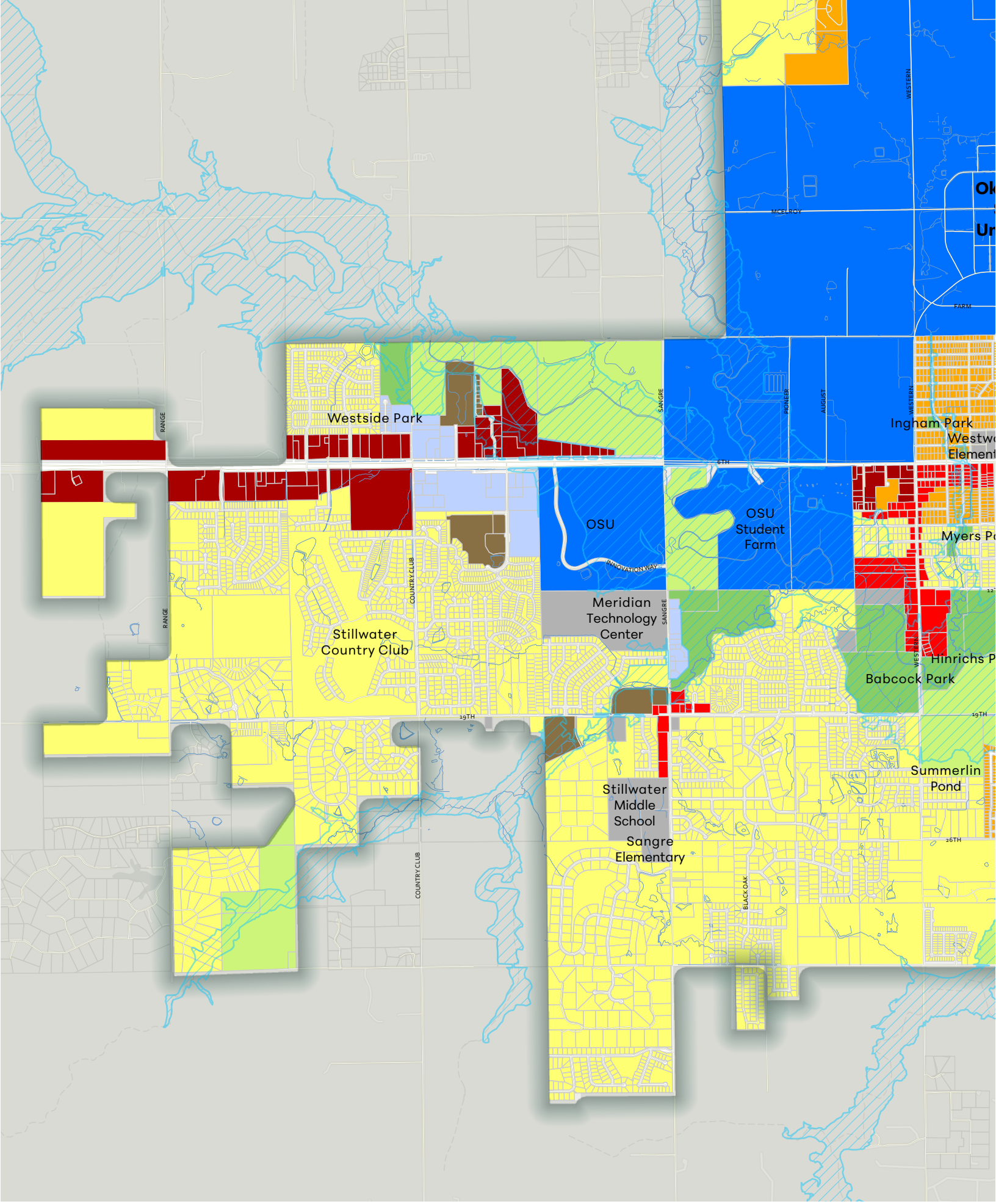
Figure 21. *Future Land Use Analysis*

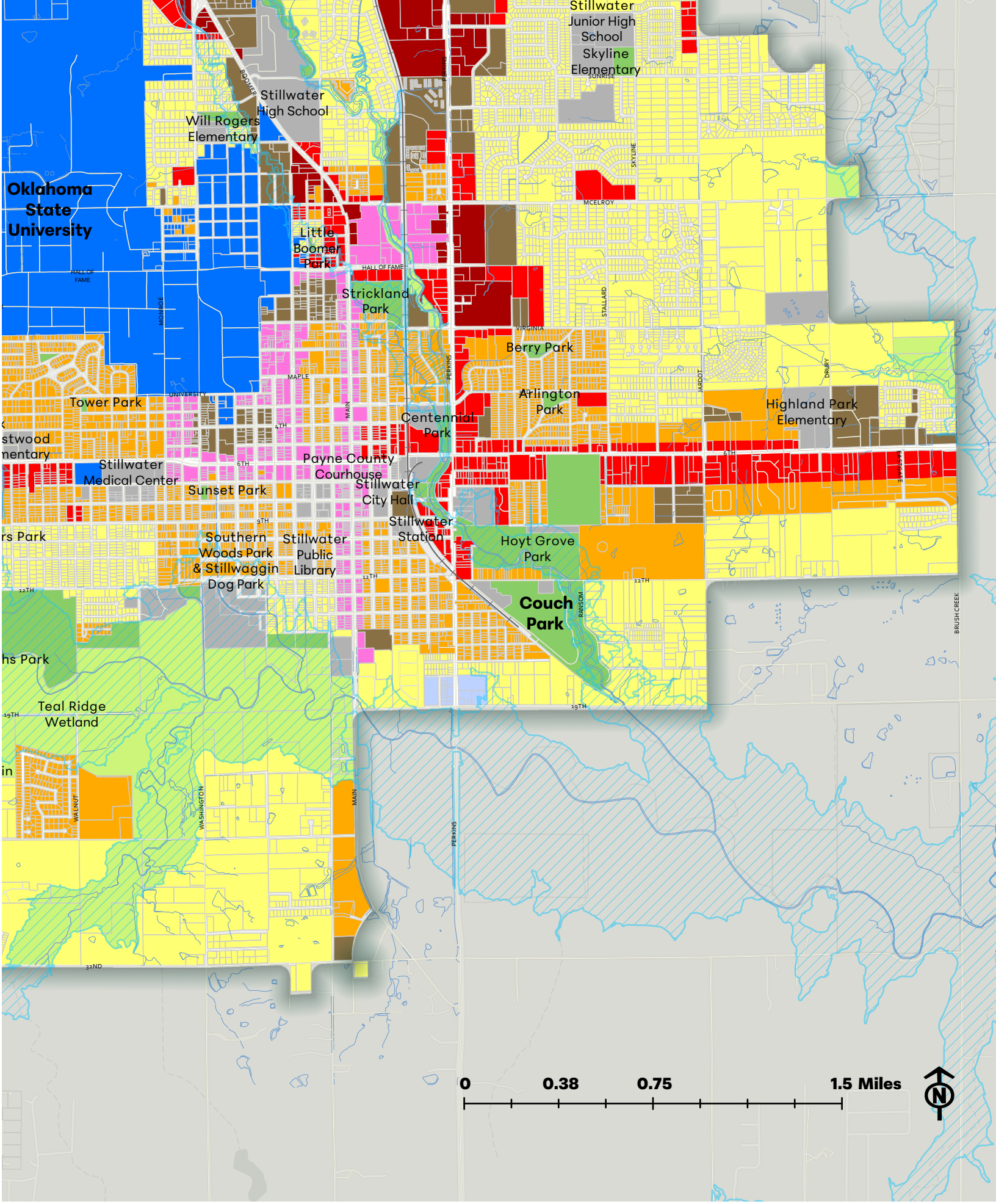


Map 8. Future Land Use (Single-Page)


Future Land Use
Agricultural
Conservation
Employment
High-Density Residential
Industrial and Skilled Trades
Low-Density Residential
Mixed-Use
Moderate-Density Residential
Neighborhood Commercial
Public and Civic
Regional Commercial
Right-of-way
University
Floodplain (FEMA)
Stillwater City Limits
Railroad
Streams
Lakes
WESTERN
RICHMOND
SANGRE
AIRPORT
LAKEVIEW
HARGIS
Stillwater Regional Airport


CIMARRON TURNPIKE
YOST
PERKINS
MCMURTRY
BURRIS
JARDOT
Whittenberg Lake
Whittenburg Park
WASHINGTON
Lakeside Memorial Golf Course
OSU
RICHMOND
Richmond Elementary
AIRPORT
AIRPORT
Sanborn Park
Sanborn Lake
Boomer Lake
MARNE
WASHINGTON
HUSBAND
Boomer Lake Park
LAKEVIEW
JARDOT
Stillwater


Westside Park
Ingham Park
OSU
OSU Student Farm
Meridian Technology Center
Stillwater Country Club
Babcock Park
Summerlin Pond
Stillwater Middle School
Sangre Elementary
RANGE
COUNTRY CLUB
SANGRE
WESTERN
INNOVATION WAY
6TH
19TH
26TH
BLACK OAK



Map 9. Future Land Use (Four-Page Spread)

EMERGING TRENDS

FISCAL IMPACTS

The fiscal impact of development is the effect of new development, new employment, new population, and other changes on a municipality's budget. All of these new elements bring in additional revenue, but further costs are also created. With new development comes new roads, new utility extensions, and demand on city services. Comparing these new revenues to new costs yields the fiscal impact of development.

Because different land use patterns create varying levels of tax revenue, it is critical to understand if the future land use map promotes development that will generate enough revenue to fund infrastructure and services at current or future levels of service.

Generally, the land use types proposed on the Future Land Use Map should generate more revenue than costs by increasing land uses that generate tax revenue and local employment while consuming limited services. Higher intensity and higher density uses should be located in closer proximity to a city's core, with smaller nodes elsewhere to serve neighborhoods.

Dense, walkable districts with a variety of retail options often produce higher tax revenue per acre than car-oriented big box retail, and typically require less investment in extending utilities.

Big box retail developments may produce a higher total sales tax volume than local pedestrian districts, and typically require more City resources to extend utilities and services.

INCREMENTAL REDEVELOPMENT

Incremental redevelopment is a strategy for modernizing and revitalizing an existing community. Cities are constantly evolving, and this approach promotes development which accommodates new residents while remaining palatable to current residents. As Stillwater grows and changes, future land use planning can ensure the city has a sophisticated way to handle development demand in established neighborhoods.

The incremental redevelopment approach involves targeted investments in key areas, such as transportation infrastructure, public spaces, and community facilities. These investments ensure that the increased population of established areas can be served adequately by municipal services and utilities.

Infill development is another crucial component of the incremental redevelopment strategy. Aligning future land use policies and development regulations to facilitate construction on vacant lots within largely built-up areas helps maximize the value of the City's infrastructure investments. When handled appropriately, it can also increase property values for owners while increasing availability for renters.

Incremental redevelopment is a natural process by which aging and dilapidated properties are rebuilt in good condition according to contemporary needs and preferences. Where housing stock is aging, as is the case in many of Stillwater's neighborhoods, decisions made now will have important impacts on how those neighborhoods look in the future as homes are renovated or demolished and reconstructed.

The Envision Stillwater 2045 planning process can pave the way for future regulations to ensure infill and redevelopment match and enhance the character of the surrounding neighborhood.

Planning for incremental redevelopment can help ensure that as properties age and deteriorate like this, regulations make it easy to replace them with modern, high quality housing stock.

GOALS

Goal	Guiding Principles			
	Connect Stillwater	Thrive Stillwater	Identify Stillwater	Realize Stillwater
Use Land Efficiently Capitalize on existing infrastructure to provide services, housing, economic opportunity, and a desirable quality of life.	◆	◆		◆
Plan for a Walkable Stillwater Neighborhoods should have safe and convenient access to public amenities like parks and libraries, and to appropriate private services like grocery stores.	◆	◆		◆
Support Economic Development Allocate non-residential land uses to advance the City's economic development vision, provide commercial services citizens want, and create employment opportunity in diverse industries.		◆	◆	◆
Create and Support Iconic Destinations Support key districts and unique destinations in Stillwater with appropriate uses and amenities.	◆	◆	◆	
Prepare for Modern Regulations Update land use regulations to adhere to contemporary best practices and achieve the community's shared vision.	◆	◆	◆	◆

Figure 22. *Relationship of Land Use Goals to Guiding Principles*


TABLE #4


9th Ave

TRANSPORTATION AND MOBILITY

INTRODUCTION

Why Plan for Transportation and Mobility?

Transportation and Mobility planning is crucial to ensuring that people and goods can get around Stillwater safely and conveniently even as the community evolves.

This chapter addresses many aspects of how people go from A to B: whether they drive there, walk or bike, or may want to take public transportation. By evaluating existing conditions and comparing them to projected future growth, this chapter can make recommendations to ensure the right investments are made over the next 20 years to keep people moving.

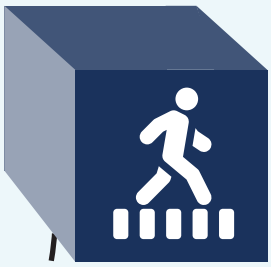
One major objective of all transportation planning is to give people options. This means that a foundational idea underpinning the goals of this chapter is that people should have a greater number of valid and feasible ways to move around town. When someone needs to go grocery shopping, for example, it should be sensible and comfortable to drive, walk, bike, or take public transit.

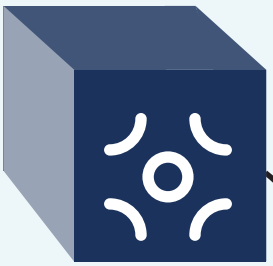
Connecting key districts is another mobility goal for the City of Stillwater. The Thoroughfare Plan presented in this chapter will add or enhance connections to form a network in which people can travel smoothly and safely between home, work, shopping, the grocery store, and school, using their mode of choice.

Note that this chapter includes numerous specific dimensional standards, as well as design and construction guidelines for roadways - these are recommended best practices for the design and construction of different thoroughfare types, and are not regulatory, nor are they the official standards to which the City must adhere when constructing such infrastructure and improvements. Further, the 2045 Thoroughfare Plan and Map themselves are subject to additional review, amendment, and formal adoption subsequent to the adoption of Envision Stillwater 2045, and shall not serve to alter roadway classifications until such subsequent adoption.

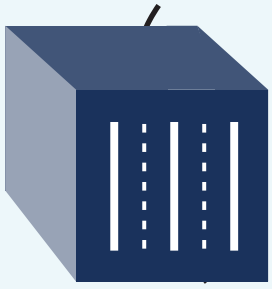
KEY TAKEAWAYS

1 "Increased focus on pedestrians, and diverting highway traffic out of the center of Stillwater"





2 "Traffic circles are safe, efficient, cost-effective, and aesthetically appealing [...] Pedestrian friendly, too!"



3 "Road lines here need repainting. Almost impossible to see the lanes at night or when it's raining"

DIGITAL INPUT

Are sidewalks, bike paths, and trails currently of adequate quality and accessibility?

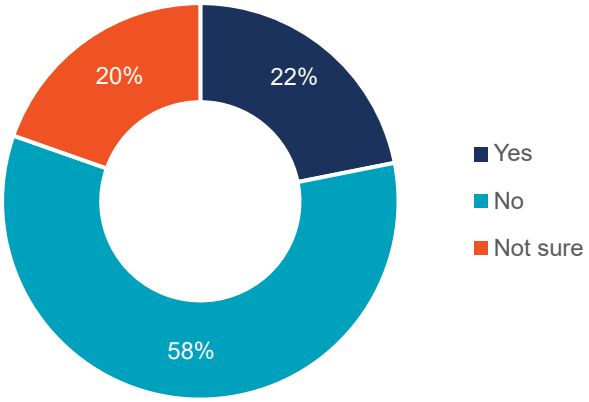


Figure 1. *Online Survey Responses*

Is public transit currently of sufficient quality and usefulness?

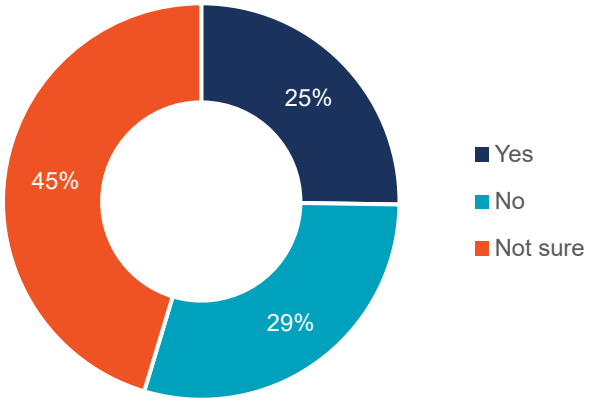


Figure 4. *Online Survey Responses*

Should the City invest in expansion and/or significant improvement of pedestrian and bicycle infrastructure?

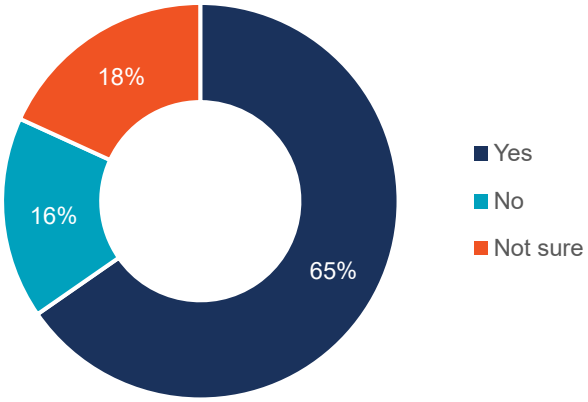


Figure 2. *Online Survey Responses*

Should the City invest in more robust public transportation services and infrastructure?

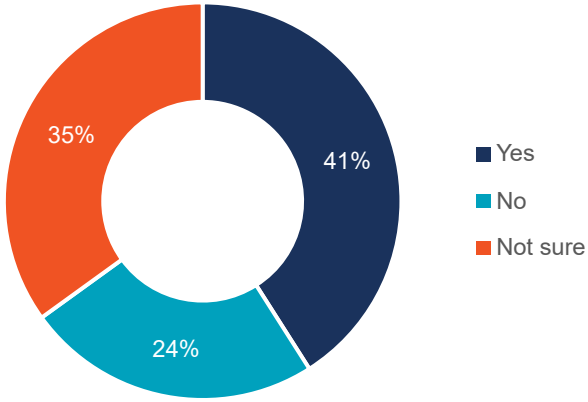


Figure 5. *Online Survey Responses*

"Which investment in existing roadways would be most valuable and impactful?"

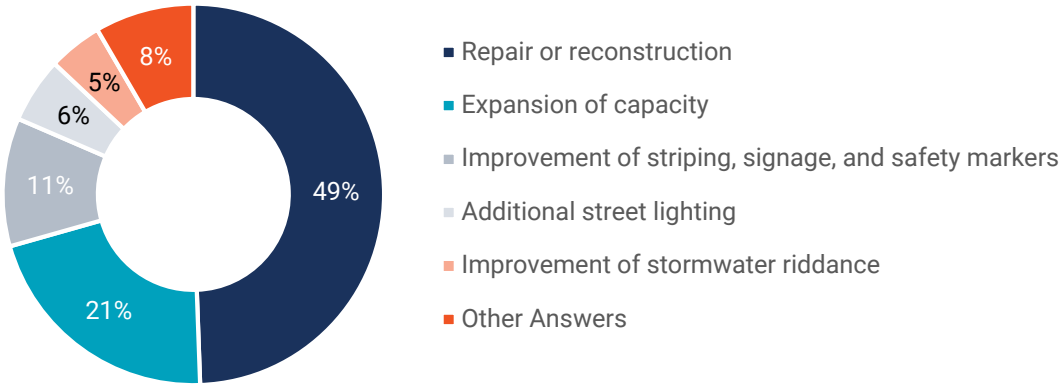


Figure 3. *Online Survey Responses*

Note: Due to rounding, totals may not meet or exceed 100%.

EXISTING CONDITIONS

This existing conditions section sets the foundation of the of a Transportation and Mobility chapter. It provides a baseline description of the city's transportation network as it stands today regarding capacity, functional classification, and modal accommodations and serves as a platform for recommended system adjustments.

Stillwater contains a robust road network that provides access throughout the city and connectivity to the surrounding area. The network is generally composed of a grid network based on a functional hierarchy of streets. The purpose of the street classification system is to reduce congestion and improve connectivity to surrounding land uses.

Ease of access and efficient connectivity are important features of the overall network. Understanding the functionality and framework of facilities in Stillwater requires an evaluation of different aspects of the transportation system. The purpose of evaluating existing conditions is to better define transportation needs and identify solutions to meet Stillwater's current and future transportation demands.

Major & Supporting Roadway Network

US 177 & SH 51

US Route 177 is the primary north-south thoroughfare through Stillwater. The roadway is concurrent with Perkins Rd through Stillwater, except in the northern part of the City where it turns west and aligns with N Washington St. US 177 provides connections to Perkins to the south and Ponca City to the north. This roadway was partly reconstructed in 2024 to become a four-lane road with turn lanes, medians for safety, and 10-foot shared-use paths on both sides for active transportation. The City of Stillwater is responsible for design, utility relocation and right-of-way acquisitions, and the Oklahoma Department of Transportation (ODOT) is responsible for construction.

State Highway 51 (SH 51), which is concurrent with W 6th Avenue, is the major east-west connection through Stillwater. It provides connection to Tulsa to the east and Interstate Highway 35 (I-35) to the west. ODOT maintains the highways within Stillwater.

Main Street/Boomer Road

Main St is a north-south corridor which serves local traffic in addition to through traffic. Stillwater's Downtown is situated along this road. Through downtown, this five-lane road with a two-way left turn lane (TWLTL) is narrowed to a two-lane road with angled parking. North of Downtown, N Main Street becomes N Boomer Road, followed by N Washington Street, finally becoming concurrent with US 177.

W Hall of Fame Avenue

W Hall of Fame Avenue is a supplemental east-west connector on which OSU sits. The roadway is four lanes with a median for access management near Boone Pickens Stadium.

Local Roadways

Much of Stillwater is composed of a grid system of streets which provide efficient movement throughout the city. Most blocks are 400 feet x 400 feet, while larger blocks are 1 mile x 1 mile. Few gaps in the system are apparent, with most major destinations being served by existing roads. Other arterial roads include Jardot Road, McElroy Road, Lakeview Avenue and Western Road.

Along W 12th Avenue

Commute/Travel Patterns

As of 2022, over 17,000 people commute from outside the City into Stillwater. This indicates high traffic volumes during peak hours due to workers moving into, out of, and around the City. Figure 29 shows how many workers commute into Stillwater, commute out of Stillwater, and remain in Stillwater for work.

Destinations of Stillwater Workers

More than half of the workers who live in Stillwater (53%) commute out of the City for work. The most common destinations are Oklahoma City and Tulsa, which represent 22% and 13% of those who commute out of the City, respectively. Other cities like Edmond, Perry and Norman are workplaces for a few hundred workers each. Understanding the commuting patterns of Stillwater residents becomes an important element in prioritizing which roadways may need capacity or maintenance improvements.

Figure 6. *Inflow and Outflow of Workers in Stillwater*

Source: U.S. Census Bureau, OnTheMap Application and LEHD Origin-Destination Employment Statistics (Beginning of Quarter Employment, 2nd Quarter of 2002-2022).

Intersection of N Western and N Farm Roads with W Hall of Fame Avenue

PREVIOUS TRANSPORTATION PLANNING EFFORTS

Stillwater Transportation Enhancement Plan

The 2007 Stillwater Transportation Enhancement Plan (STEP) is a collaborative planning effort from the City of Stillwater and OSU. The plan identified and recommended transportation improvements needed to accommodate future travel demands, spurred by an increase in development activity and population growth. The one goal listed in the plan - which was also listed in the City's Comprehensive Plan - is "To provide attractive linkages between the community's diverse uses and people, providing for transit, walking and biking so that all people have access to essential services."

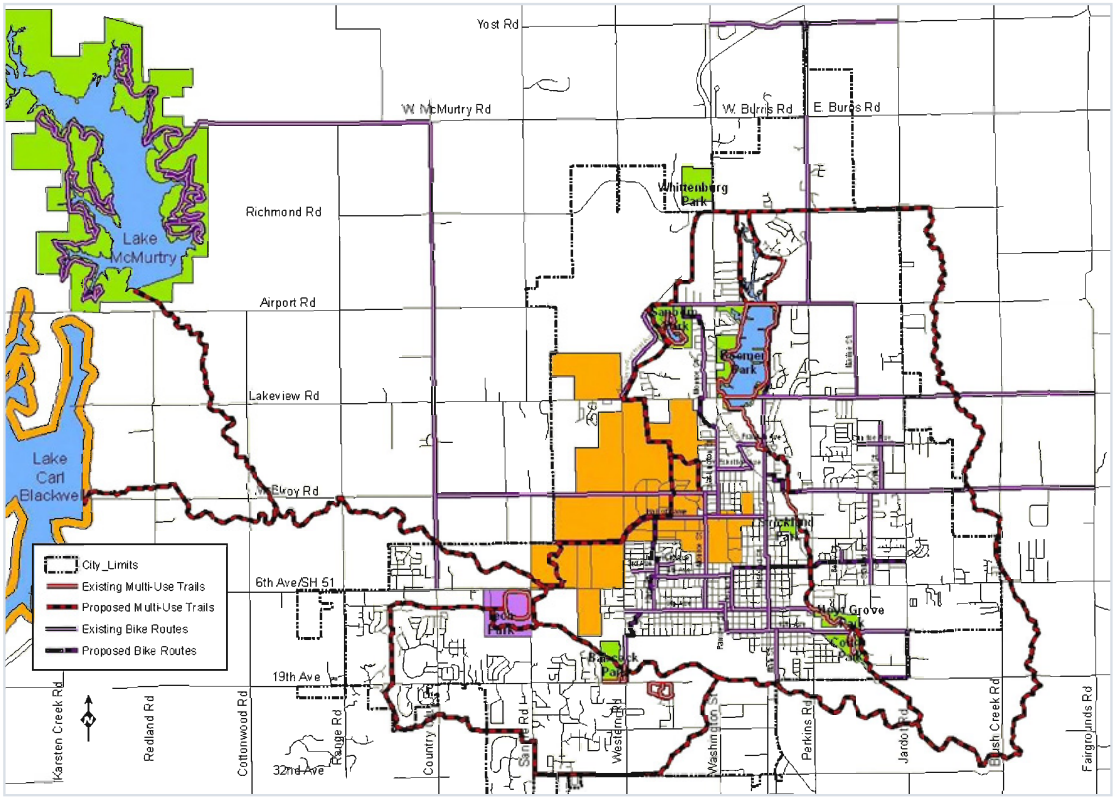
Included in the STEP Plan is a map which shows Proposed Future Functional Classification of Roads (Map 11). This will serve as the basis for the 2045 Thoroughfare Plan shown in Map 13 on page 81.

Stillwater Multi-Use Trail and On-Street Bicycle Master Plan

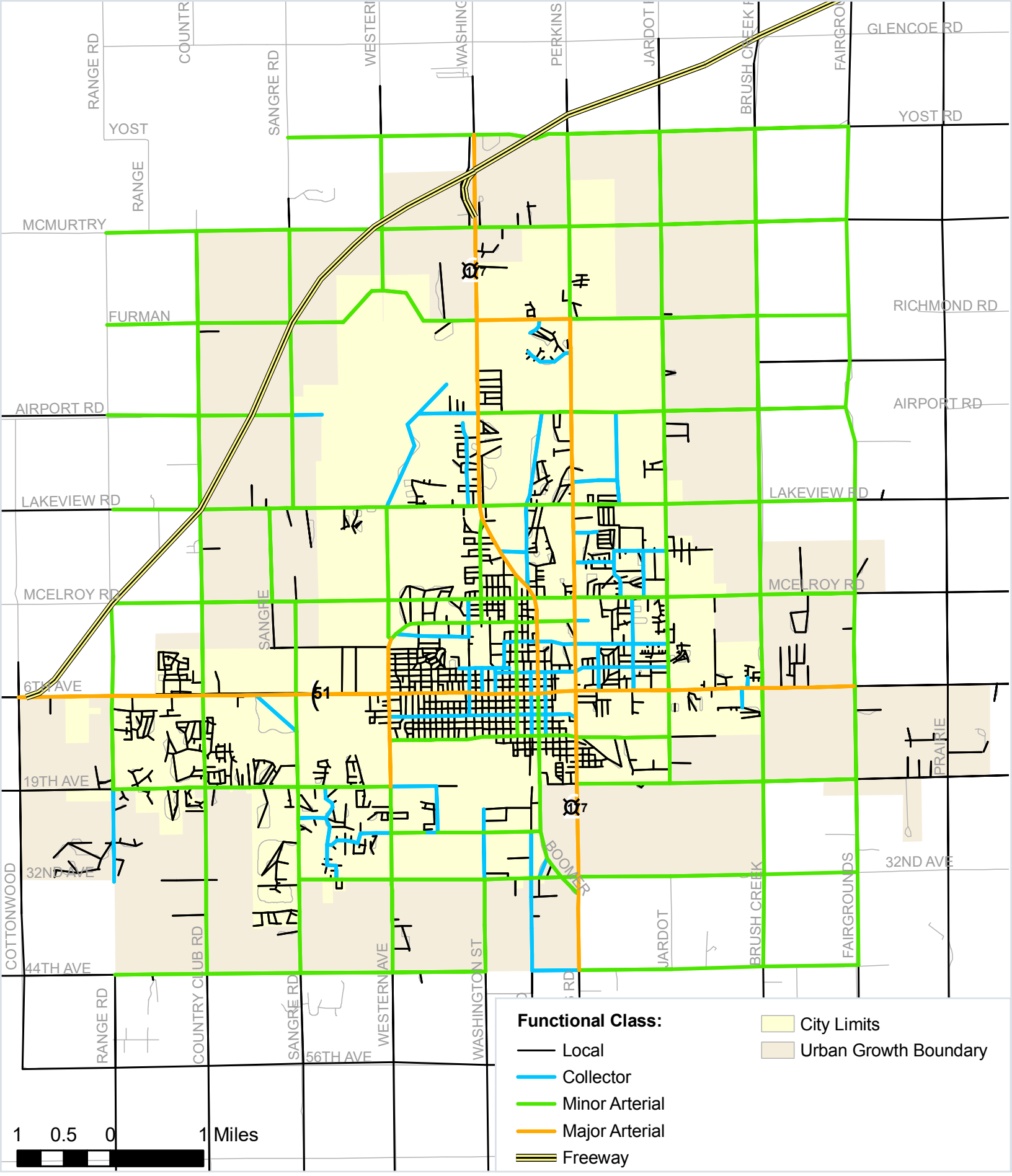
Stillwater's 2009 Multi-Use Trail and On-Street Bicycle Master Plan served as an update to the 1993 Stillwater Pedestrian and Bicycle Master Plan and outlined a comprehensive system of trails and bike routes for Stillwater and the surrounding area. The plan does not address sidewalks.

The vision statement of this plan reads: "Stillwater will have a comprehensive, pleasant and safe system of bicycle and pedestrian circulation that will make alternative modes of transportation as attractive and convenient as automobiles."

The Multi-Use Trail and On-Street Route Master Plan is shown in Map 10.



Map 1. Stillwater Multi-Use Trail and On-Street Bicycle Master Plan



Map 2. STEP Plan Proposed Future Functional Classification of Roads

Stillwater Corridor Redevelopment Plan

The Stillwater Corridor Redevelopment Plan (2012) seeks to make the areas southeast of OSU more cohesive and conducive for residential and commercial uses. The 120-acre area is bordered by Hall of Fame to the north, Main Street to the east, Washington Street to the west, and 6th Avenue (US Highway 51) to the south. The plan's main components are recommendations for updating the standards of building composition, landscaping requirements, and allowed uses of the area to appear more attractive and unified as a neighborhood. There is a focus on mixed-use redevelopment to maximize the number of residential and commercial spaces available, keeping in mind that this area is a place where students and permanent residents of Stillwater interact heavily.

Stillwater Corridor Redevelopment Plan Cover

The recommendations on transportation are limited but place an emphasis on pedestrian safety, convenience and access, while establishing width standards for sidewalks with distinctions for primary and secondary sidewalks. According to the plan, primary sidewalks shall be no less than 6 feet on both sides of the street, and sidewalks that incorporate activities such as dining, sitting areas, open entertainment venues, or similar activities shall be a minimum 10-foot-wide and shall provide an open pedestrian corridor to promote safe pedestrian flow and unrestricted access. Secondary sidewalks shall be no less than 5 feet wide and directly connect the individual parcel, parking or service area with a primary sidewalk.

There is also a comment on the need for more public transportation to and from the areas because of limited on-site parking for the residential portion of mixed use. However, there is no further plan on how to execute that goal.

Stillwater C3 Comprehensive Plan 2030

The Comprehensive Plan is an extensive document that lays out plans for the City's improvement with the year 2030 as the end goal. In the transportation section, there are recommendations to ensure safety, connectivity and mobility for all modes of transportation for the established and new neighborhoods of the community. Throughout the document, there are references to STEP.

One of the main themes of the recommendations was to expand the pedestrian network by connecting the university to downtown, areas of emerging development, different neighborhoods, major activity centers, recreation facilities, and existing and proposed trail systems. The plan suggests roadway expansion on over two dozen streets by widening and adding drive lanes while installing sidewalks during construction. The document also outlines an Airport Master Plan and Trails and Bike Routes Master Plan, which it recommends be funded. The final recommendation was to provide more proactive infrastructure projects rather than reactive projects.

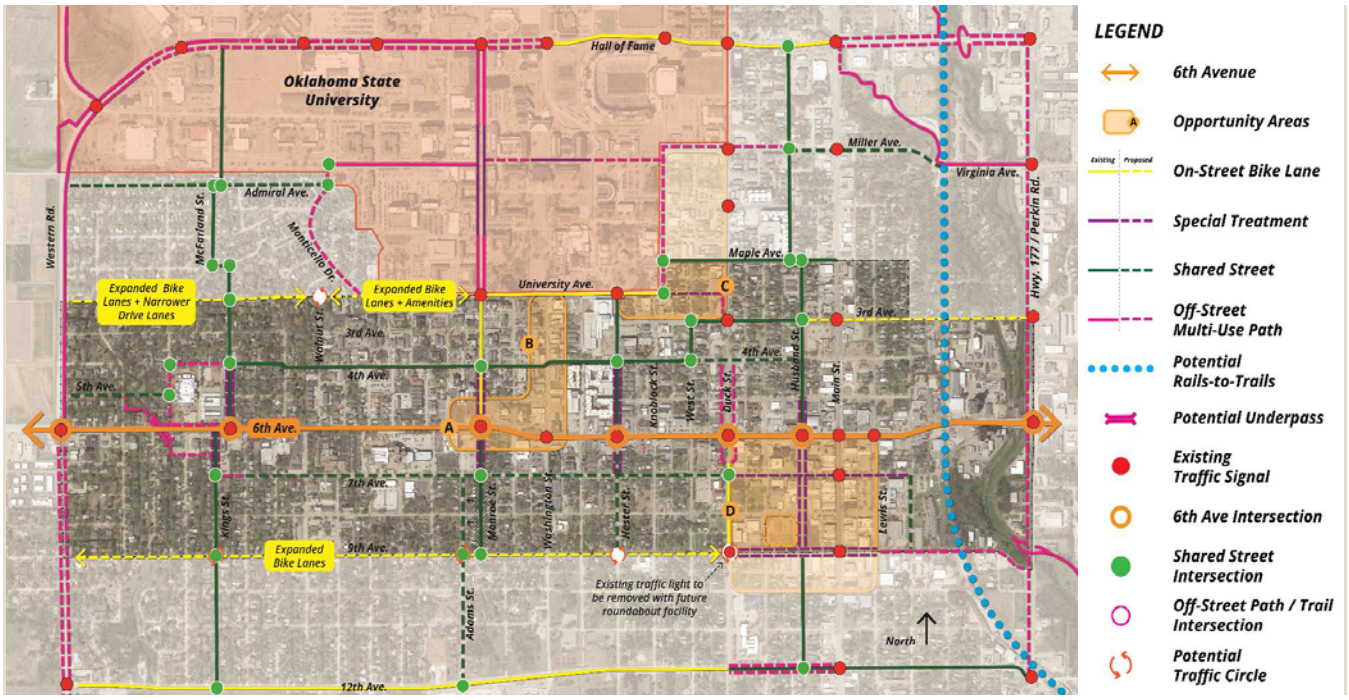
6th Avenue Corridor Plan

The City of Stillwater 6th Avenue Corridor plan has a scope from Western Road to the west and Perkins Rd to the east. The plan is divided into four main parts: Active Transportation, Redevelopment Opportunities, Land Use and Urban Design. Each part has several recommendations which are then subdivided into specific implementation areas.

The transportation recommendations begin with the first goal of connecting the north and south sides of the 6th Avenue Corridor. The study suggests adding and improving continuous protected north-south active transportation connections (Western Rd, McFarland Street/Kings Street, Monroe St/Adams St, Hester Street/Knoblock Street, Duck Street, Husband Street and Perkins Road). Finally, the plan supports pursuing rails-to-trails corridors along unused tracks west of Perkins Road.

The second goal is to enhance circulation and connectivity in the corridor by adding and improving continuous east-west active transportation connections (Hall of Fame Avenue, Miller Avenue, Admiral Avenue, Maple Avenue, University Avenue, 3rd Avenue, 4th Avenue, 5th Avenue, 7th Avenue, 9th Avenue and 12th Avenue). The study recommends providing off-street paths around the perimeter of Westwood Elementary School to connect to 4th Street, Kings Street, Duck Creek underpass and 5th Street. The findings also suggest coordinating with OSU to develop and enhance internal active transportation campus routes connecting Miller Avenue, Admiral Avenue, Monroe Street and Boone Pickens Stadium.

The final goal is to connect downtown to the OSU campus by developing an active transportation through and around downtown that preserves needed parking while respecting bicycle safety, and connecting the external active transportation network of Husband Street, 7th Avenue, Duck Street and 9th Avenue. The analysis supports enhancing Husband Street and Duck crossings at 6th Avenue to emphasize campus and downtown connection. In the Redevelopment Opportunities section, the plan also suggests redesigning University Avenue to promote pedestrians over vehicles and the intersection of University Avenue and Knoblock Street to promote pedestrian and bicycle safety. The same section also recommends converting Washington Street along The Strip into a one-way road to accomplish those same goals.



Map 3. Stillwater 6th Avenue Corridor Study Active Transportation Plan

Design and Construction Standards

Stillwater's Design and Construction Standards have been updated several times; the most recent adoption was in 2021. Figure 30 below show a summary of the existing design standards for various functional classifications found in the 2021 Design and Construction Standards, STEP Plan and Code of Ordinances.

Design standards should be used in conjunction with land use standards to create contextually-appropriate environments from the perspective of both the land development and the roadway.

Lane widths do not include width of curb and gutter, medians, tapers, turn-lanes, bike lanes, on-street parking, or shoulders.

Functional Classification	Lane Width	Traffic Volumes (vehicles/day)	ROW*	Design Speed (mph)
Principal/Major Arterial	12'	24,000 to 36,000	120' (with median) 100' (without median)	45
Minor Arterial	12'	8,500 to 24,000	80'	35-40
Collector	11.5'	2,500 to 8,500	70'	30
Local Street	10'	< 2,500	50'-60'	25

**Additional ROW may be needed at intersections depending on appropriate configuration.*

Figure 7. *Existing Thoroughfare Design Standards*

Intersection of W 9th Avenue and S Duck Street

ROADWAY NETWORK & THOROUGHFARE PLAN

Functional Classification

The functional classification of streets is used to identify the hierarchy, function, and dimensions of a facility and reflects a balance between access and mobility; the higher the functional class, the greater the mobility; the lower the class, the greater the access to adjacent land uses. Note that roadway efficiency decreases as classes move away from providing either greater access or greater mobility; major collectors and minor arterials often have persistent conflicts between access and mobility as they provide a balance of both. Frontage roads may be used to provide direct land use access from high mobility corridors.

Streets and highways are grouped into classes based on facility characteristics, such as geometric design, speed, and traffic capacity. The roadway functional class allows travelers ease of access to origins and destination through a combination of streets. Functional class can be updated over time if surrounding land uses or traffic volumes change significantly. A facility will move up in hierarchy as the surrounding area becomes denser and additional cars are drawn to the area. Population and land use densification may also decrease the functional class of a roadway as the area becomes more walkable. The network in Stillwater varies in functional classes, with a mixture of freeways and highways, major and minor arterials, collectors, and local roads.

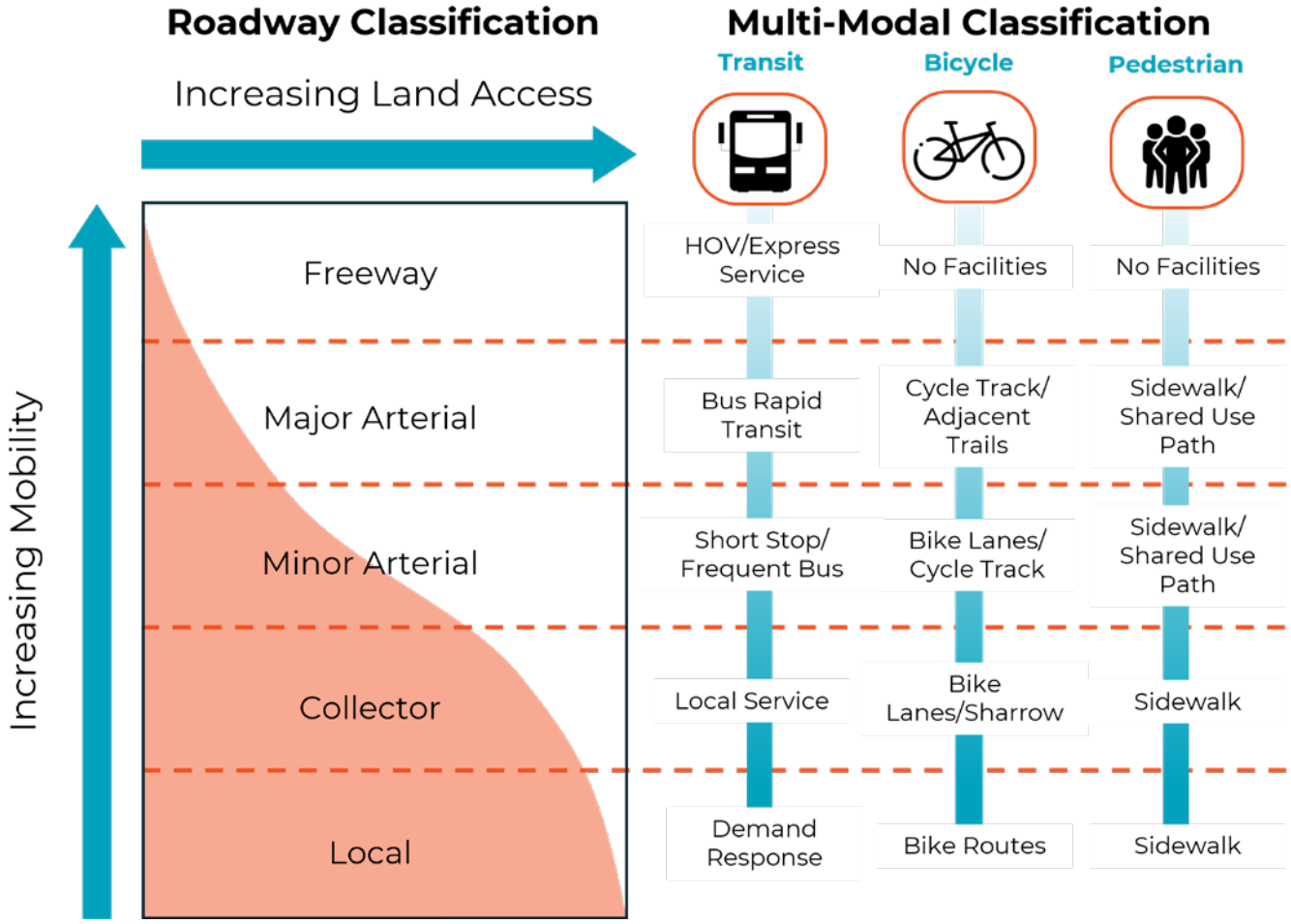


Figure 8. *Land Use Access and Mobility for Roadway Classifications*

Arterials

Arterials focus on moving regional traffic. These types of thoroughfares typically carry the highest amounts of traffic and have the highest speeds (other than freeways) depending on the contextual environment. These facilities are classified into major and minor arterials.

Major Arterials

Major arterials are designed to allow large volumes of traffic to operate at a high level of mobility. A major arterial is designed for longer distance trips and provides access to major activity centers and adjacent cities. There should be a limited number of driveways directly connected to major arterials and their main intersections should primarily be with other major arterials or larger facilities. On-street parking should be discouraged along major arterials whenever possible.

Minor Arterials

Minor arterials connect traffic from collectors to major arterials. They are designed to accommodate moderate traffic volumes at relatively low speeds, and often extend to a larger geographic area. Though rare, if ROW and/or level-of-service are adequate, minor arterials may accommodate on-street parking.

A major arterial class road in Stillwater.

Collectors

Roadways designated as collectors are designed for short trips and low speeds. They serve primarily to connect trips to higher functional class facilities and on moving traffic between neighborhoods and different areas within Stillwater. These types of thoroughfares carry moderate volumes of traffic and have lower speeds to accommodate access to adjacent properties. The number of lanes range from two (2) to four (4) depending on the current and future demands and the potential development. Center turn lanes may be incorporated on Major Collectors, but raised medians are rarely found on these types of streets.

Sometimes collectors are broken down into major and minor collectors. Major collectors provide higher levels of mobility, handle more traffic, and have fewer driveways and intersections than minor collectors.

A minor collector class road in Stillwater (upper)
A minor arterial class road in Stillwater (lower)

Local Streets

Local streets are typically not designated on a thoroughfare plan because it is a street type with relatively low traffic volumes. As new development occurs, local streets are typically built by the developer. Once the development is complete, the developer maintains the right-of-way (ROW) and the City takes over maintenance of street paving. Local streets are focused on providing access to homes in residential neighborhoods where speeds are less than 30 miles per hour (mph), and traffic volumes are the lowest. In most cases lane striping is not implemented, and on-street parking occurs in a variety of locations depending on the street configuration, surrounding uses, and building types.

A local class road in Stillwater (upper)
A major collector class road in Stillwater (lower)

GENERAL GUIDANCE ON FUNCTIONAL CLASSIFICATION

While functional classification does have defined engineering design standards, there is a degree of flexibility in assigning functional classifications due to overlap between class characteristics. Guidance on classification on roadways should generally adhere to the following:

1. Determine if the nature of the roadway in question is primarily to serve as access to adjacent land uses or more for throughput or mobility purposes. The roadway should always be sensitive to the adjacent land uses.
2. Evaluate existing roadway characteristics such as current right-of-way, number of lanes, observed traffic volumes, the presence of medians or two-way left turn lanes, the presence of on-street parking, and length of the roadway segment in question. Speed characteristics should be examined based on observed typical speeds as well as desired speeds for the facility.
3. Ensure that the operating characteristics of the facility are consistent with recognized attributes of the functional classification for which it is assigned. Significant deviation from recognized standards may require a reassessment of its functional classification, or the creation of a separate class for the facility (which is usually not recommended).
4. It is strongly recommended that a registered professional engineer be consulted when performing future updates to the roadway classifications.

Stillwater Major Thoroughfare Plan

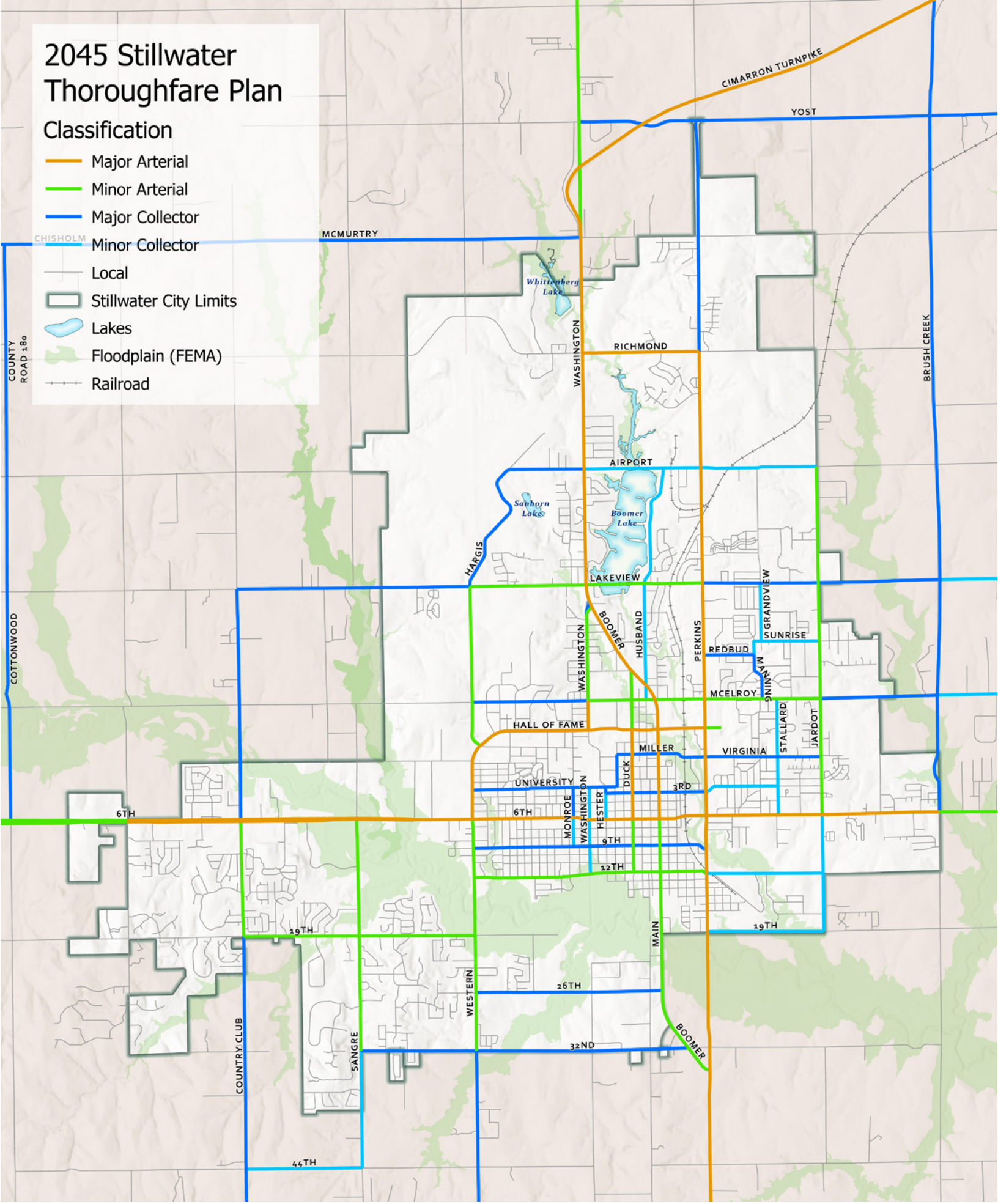
Stillwater's Thoroughfare Plan Map (Map 13) is based upon a classification system that depicts the function of every roadway in the thoroughfare system. Roadway types generally include expressways or freeways, arterials, collectors, and local streets. Their functions can be differentiated by comparing their ability to provide mobility with their ability to provide access to various locations. The adoption of the map itself does not update roadway classifications; it recommends such changes to the existing 2007 STEP Plan map.

The following updates were made to the Proposed Future Functional Classification of Roads from the STEP Plan to produce the 2045 Stillwater Thoroughfare Plan:

- **Introduction of Major and Minor Collector roadways:** The 2007 STEP Plan used only "Collector," "Minor Arterial," and "Major Arterial" classifications. The 2045 plan adds two new categories, Major Collector and Minor Collector, to better reflect how different local streets function and to prioritize improvements where they are most needed.
- **More focused network improvements:** Instead of the broad one-mile grid of arterials shown in 2007, many of which were outside city limits, the 2045 plan concentrates upgrades on key corridors such as Hall of Fame Avenue, Duck Street, and Boomer Road. This approach directs investment to the most important routes instead of recommending expansion of the entire roadway grid.
- **Functional class updates for select streets:** Several corridors move up or down in classification to match current and future travel needs. S Duck Street increases from Minor Arterial to Major Arterial due to the future land use designation in this area as a Mixed Use Commercial and High-Density Residential corridor. Other local roads near schools, such as Grandview Street and Sunrise Drive, are elevated to Minor Collectors to improve safety and access. W Hall of Fame Avenue, east of N Western Road, also increases from a Minor Arterial to a Major Arterial.
- **Greater emphasis on walking and biking instead of roadway expansion:** Reflecting strong public and stakeholder input, the Envision Stillwater Comprehensive Plan prioritizes bicycle and pedestrian connections over up-sizing existing roads or creating new roadways. Therefore, some streets are recommended to have lower classifications in the 2045 Thoroughfare Plan than in the 2007 STEP Plan to emphasize multimodal safety and context-sensitive design rather than higher-speed vehicular travel.
- **Removal of the "Stillwater Expressway":** The extension of what is now OK-312 (a spur of the Cimarron Turnpike) is no longer planned by the City of Stillwater, Payne County, and the Oklahoma Turnpike Authority, and it was removed from the network.

Thoroughfare Design Standards

Versatility is a strength in any policy document because it gives policymakers flexibility to address unforeseen issues that may arise during the implementation phase. To provide flexibility in the Thoroughfare Plan, new thoroughfare design standards were developed to accommodate a variety of land uses adjacent to both urban and rural ROWs. It is recommended that new thoroughfare design standards be incorporated into existing City codes to ensure consistent roadway construction throughout the City of Stillwater. Recommended design standards are shown in Figure 32. Additional details related to recommended thoroughfare design standards adjustments can be found on the previous page.



Map 4. 2045 Stillwater Thoroughfare Plan Map

Functional Classification	Divided or Undivided	Number of Lanes	ROW	Median	Lane Width	Sidewalk	Bike Facilities	On-Street Parking
Major Arterial	Divided	6	120’	Median	12’	10' both sides	Buffered, protected, or off street only	None
	Undivided	5	100’	Center Turn Lane (14')	12’	10' both sides		None
	Divided	4	120'	Median	12’	10' both sides		None
	Undivided	4	100’	None	12’	10' both sides		None
Minor Arterial	Undivided	4	80’	None	12’	10' both sides		None
Major Collector	Undivided	3	70’	Center Turn Lane (14')	11’	10' one side, 6' one side		None
	Undivided	2	70’	None	11’	10' one side, 6' one side		8' (Optional)
Minor Collector	Undivided	2	60'	None	11’	10' one side, 6' one side	Allowed	8' (Optional)
Local Street	Undivided	2	50’	None	10’	6' both sides	Allowed	8'

Figure 9. *2025 Thoroughfare Design Standards Example*

Major Arterial - 100’ - 120’ ROW

A four-lane divided roadway within 100-120’ ROW, major arterials should provide a relatively high degree of mobility and connectivity, serving as a primary grid for network accessibility. They should also be capable of bearing a significantly large portion of through travel. Corridors in Stillwater such as SH 51 (6th Avenue), US 177 (Perkins Road), Boomer Rd and Hall of Fame Rd, among others, should be classified and improved as major arterial facilities.

Conceptual typical sections are shown in Figure 33 through Figure 36. Each includes 12-foot main travel lanes in each direction and sidewalks of at least 10 feet. A center turn lane may be added in place of the median along a divided facility, where necessary. The sections shown are illustrative of one roadway configuration that meets the minimum roadway standards and are not meant to be prescriptive.

The minimum recommended spacing between major arterials is one mile, with one mile minimum spacing between signalized arterial to arterial intersections and one-half mile minimum spacing between arterial

Figure 10. *Major Arterial, 6-Lane Divided Section*

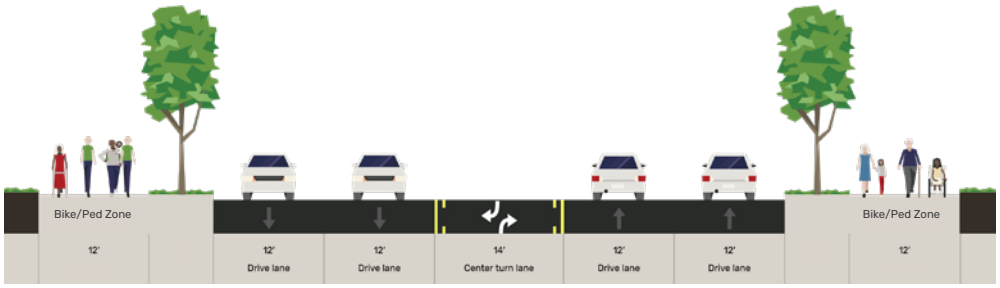


Figure 11. *Major Arterial, 5-Lane Undivided Section*

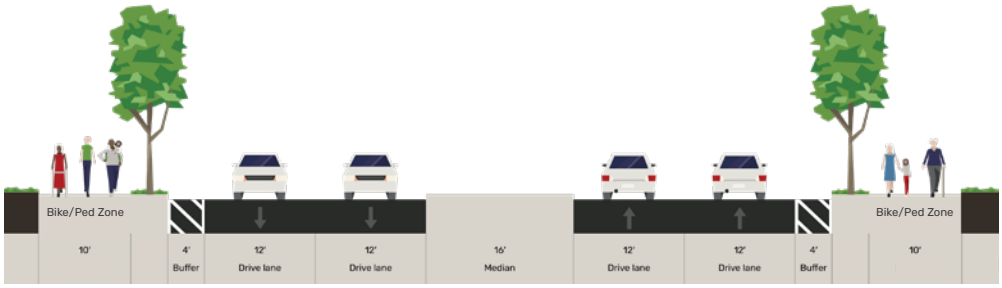


Figure 12. *Major Arterial, 4-Lane Divided Section*

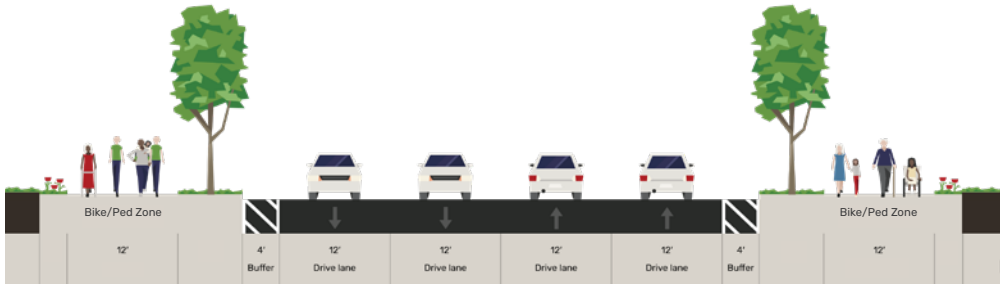


Figure 13. *Major Arterial, 4-Lane Undivided Section*

Minor Arterial - 80' ROW

Connecting commercial and residential areas to the major arterial system and providing access to local and neighborhood businesses is the primary function of a minor arterial. These facilities are four lane roadways containing 80' ROW and varying pavement width. This road type also typically serves to support commercial and transitional areas from residential development.

The typical section for minor arterials in Stillwater (Figure 37) includes four 12-foot main travel lanes, with space available for a center turn lane where necessary. Jardot Road, Lakeview Road, and McElroy Road are all minor arterials in Stillwater.

Minimum spacing between minor arterials is one-half-mile with one-half-mile minimum spacing between signalized arterial to arterial intersections.

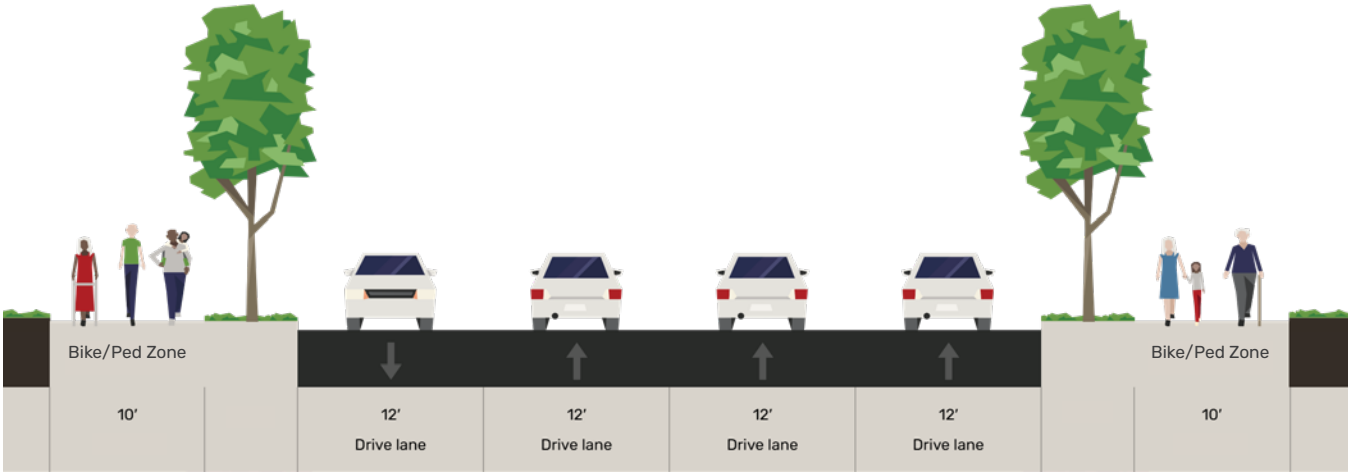


Figure 14. *Minor Arterial, 4-Lane Undivided Section*

Major Collector - 70' ROW

Major collectors serve to provide for collection and distribution of traffic between arterial and local streets and often serve as spine roads for neighborhoods. These 2- or 3-lane roads require at least 70' of right-of-way and have a sidewalk on each side. Examples in Stillwater are University Avenue, Virginia Avenue and Lakeview Road east of Perkins Road.

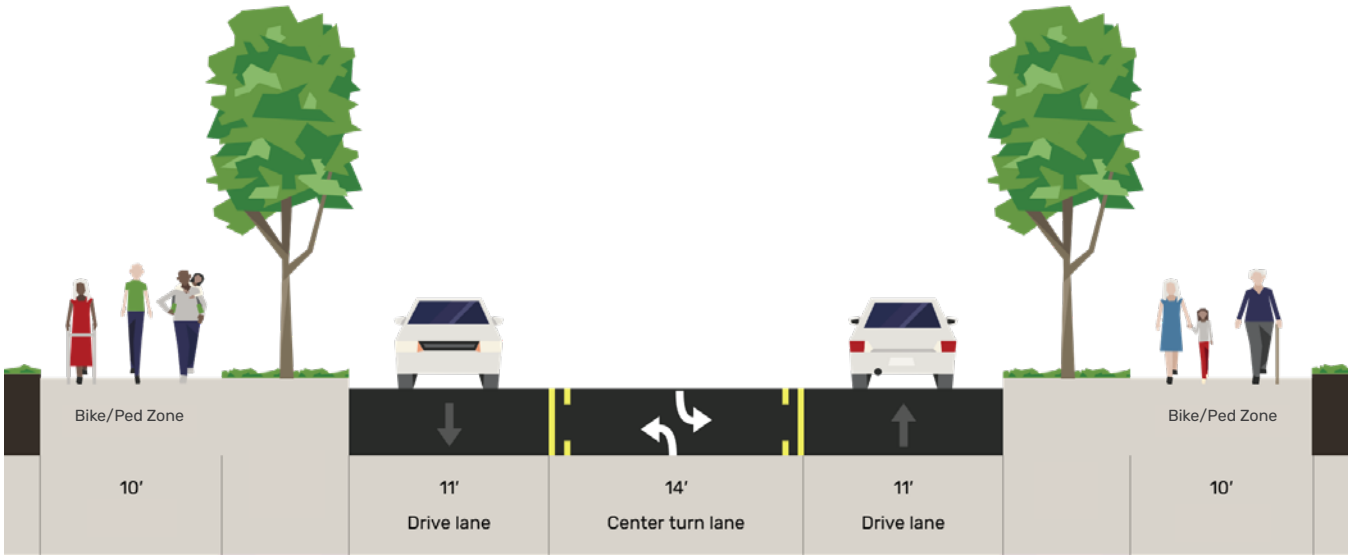


Figure 15. *Major Collector, 3-Lane Undivided Section*

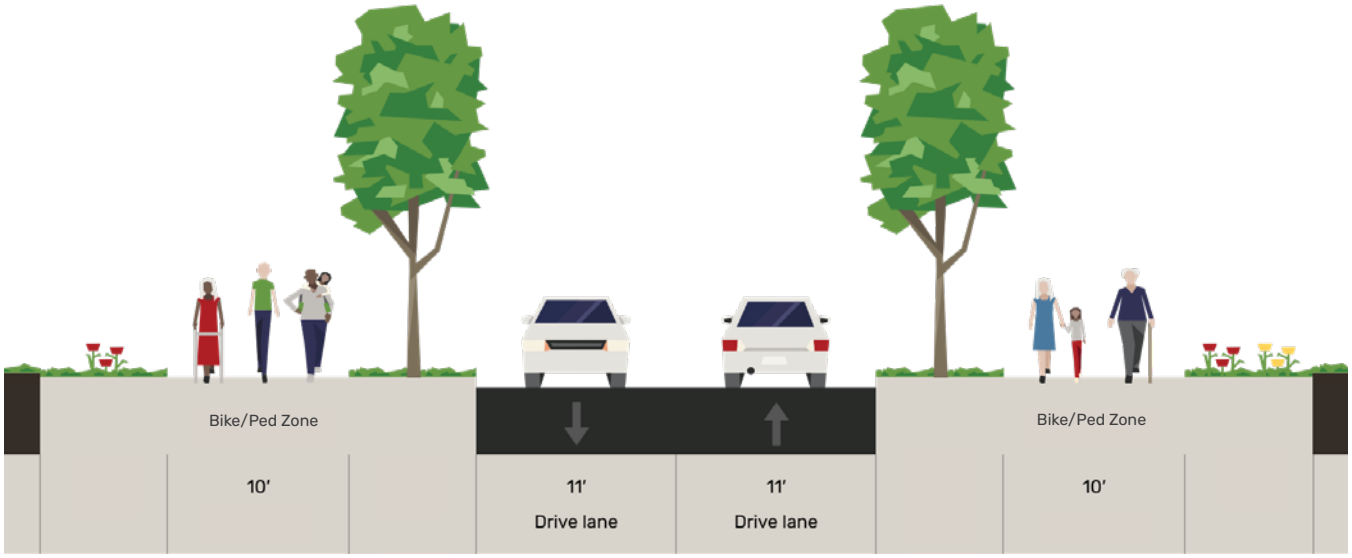


Figure 16. *Major Collector, 2-Lane Undivided Section*

Minor Collector - 60' ROW

Minor collectors serve to support small-scale nonresidential type development with relatively short trip lengths. They are the primary connection between residential land uses and the rest of the road network. They have two 11-foot lanes a sidewalk on each side, siting on 60' of right-of-way. Husband Street, Stallard Street and 3rd Avenue east of Perkins Road are minor collectors in Stillwater.

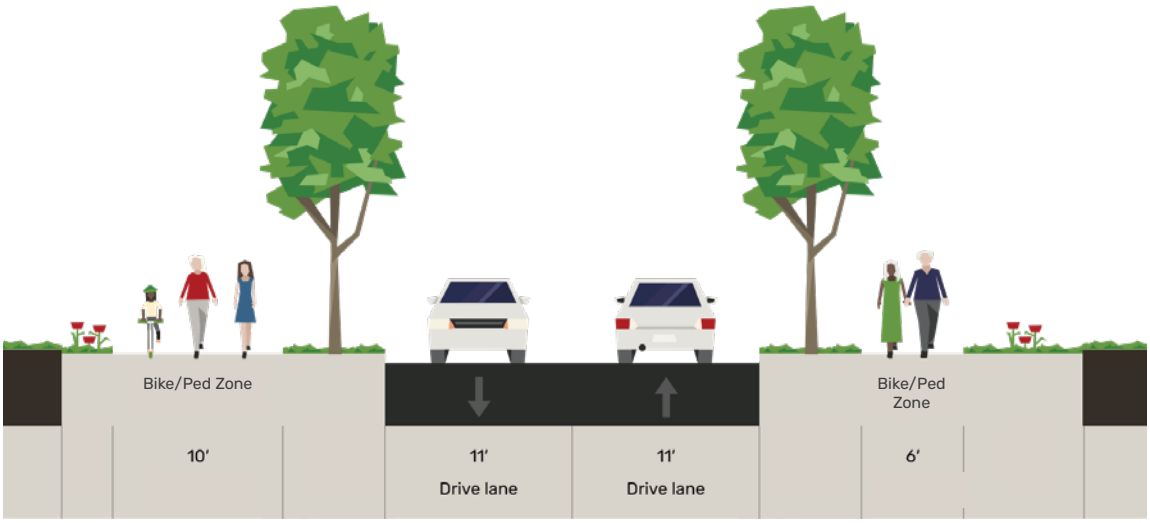


Figure 17. *Minor Collector, 2-Lane Undivided Section*

Local Street - 50' ROW

The purpose of this type of facility is to primarily serve residential land uses, and typically provide access for neighborhoods to collector roadways. Local streets typically allow on-street parking.

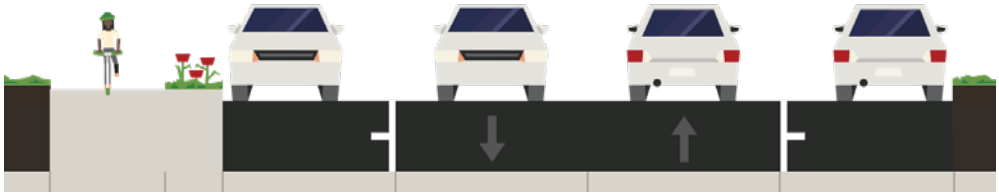


Figure 18. *Local Street, 2-Lane Undivided Section*

SUPPORTING NETWORK & ACTIVE TRANSPORTATION

Public engagement revealed a desire among residents of Stillwater for a robust, connected, and safe active transportation network; 65% of survey respondents said that the City should invest in expansion and/or significant improvement of pedestrian and bicycle infrastructure. Stillwater's existing active transportation network is not sufficient for the needs nor the desires of those living and working in the City.

Active Transportation Users

The design of active transportation facilities, like sidewalks, shared-use paths and bike lanes, should consider factors that may deter Stillwater users from feeling or being safe and comfortable when walking or biking. These facilities should be designed for all potential users, including children, adults and seniors. Most commonly, bike facilities are designed for more confident riders and exclude many people who might otherwise ride. Below are key characteristics of Stillwater users and factors to consider when designing active transportation facilities for Stillwater.

Off-street trails allow for less interaction between cars and active transportation users.

Children

School-age children are less visible to motorists and are less prone to detect risks, making them an essential demographic to consider for building safe active transportation facilities.

Seniors

Active transportation facilities give seniors increased mobility, making it essential to design bike and pedestrian facilities with higher visibility and lower riding speeds.

People With Disabilities

People with disabilities may use adaptive bicycles, including tricycles and recumbent hand cycles, which often operate lower to the ground and have a wider envelope than most bicycles. Well designed bicycle facilities provide comfortable biking conditions to provide mobility, health and independence to all types of cyclists. Sidewalks, crosswalks, trails, and other pedestrian facilities must accommodate these users.

College Students

Stillwater being home to OSU means that special attention should be given to the needs of college students. This demographic is often on a limited income and relies on walking or biking for many daily trips, both on and off campus. Providing a safe and connected active transportation network is essential in a City with a heavy student population like Stillwater.

All Ages and Abilities Bike Infrastructure

Stillwater is a family-oriented community ranging from young families with children, to young professionals, and seniors. The City's bicycle infrastructure plan needs to focus on building a safe, comfortable and equitable bicycle network to serve all Stillwater residents. The concept of building for all ages and abilities means adopting a bicycle infrastructure plan that will implement bicycle facilities that are safe, comfortable and accessible to all age groups and abilities. This concept should serve as the foundation of the bicycle infrastructure plan. Any lesser accommodation than what is outlined in the recommendations of this chapter should require further justification.

All bike facilities should be...

Safe

More people will bicycle when bicycle facilities are high-quality bikeways that provide a safe place to ride. Consequently, this means creating safer street conditions for cyclists. Better bicycle facilities are correlated with increased safety for pedestrians and motorists as well.

Comfortable

Bicycle facilities that are comfortable and provide a low-stress experience for cyclists can increase the number of people who chose to cycle as daily commute or errand option. Additionally, well designed bike facilities will attract underrepresented people, including women, children and seniors.

Equitable

High-quality bikeways provide safe mobility options for individuals who do not have a personal vehicle to get to work, school, or other opportunities. This expands travel options for those who cannot afford a personal vehicle or are unable to operate a vehicle, allowing these populations to access necessary destinations like work and school as well as recreation. Placement of bike facilities should pay special attention to where this population is concentrated and to where it travels.

Shared-use paths provide a safe travelway for both cyclists and pedestrians.

Bike Facilities

Bicycle facilities may be planned in various street configurations. Below are options to consider for various street types.

Bike Boulevard

Bicycle boulevards, or shared streets, are low-stress streets with slow motor vehicle speeds and low volumes, making them accommodating to sharing the roadways with bicycles. These provide continuous comfortable bicycle routes through the local street network. Bicycle boulevards may require street design elements such as sharrows to ensure reduced traffic volumes and speeds. Directional markings and wayfinding signage can also contribute to rider comfort.

Shared street in Dallas, TX.

Conventional and Buffered Bicycle Lanes

Conventional bicycle lanes provide a designated space within the roadway for cycling, Buffered bicycle lanes provide additional room outside the bike lane to separate the cyclist from the roadway. Buffered bike lanes are appropriate in areas where there are moderate levels of mixed traffic, but where curbside activity, traffic volumes and lane invasion are not significant sources of conflict.

Conventional bike lane (left) and buffered bike lane (right).

Protected Bicycle Lanes

Protected bicycle lanes, also known as separated bike lanes, use a combination of horizontal (e.g. buffer distance/striping) and vertical separation (e.g. flex posts, parked cars, or curbs) to protect cyclists from motor traffic. The combination of horizontal and vertical barriers can relieve most high levels of bicycle stress. The robustness of bikeway separation often scales relative to adjacent traffic volumes and speeds.

Protected bike lane in Seattle, WA.

Multi-Use or Shared-Use Pathways

Multi-use or shared-use paths provide a continuous corridor for both bicycle and pedestrian use. Multi-use pathways work best when connected to an on-street network that allows safe connectivity to key destinations and wide enough geometry to accommodate bikes. Ideally, bicycles should be separated from pedestrians where significant volumes of pedestrians and cyclists exist, but where space is limited multi-use pathways can still be valuable.

Shared-use path around Boomer Lake in Stillwater, OK.

Shared Micromobility

Shared micromobility involves small, lightweight wheeled vehicles, such as bikes and scooters, that are available for rent. Micromobility is an effective means of traveling medium to short distances and making first- and last-mile connections when automobiles are impractical, expensive or not desired. Shared micromobility programs can be public intiatives or provided by private companies like Lime or Bird. Because young adults are the most common users of micromobility, these programs are especially popular in college towns like Stillwater.

Currently, shared micromobility is provided in Stillwater by OSU via Orange Ride, a program through which students and the general public can rent bicycles daily, weekly, or by semester.

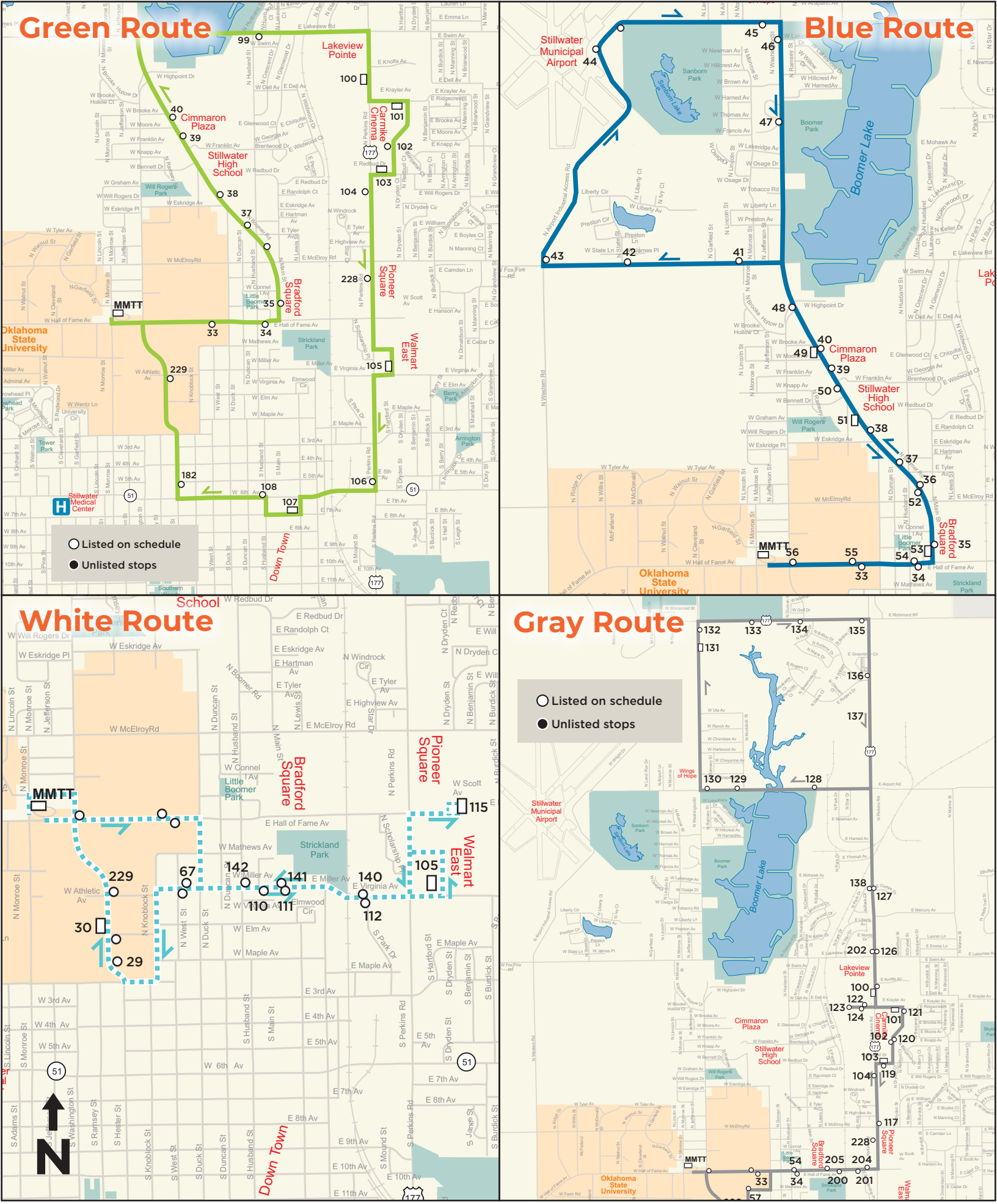
Transit

Public transit is a vital component of the transportation system, and serves a diverse demographic including students, commuters, elderly persons, and persons with disabilities. It is important to understand the existing transit demand and identify geographic and demographic areas that are currently being underserved so that new ways of expanding service can accurately be identified and acted upon. In Stillwater, the only transit service in operation is OSU-Stillwater Community Transit, "The Bus," which serves the school's students, faculty, and staff as well as the general public. This presents an opportunity for expansion of this service into new key areas of town. Community Transit offers fixed-route and paratransit services. Maps of on-campus fixed-route services can be seen on page 90 and page 91.

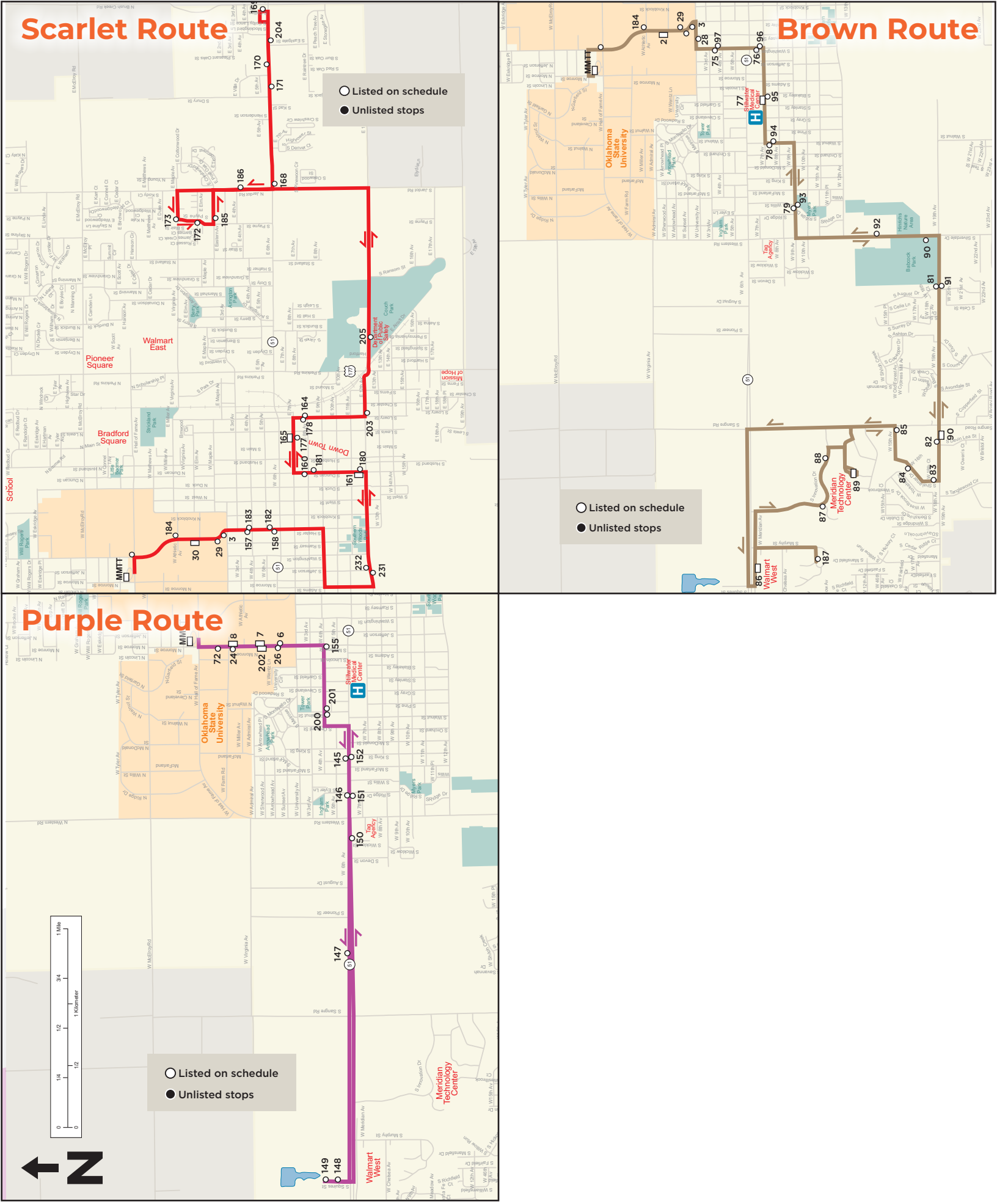
In addition to The Bus, OSU operates the Big Orange Bus, a shuttle between the OSU Stillwater campus and OSU Tulsa campus. The Big Orange Bus runs when school is in session during the Spring and Fall Semesters, with a limited schedule during the Summer semester.

It is recommended that transit access within Stillwater be expanded to address the following four questions:

1. How well is transit demand currently being met?
2. What new connections and services should be provided?
3. How should transit be accommodated within Complete Streets?
4. What improvements to the Transit System for underserved communities and areas are needed?



Map 5. OSU-Stillwater Community Transit Off-Campus Fixed Route Maps



Map 6. OSU-Stillwater Community Transit Off-Campus Fixed Route Maps

TRANSIT SUPPORTIVE POLICIES

Some things that can harm the effectiveness of a transit system are high parking requirements, zoning code review and housing type. For each of these, the following should be examined and considered.

Parking Requirements

- Where is the majority of off-street parking?
- Does the average volume by street align with the parking provided for those streets?
- If the goal is to get people out of their cars, consider offering less off-street parking. Parking that is too easy encourages people to drive to their destination.
- Parking requirements can be the limiting factor in realizing density in different land use categories.

Zoning Code Review

- How many units per acre does each zoning code allow?
- Will you hit the requirements needed for transit to be successful?
- The target density to support transit is around 9 units per acre. It is difficult to meet this target with only single-family housing.

Housing Type

- Permit housing types like duplexes, triplexes and quadplexes. This can help produce the critical density needed to support transit.
- Stillwater's RT Two-Family Residential District, RTM Two-Family and Multi-Family District, RMI (Multi-Family Intermediate) District, RMU (Multi-Family Urban) District, HR (High Rise) District, and NTZ Neighborhood Transition Zone designations allow for these housing types and should be supported.

Access To Jobs

- The most common trip taken is the commute (the trip to and from work). One way to get people off the road is to get them on to transit. How can you encourage jobs within walking/ biking distance or transit distance from people's homes?
- Cluster employment opportunities in employment centers that are walkable and near housing.

Mixed Use Development

- Encourage a mix of land uses that support transportation options through updates to zoning regulations or incentives like density bonuses and expedited permitting for developments that contribute to a mixed-use environment.
- People are more likely to walk, bike, or take transit when there are multiple destinations nearby. This is why there are higher rates of people walking around downtowns. In order to become less car dependent and reduce traffic congestion, the City should consider providing a mix of uses in new developments.

Strategies

- Reduce minimum parking requirements, at least within a buffer surrounding major transit corridors.
- Allow non-residential uses in neighborhoods.
- Allow other housing types in typically single family neighborhoods.
- Foster a mix of uses.
- Support higher density development.

Walkability

To create a vibrant, connected Stillwater, priority should be placed on walkability. Living in a walkable community leads to positive health outcomes, a more connected community, and lessened reliance on automobiles which create congestion and negative environmental impacts. The ability to realistically travel by foot requires not only sufficient pedestrian infrastructure, like sidewalks, trails, crosswalks and ramps, but also access to destinations that are close enough to walk.

The residents of Stillwater expressed, through the online survey and public meetings, the desire for the expansion of the existing sidewalk and trail system. The Multi-Use Trail and On-Street Bicycle Master Plan, adopted in 2009, outlined a proposed trail network. The updated 2045 Stillwater Trails Plan can be viewed in Map 16 on page 94. Priority was given to connections to key destinations identified through public input as well as projected growth areas, including:

- Connections to and from western Stillwater via 6th Avenue,
- Improvements around 6th Avenue based on recommendations from the 2021 6th Avenue Corridor Plan,
- Proposed Rail Trail to create seamless connections between Couch Park and Boomer Lake, and
- Trails around Sandborn and Boomer Lakes.

The Future Land Use Map in Chapter 02 highlights a variety of mixed-use locations throughout the City. The purpose of these areas is to connect neighborhoods to commercial services and increase the pedestrian connectivity throughout the City.

THE INTERSECTION OF LAND USE AND TRANSPORTATION

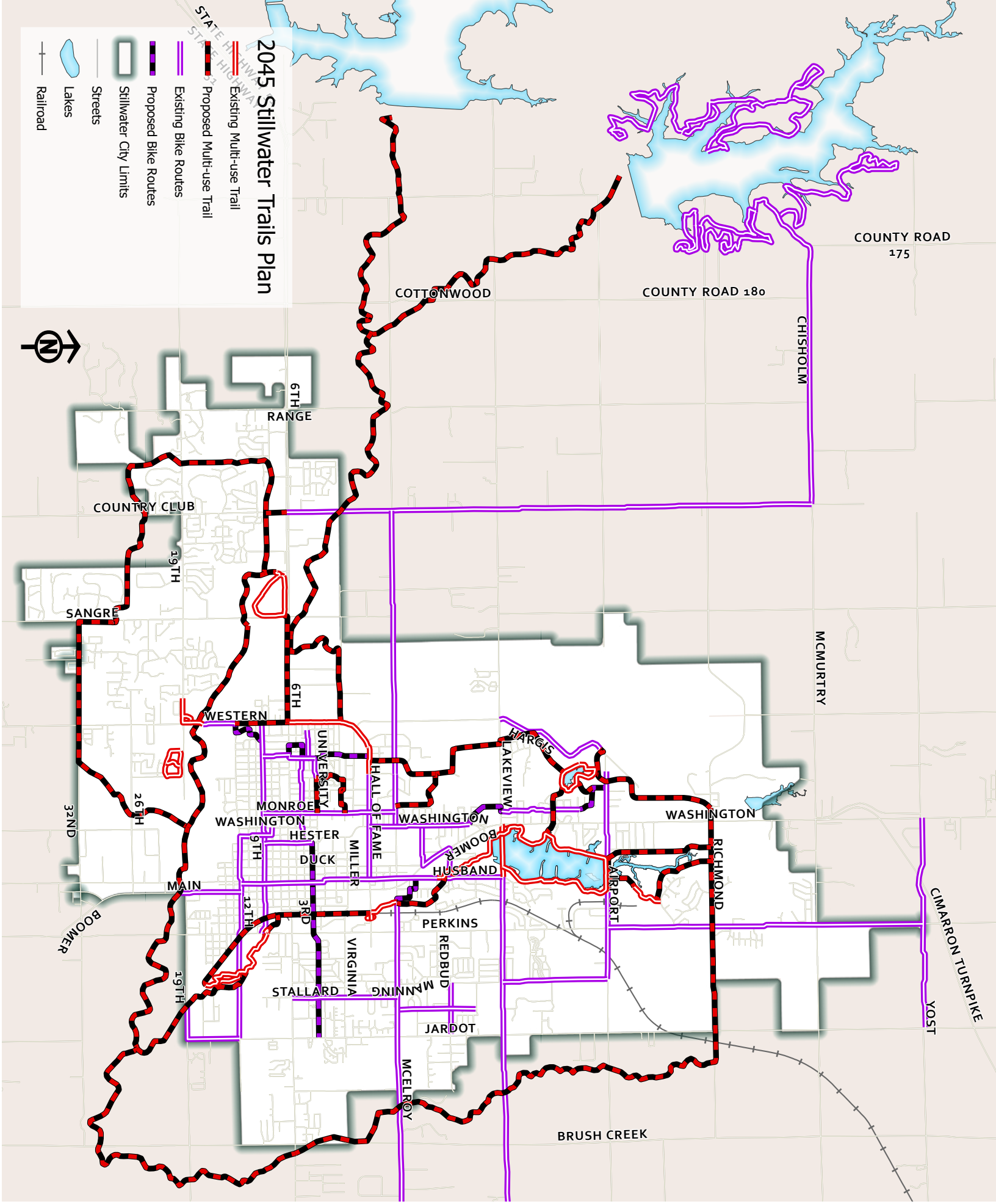
Research that shows higher density walkable urban places result in more sustainable tax bases, new economic foundations for the local economy, better environmental outcomes, and better health outcomes for communities. Furthermore, a Brookings report[1] found that high density places are correlated with faster job growth and greater prosperity.

Transit has been long overlooked at the metro, regional, and state level. Many cities have low rates of ridership and struggle to provide a transit system that is efficient. Eventually, these transit systems become unsustainable because of poor financial performance. It's easy to say a transportation system isn't working because people don't take transit. However, it's not always the transportation system that is problematic it's often the interrelated policies that make the transportation system not successful, such as lack of transit supportive land use densities. Transit supportive policies can help Stillwater become a City that boasts a transit system that connects residents to the places they want to go.

Typically the Department of Transportation looks at infrastructure as roadway maintenance and bridges. Fortunately, infrastructure is being looked at with a much broader lens. The recent Infrastructure Bill[2] also includes rail and renewable energy such as car charging stations for electric vehicles.

Pedestrians walk on the trail around Boomer Lake, Stillwater, OK.

1 https://www.bloomberg.com/news/articles/2014-10-10/the-future-of-transportation-is-not-all-flying-cars
2 https://www.congress.gov/bill/117th-congress/house-bill/3684/text



Map 7. 2045 Stillwater Trails Plan Map

HOUSING AND TRANSPORTATION AFFORDABILITY INDEX

The Center for Neighborhood Technology's Housing and Transportation (H+T) Affordability Index[1] provides a comprehensive way of thinking about the true affordability of place. It presents housing and transportation data as maps, charts and statistics. When you look at the data below you can map out spatial patterns in Stillwater.

Affordability

Housing + Transportation Costs as a Percentage of Income

Factoring in both housing and transportation costs provides a more comprehensive way of thinking about the cost of housing and true affordability. Residents of Stillwater spend a disproportionately high percentage of their income on housing and transportation (30% and 26%, respectively) compared to other college towns like Norman, OK (24% and 21%) and Manhattan, KS (24% and 22%).

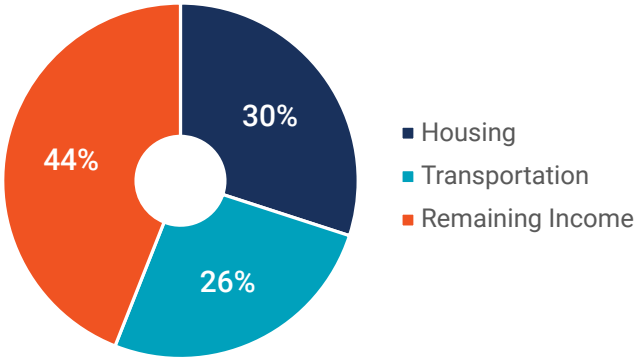


Figure 19. *Stillwater Average Housing +Transportation Costs as a Percentage of Income*

This discrepancy is likely due to the difference in median income between these cities. In 2023, Stillwater's median household income was $42,015, Norman's median household income was $65,060, and Manhattan's was $58,441[2]. So, while Stillwater's annual transportation costs (Figure 42) are lower than Norman's or Manhattan's ($14,520 and $13,181, respectively), the costs constitute a larger share of residents' total income.

Transportation Costs

In dispersed areas, people need to own more vehicles and rely upon driving them farther distances, which also drives up the cost of living. The average Stillwater resident spends over $12,000 per year on transportation costs.

$12,204
Annual Transportation Costs

1.56
Autos Per Household

16,510
Average Household VMT

(vehicle-miles traveled)

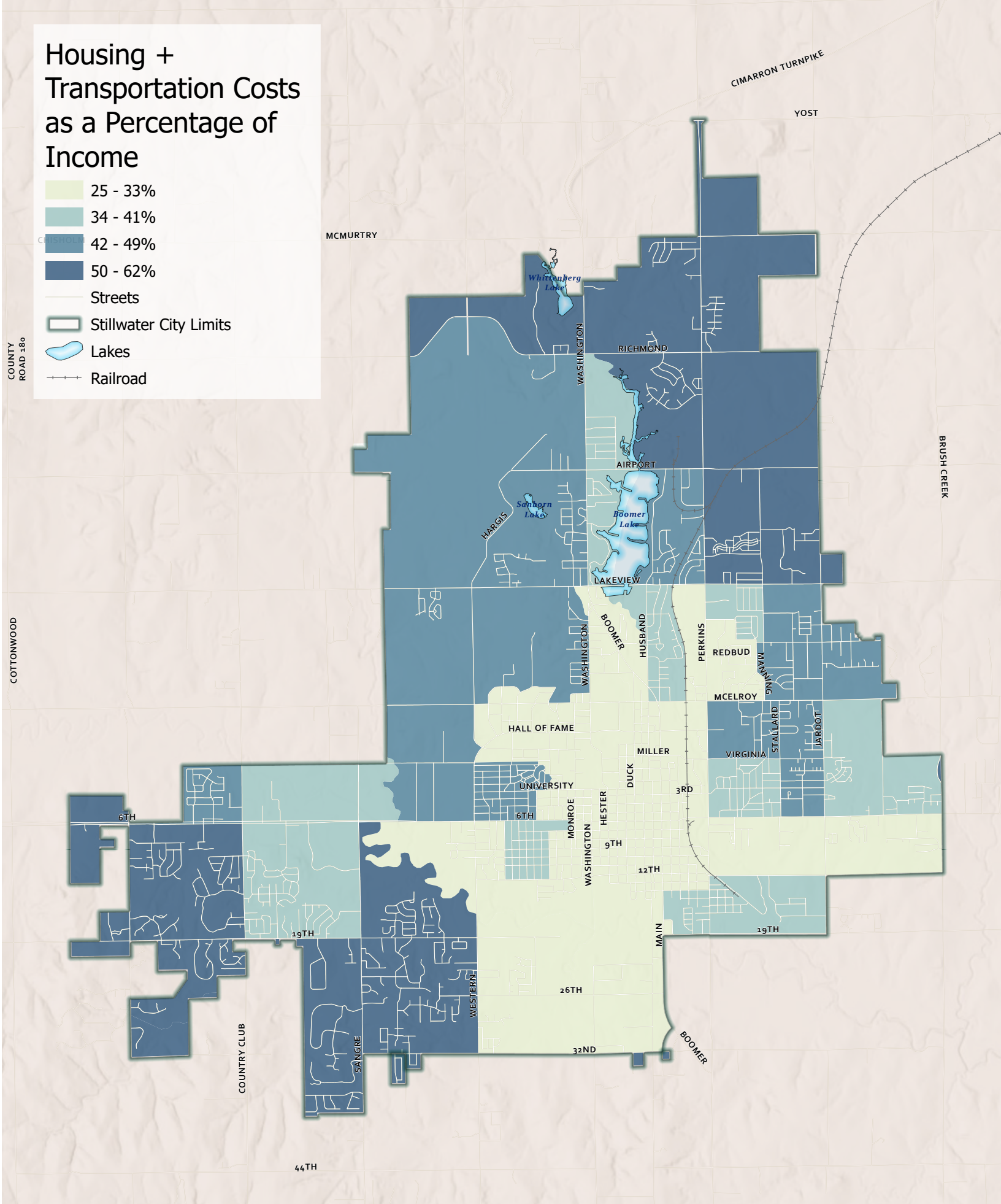
Figure 20. *Stillwater Transportation Costs*

These costs are lower than the Payne County average of $13,787 per year. This is consistent with the pattern of lower-density areas requiring higher transportation costs.

Location Efficiency

- Places that are compact, close to jobs and services, with a variety of transportation choices, allow people to spend less time, energy, and money on transportation.
- People who live in location-efficient neighborhoods—compact, mixed-use, and with convenient access to jobs, services, transit and amenities—tend to have lower transportation costs.
- People who live in location-inefficient places—less dense areas that require automobiles for most trips—are more likely to have higher transportation costs.

1 https://htaindex.cnt.org/map/
2 U.S. Census Bureau, American Community Survey (ACS)



Map 8. Housing + Transportation Costs In Stillwater

TOWN AND GOWN ASSESSMENT

The presence of OSU in Stillwater creates unique considerations for transportation planning. The City must balance the needs of its permanent residents with a student body that fluctuates in population and needs on a seasonal basis. Students are more likely to rely on alternative modes of transportation like walking, biking, and transit for their everyday travel needs than other populations. Large-scale events for the school, such as football games, also create capacity challenges for the transportation system.

OSU-Stillwater Community Transit currently provides free or low-cost ($0.35 - $1.50 per ride) transit service throughout Stillwater for students and the general public. By providing access to both campus and community destinations, the transit network contributes to a more connected transportation system. Through collaboration between Community Transit and the City of Stillwater, this existing network can also be further expanded to provide more services to key destinations lacking in service.

Other opportunities for collaboration involve the expansion of shared micromobility in Stillwater. Micromobility typically refers to small, low-speed vehicles for personal use, such as shared bikes and scooters. Because young adults are the most common users of micromobility, college towns like Stillwater should consider robust shared micromobility programs. Orange Ride, an initiative from OSU to provide affordable and convenient transportation, currently provides one station where people can rent bikes. Expanding this service to provide more stations throughout Stillwater would help to facilitate an increase in sustainable, active transportation for students and Stillwater residents alike. The bike- and scooter-sharing company Spin currently provides OSU with shared electric scooters on its campus. This service could be expanded to include key areas of the City that benefit from active transportation, like the downtown.

Additionally, the City should work closely with OSU to enhance walkability through improved sidewalks and trail connections linking the university to key local destinations. These connections are integral not only for routine transportation but also for addressing the heightened demand during major OSU events, including athletic competitions and graduations.

Major events at OSU, such as sports games and graduations, significantly impact traffic patterns, creating the need for solutions to accommodate large surges in demand. Efficient planning during these occasions, including additional shuttle services, parking coordination and enhanced pedestrian safety measures, will contribute to a smooth travel experience for OSU students, faculty and visitors as well as the general Stillwater community.

These transportation recommendations for Stillwater can build on OSU's existing assets while addressing gaps to ensure a more inclusive, sustainable and efficient system. Prioritizing partnerships, promoting multimodal infrastructure and managing event-specific demands will help Stillwater achieve its transportation goals.

"The Bus" kneeling at a transit stop

TRANSPORTATION PLANNING APPROACH

In addition to the Thoroughfare Plan Map, the crafting of transportation policies can aid in providing and maintaining a well-functioning transportation system that meets the needs of its users. The following sections discuss several policies that, if implemented, are anticipated to build on and enhance the existing transportation network in Stillwater.

Thoroughfare Design

There are established roadway design standards that are utilized by communities across the United States; these standards are based upon decades of research and field experience. Guidelines for these revised design standards came from a variety of sources, including:

- American Association of State Highway and Transportation Officials (AASHTO), A Policy on Geometric Design of Highways and Streets, latest edition.
- Transportation Research Board, Highway Capacity Manual, latest edition.
- Oklahoma Department of Transportation (ODOT) Roadway Design Standard Drawings, latest edition.

Design Criteria

Sidewalks

Sidewalks are installed on public right-of-way in the parkway or easement and must have a maximum 2% cross-slope toward the street and a minimum of 1% cross slope to facilitate drainage. New sidewalks should be a minimum of 5 feet in width and the longitudinal grade along the sidewalk should not exceed 5% unless the grade of the adjacent roadway requires otherwise. All new sidewalks should be accessible by persons with mobility impairments, in compliance with the Americans with Disabilities Act and Public Right-of-Way Accessibility Guidelines. Pedestrian crossings of streets and driveways should have accessible ramps. Crosswalks should be marked across arterial streets.

Lane Widths

Driving lane widths are generally to be in the range of 11 feet to 12 feet, but not less than 10 feet in width. For higher speed, higher capacity major arterial roadways, 12-foot-wide travel lanes are preferred.

Right-Of-Way (ROW) Width

ROW width is generally determined by the pavement section required to perform the function and carry the traffic for which the thoroughfare is designed to accommodate, plus additional provisions for bike and pedestrian facilities, utilities, landscaping, drainage and safety areas.

RESILIENCE

A resilient transportation network is able to withstand and recover from disruptions. To achieve this, the roadway network should have built in redundancies and be very connected to accommodate a compromised route.

This strategy also helps to reduce congestion. The ability to reliably travel via alternative modes such as walking, biking, and transit also contributes to resilience by creating options when the roadway network fails to accommodate all traffic. Reducing reliance on automobiles also contributes to a more sustainable system.

Asset management is another strategy for creating resilience in a transportation network. Well-maintained infrastructure is less likely to be affected by extreme weather events and day-to-day wear and tear. A systematic process for operating, maintaining and upgrading Stillwater's physical assets should be created and followed.

Medians

The width of medians will vary based on right-of-way limitations, future roadway expansion, and other such factors. The general practice is to use 16-foot wide raised medians in urban areas. This permits the construction of 12-foot left-turn lanes for channelization, while leaving 4 feet for buffer between oncoming traffic.

Parkways

Parkways are the area between the edge of the roadway and the edge of the street right of way and in urban areas cover a wide range of widths with minimums of approximately 8 feet. Parkways can contribute to the capacity and efficiency of a roadway by providing a clear zone for needed roadway edge utilities and provisions. Sidewalks and utilities are typically situated within the parkway of a thoroughfare, typically with a 3-foot wide green space buffer between the sidewalk and the roadway.

Intersections

Effectively operational roadway networks rely on the ability of intersections to efficiently process traffic. Smooth operational conditions typically break down when turning traffic is unable to separate from the main travel lanes, for example. To ensure this separation, often called "channelized turning movement," such as a second left-turn or right-turn lane, an additional 22 feet should be provided at key major and minor arterial intersections.

To determine the exact dimensional requirements of specific intersections, a traffic analysis should be conducted at the time of facility implementation. As currently defined, divided roadways could accommodate a separate left-turn lane. By adding 22 feet of width, a second left-turn and separate right-turn bay can be added as needed to an intersection. Travel lanes of 11 feet provide enough roadway width for turn movements. Figure 44 presents the ROW requirements for critical intersections in Stillwater.

Figure 45 and Figure 46 identify the necessary distances for vehicle storage and transition requirements at major and minor intersections. These distances allow for minimum turn-lane storage and lane transitions as drivers approach intersections. In high intensity development areas, a traffic analysis should be conducted to determine appropriate intersection requirements.

Intersection Congestion Mitigation

Intersection performance can be improved through several different mitigation techniques. These techniques can be applied to better handle the current traffic or the forecasted traffic. The following are some of the intersection improvements that can be implemented at critical intersections within the City of Stillwater.

Functional Classification	Major Arterial	Minor Arterial
Major Arterial	350'	300'
Minor Arterial	350'	300'
Major Collector	300'	260'
Minor Collector	260'	260'

Figure 21. *ROW Requirements for Critical Intersections*

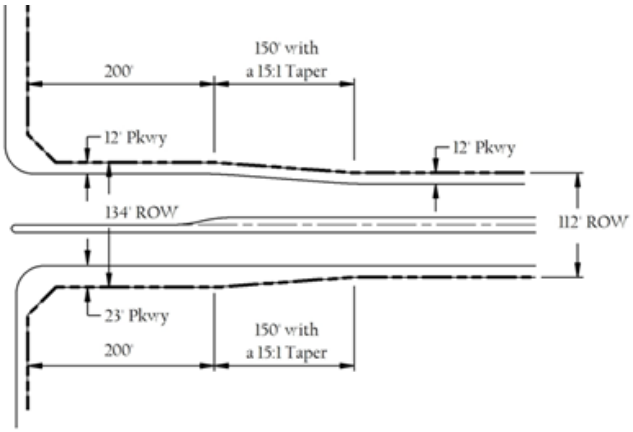


Figure 22. *Typical Roadway Dimensions Approaching Major Roadway Intersections*

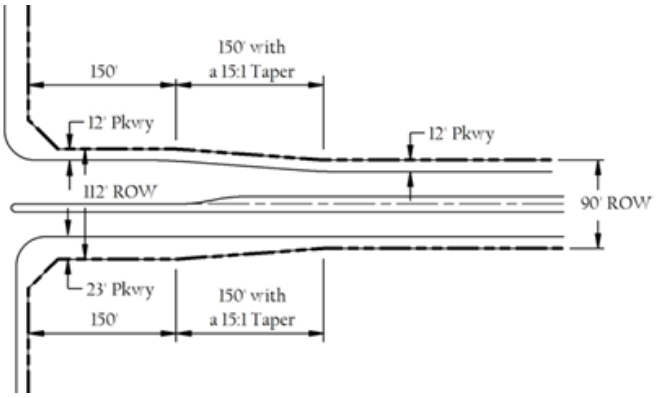


Figure 23. *Typical Roadway Dimensions Approaching Minor Roadway Intersections*

Signal Timing

Signal timing is a critical technique that involves synchronizing the sequence and duration of each phase of a traffic signal to improve the overall traffic flow throughout the corridor. The timing of signals often involves coordinating an entire signal system or series of signals. Advanced traffic signal controllers provide the traffic engineer great flexibility in controlling the flow of traffic through an intersection. Proper signal timing along a corridor can increase the efficiency of the roadway by allowing for the maximum number of vehicles to pass in the shortest time. It also affects the air quality of the city because travel time and idling are reduced. This technique can be used to increase capacity on corridors and is a less expensive option than adding lanes.

Right Turn Capacity Increase

The addition of acceleration and deceleration lanes can provide operational benefits throughout a corridor and at an intersection by allowing turning vehicles to exit the roadway without affecting the through movement of traffic. This design allows a more efficient flow of traffic along a corridor and allows vehicles to form queues at the signalized intersections and out of the travel lanes, thereby maximizing the flow that the signal can handle. These should especially be considered on turns into neighborhoods from arterial roadways. Right turn lanes consist of storage length and acceleration or deceleration length. Lengths of auxiliary lanes (acceleration or deceleration) are a function of the posted speed, but queue lengths (storage) are established on a case by case basis. The Highway Capacity Manual and ODOT's Standard Specifications for Highway Construction provide guidance on the provision of auxiliary lanes. These improvements are not one size fits all. Consideration must be given for posted speed, traffic volume, and development type.

Left Turn Capacity Increase

Much like right-turn lanes, left-turn lanes also allow the turning vehicles to exit the through lanes without affecting the through traffic. Left-turn lanes should provide adequate queue storage for signalized and unsignalized intersections based on an operational analysis. The length of deceleration is dependent on the posted speed and the amount of speed differential acceptable for the thoroughfare. Double left turn lanes can be considered

Roundabouts

Roundabouts are a type of intersection characterized by a generally circular shape, yield control on entry, and geometric features that create a low-speed environment through the intersection. Modern roundabouts (Figure 47) have been demonstrated to provide a number of safety, operational, and other benefits when compared to other types of intersections. On projects that construct new or improved intersections on collector or minor arterial roadways, the modern roundabout should be

A multimodal intersection making use of left-turn lanes at W 9th Avenue and S Duck Street

examined as a cost-effective alternative to all-way stops or traffic signal control.

The decision to install roundabouts within a community or along a specific ROW can be done for various reasons, including as an intersection capacity improvement, to improve roadway safety, to support traffic calming and/or bicycle and pedestrian programs, or improve community aesthetics. There are a multitude of elements that contribute to the decision on whether to construct a roundabout. For mini roundabouts, the reasons usually pertain to safety, whereas for larger facilities the reasons can also include tourism, community enhancement, and economic development opportunities.

For more information, please refer to the FHWA information guide at: https://www.fhwa.dot.gov/publications/research/safety/00067/00067.pdf

Context Sensitive Design (CSD)

Recent trends in thoroughfare planning practices have provided opportunities for greater flexibility in thoroughfare design. This new trend better complements surrounding land use by creating roadway standards based on the users of the facility and the surrounding context. Implementing Context Sensitive Design on Multimodal Corridors: A Practitioner's Handbook, written by the Institute of Transportation Engineers and the Congress for the New Urbanism, provides a guide on how this

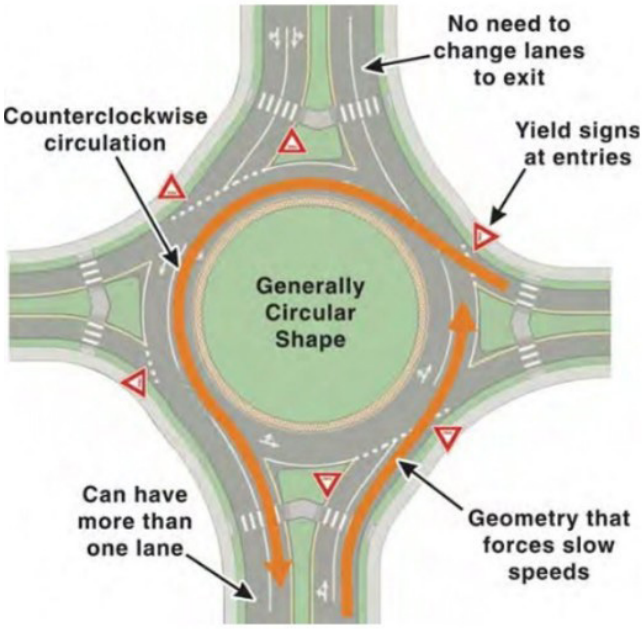


Figure 24. *Roundabout Elements*

emerging practice can be implemented during the thoroughfare planning process. Opportunities for multi-modal corridors that advance economic development and create a safer, more efficient transportation system, arise when the context of a roadway is considered during the planning and design process. The improvements to US 177/ Perkins Rd is an example of this: the concept was developed through a context-sensitive design approach to address the needs of multiple users of the corridor. The improved roadway includes a 10-foot-wide shared-use path for cyclists and pedestrians and a new median which reduces conflicts between automobiles. The Stillwater Thoroughfare Plan should advance the concept of flexible roadway design for multi-modal purposes by taking advantage of context sensitive design principles.

Process Of Design

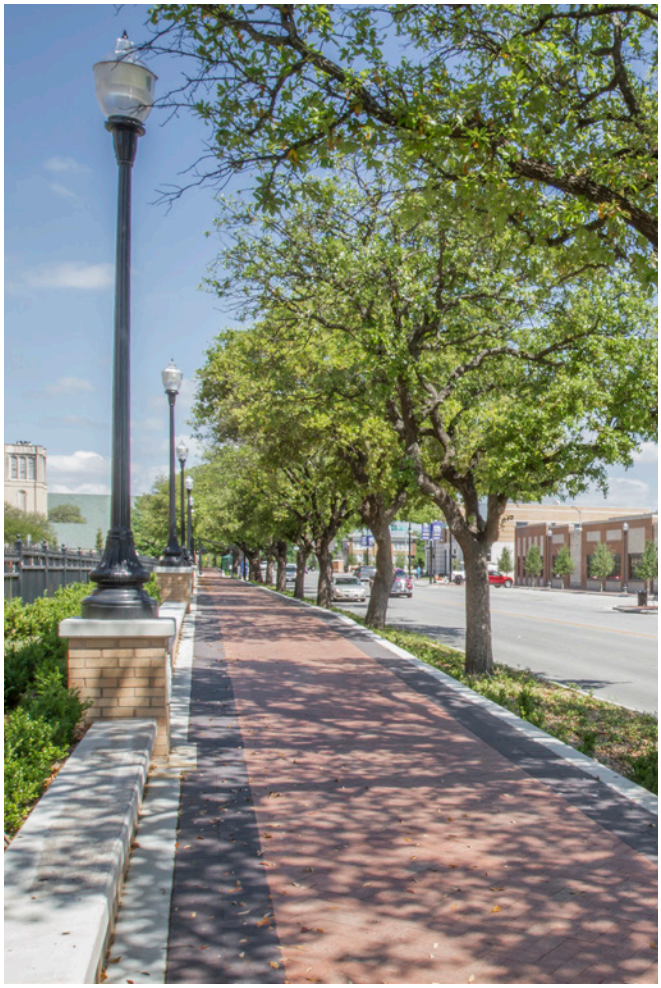
The process of designing CSD roadways is similar to the process of designing traditional thoroughfares in that automobile traffic is considered with traffic counts, traffic demand, and level of service information gathering efforts. However, the difference is that automobile traffic is only one element considered, among numerous others, in the design of CSD roadways. The Institute of Transportation Engineers (ITE) released a publication entitled "An ITE Recommended Practice: Context Sensitive Solutions in Designing Major Urban Thoroughfares for Walkable Communities."

This publication outlines various principles that should be considered during the design process to arrive at a solution for a context sensitive roadway project. These principles are as follows:

- The project satisfies the purpose and needs as agreed to by a full range of stakeholders. This agreement is forged in the earliest phase of the project and amended as warranted as the project develops.
- The project is a safe facility for both the user and the community.
- The project is in harmony with the community, and it preserves environmental, scenic, aesthetic, historic and natural resource values of the area; in other words, exhibits context sensitive design.
- The project exceeds the expectations of both

designers and stakeholders and achieves a level of excellence to meet

- The project involves efficient and effective use of the resources (time, budget, and community) of all involved parties.
- The project is designed and built with minimal disruption to the community.
- The project is seen as having added lasting value to the community.
- The City should explore the possibilities of CSD solutions on its joint projects with ODOT.



A well-designed pedestrian realm with shade, lighting, and high-quality materials

Design Elements

As Stillwater continues to mature as a community, essential functions within the ROW become more diverse to serve existing and emerging activities. Context sensitive design can define networks that add activity to certain corridor areas. Since every function cannot be accommodated within the ROW, a framework for integration and prioritization of functions must be developed.

Travel Way

The travel way (travel lanes) includes the central portions of the roadway or thoroughfare. Typically, the travel way is from curb-to-curb when on-street parking is not available. Primarily including the travel lanes, the travel way contains the elements of the roadway that involve the movement of vehicles, transit, and truck traffic, and sometimes bicycles. The design of this portion of the thoroughfare includes travel lane considerations, transit accommodations, and in some cases, bicycle integration.

Flex Zone

A transition area between the travelway and pedestrian realm, this area provides space for people and goods to transition between moving vehicles and people in the pedestrian realm. This zone can contain multiple uses along a street including on-street parking, passenger loading, commercial deliveries, and parklets, which are street-side miniature parks that provide a space for people to sit while enjoying the activity of the street.

Pedestrian Realm

Comprised of sub-zones, including frontage zone, clear walking zone, and buffer or amenity zone, this area lies between the property line and the flex or travelway zones. This space can include sidewalks, planting areas, street furniture, lighting, and other pedestrian and business amenities.

Figure 25. *Complete Streets Illustration*

Complete Streets

Complete Streets is an initiative that aims to maximize the utilization of public ROWs for all transportation users, regardless of mode, age or ability. This method uses high-level policy direction to influence everyday decision-making processes in roadway design, rather than design prescription. Complete Streets is not about special projects, but about changing the approach to projects on all streets. It is an incremental approach aimed for long-term results. These policies utilize the entire right-of-way while focusing on safety, comfort and convenience as well as cohesiveness with the community context. Complete Streets make it easier to cross the street, walk to shops and bicycle to work, which makes the city a better place to live.

Public Benefits

Complete Streets improve safety, provide choices, reduce costs, and lead to better health and stronger economies. By considering the many different users of the roadway, streets can be designed to accommodate everyone and improve the livability of the community.

Improve Safety

Reduced travel speeds lower the safety risks to pedestrians and cyclists as well as including pedestrian infrastructure such as sidewalks, bicycle lanes, crossings, median islands, and curb extensions.

Provide Choices

By building safe, comfortable, and convenient infrastructure for modes of transportation other than the personal vehicle, residents are more willing to use them.

Reduce Costs

By reevaluating the needs of the residents and incorporating community input at the beginning of the project, the schedule, scope, and budget can often be reduced. Narrowing the pavement area will also reduce both roadway implementation and maintenance costs.

Improve Health

With an aging population, older adults look to be more active. This demographic, along with kids and teens, cannot drive and look for pedestrian and bicycle facilities to remain active and independent.

Strengthen Economies

Areas that provide safe and comfortable walkability have lower commercial vacancies and higher home and office space values.

Economic Benefits

Complete Streets affect the local economy in various ways. By providing convenient alternatives to driving, such as transit, walking, or biking, residents and visitors save money on transportation costs which can then be used for other expenses, such as housing, restaurants, and entertainment. Congestion costs can also be reduced if residents use alternative modes.

Local businesses see the benefits in improving access to people traveling by foot or bicycle. When increasing pedestrian and bicycle activity, businesses often see increased sales. Bicycle infrastructure can often create jobs directly through increased tourism, bicycle manufacturing, sales and repair, bike tours, and other activities.

Complete Streets also create a framework for economic development and spur private investment by improving the public space and making it a more pedestrian and cyclist friendly place. In a downtown area or commercial boulevard, the Complete Streets framework defragments the overall development landscape by visually reducing the space between developments and thus encouraging pedestrian movement between adjacent businesses. Revitalizing key areas throughout Stillwater with pedestrian plazas, wide sidewalks, landscaping, and traffic calming elements may entice private investors to build or redevelop more residential, retail, and office buildings. In addition to private investments, property values increase with the walkability of a neighborhood. Today's college graduates, who comprise an increasing percentage of the workforce and add to the vitality of a local economy, prefer walkable urban neighborhoods.

Roadway Rightsizing[1]

Rightsizing is the process of reallocating pavement and ROW space to better serve the context of the roadway and the goals of the community. A road built many years ago in an undeveloped area or developing area was sized for a future condition, but now housing, shops, schools, and other destinations may have matured in the community. Traffic conditions have stabilized and are more predictable and the needs of adjacent development is better known. These conditions, prevalent in some areas of Stillwater, provide the opportunity to rightsize roadways to optimize these assets for the community. Typical goals of rightsizing might include:

- Supporting adjacent businesses and the local economy,
- Encouraging alternative modes of transportation,
- Transforming a street into a unique place, and
- Increasing safety and access.

Using data from the regional travel demand model, corridors can be evaluated for rightsizing under various scenarios. Strategies employed for rightsizing could include:

- Converting vehicle travel lanes to other uses,
- Changing or adding parking,
- Narrowing vehicle lanes, and
- Adding bicycle or pedestrian infrastructure

Road Diets

The reduction of a travel lane for the purpose of reallocating the space to non-travel uses is called a "road diet." Road diet conversion may involve a staged or phased implementation, installed incrementally as adjacent development transitions from an auto-oriented nature to a denser and more pedestrian environment. To complement the road diet treatment and enhance the pedestrian nature of the corridor, sidewalks should also be developed to connect adjacent neighborhoods. It is recommended that communities regularly evaluate their roadway network for potential opportunities for road diets.

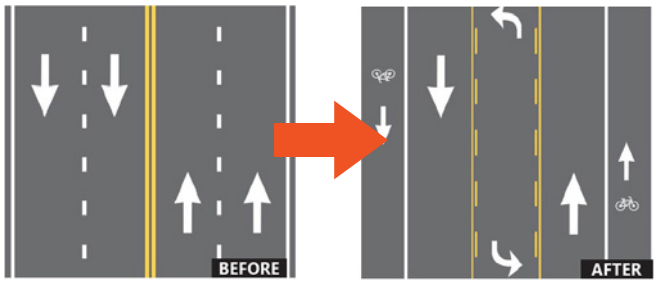


Figure 26. *Road Diet Illustration*

Home-Based Work/Flexible Work

The best and most efficient way to manage peak hour traffic congestion is to remove re-time trips. One of the most effective ways to do this is to encourage home-based work as it reduces demand on the major roadway network, although it may increase demand on the local roadway network. This "mode of transport" now often surpasses transit and walk/bike in mode share and requires no public investment.

One issue with this option is that it only applies to a small percentage of the workforce (usually white collar, more affluent professions) and is dependent on the provision of acceptable levels of internet service. This makes it difficult for those in rural areas or newly developed areas to consider as a viable option.

Flexible working hours also provides opportunities to adjust travel demand outside peak hours and/or limit the number of commuting days per week by allowing workers to stagger their work hours outside of the peak commuting times and potentially remove one commute per week. However, this option does not remove all commuting trips and travel along major commuting corridors will continue.

1 Project for Public Spaces: https://www.pps.org/article/rightsizing

GOALS

Goal	Guiding Principles			
	Connect Stillwater	Thrive Stillwater	Identify Stillwater	Realize Stillwater
Maintain Existing Infrastructure Ensure that Stillwater's roads, sidewalks, bike routes, and trails are well maintained and in good condition. Proactively ensure that resources are allocated to ensure their continued maintenance into the future	◆	◆	◆	◆
Manage Traffic Efficiently Ensure capacity, signalization, and access management support safe and continuous flow of vehicle traffic	◆	◆		◆
Serve Citizens with Transit Expand existing public transportation partnerships or establish new systems to provide the community with a reliable, fast, accessible, and safe public transportation option	◆	◆		
Activate Transportation Connect Stillwater with active transportation infrastructure including sidewalks, bike routes, and trails to make walking and cycling from A to B feasible, safe, and comfortable	◆	◆	◆	
Anticipate and Adapt Promote and support the use of innovative and agile transportation enhancements like ride sharing, micromobility, and parking maximums to alleviate congestion in the present and prevent it in the future	◆	◆	◆	◆

Figure 27. *Relationship of Transportation and Mobility to Guiding Principles*


stillwater
BRADLEY
MAYOR

HOUSING AND NEIGHBORHOODS

INTRODUCTION

How do we plan neighborhoods?

Neighborhood planning is about achieving a delicate balance between priorities which may be at odds with each other.

Established neighborhoods, especially those with historic housing stock, merit preservation and enhancement and require investment in sustaining their existing character. Other neighborhoods may be ready for investments intended to promote redevelopment, densification, or the inclusion of public amenities and private services previously absent.

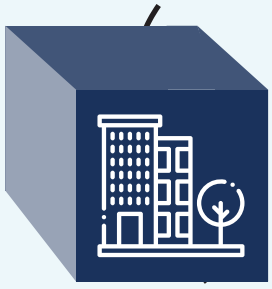
Planning and regulating to achieve both of these goals is crucial for serving the needs of current residents and preserving the unique identity of communities in Stillwater, while also proactively responding to population growth, meeting housing demand, and maintaining or improving the affordability of housing.

Information in this element is taken from the *Stillwater, Oklahoma Comprehensive Plan Update Housing Assessment*, prepared by Community Development Solutions.

KEY TAKEAWAYS

1 "Nice affordable small homes for singles or couples [should be the focus of new housing development in Stillwater.]"

2 "We need to think in allowing us to update our buildings and change them. SFR should be a choice, but it shouldn't be mandated [...]"



3 "More affordable options for our working residents."

DIGITAL INPUT

Which of the following housing types should be the focus of new development in Stillwater?

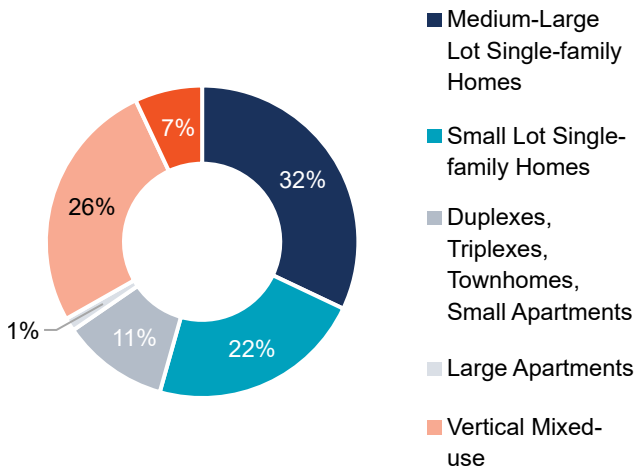


Figure 51. *Online Survey Responses*

Where are accessory dwelling units (ADUs) appropriate in Stillwater?

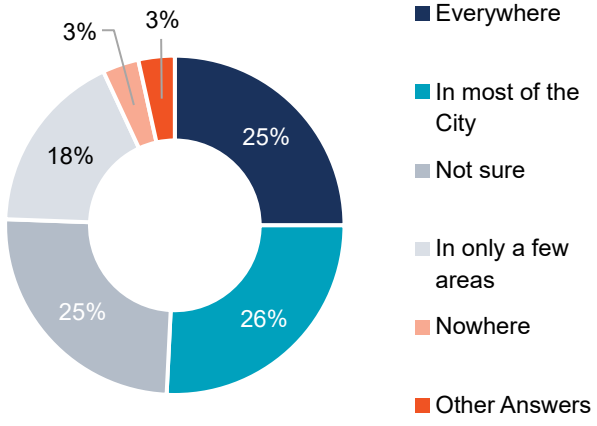


Figure 52. *(Above) Online Survey Responses*

"How important is it that neighborhoods have convenient proximity and access to public amenities like parks, splash pads, plazas, etc.?"

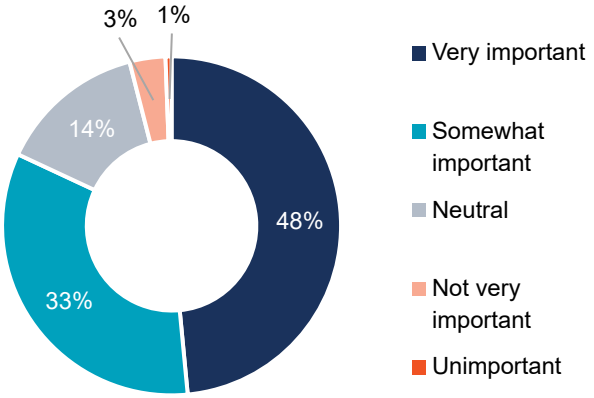


Figure 53. *Online Survey Responses*

How important is it that neighborhoods have convenient proximity and access to essential private services like grocery stores, pharmacies and clinics, childcare, tailors, small cafes, etc.?

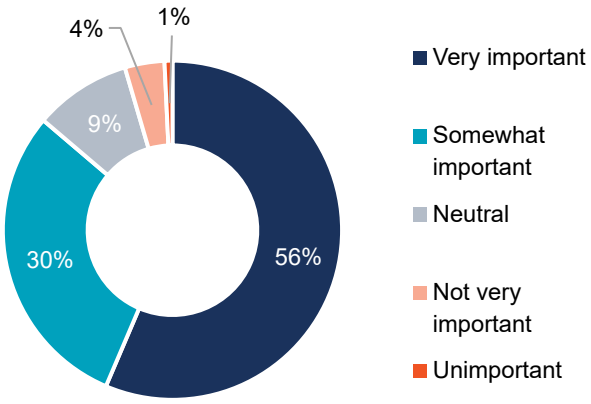


Figure 54. *(Right) Online Survey Responses*

Note: Due to rounding, totals may not meet or exceed 100%.

EXISTING HOUSING

Housing Tenure

Understanding housing tenure, or whether residents are renters or owners of their home, is important when planning for future residential development. It informs decision makers' of current and future demand, and what housing types may be lacking.

Over half of Stillwater's population are students, almost all of whom are renters. With a population of non-student renters added, almost two-thirds of the city rents. Future regulations need to facilitate residential development that can meet this rental demand, support neighborhood stability, and increase the supply of owner-occupied housing to harmonize with certain economic development goals.

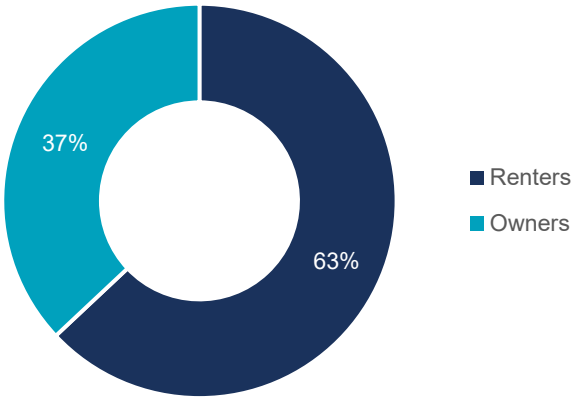


Figure 55. *Housing Tenure, 2022*

Housing Types

Stillwater's existing housing stock exhibits an important property observed in most North American cities: there are numerous large apartment complexes and many single-family detached homes on medium to large lots, and not much else.

As shown to the right, many Stillwater residents have expressed a desire to see new development of housing types often called "missing middle." This term describes types such as duplexes, triplexes, quadplexes, cottage courts, townhomes, live-work units, and small apartment complexes (generally those with 12 or fewer units.)

This likely stems from a desire to see increased housing affordability through new development without the proliferation of large apartment buildings, many of which residents feel are out of character with the city and not of high enough construction quality.

Residents' willingness to accept moderate-density housing types like these will be useful in meeting future housing demand without relying on large, expensive, and potentially disruptive multifamily projects. It will be important to ensure new development regulations reduce barriers to building these types of housing.

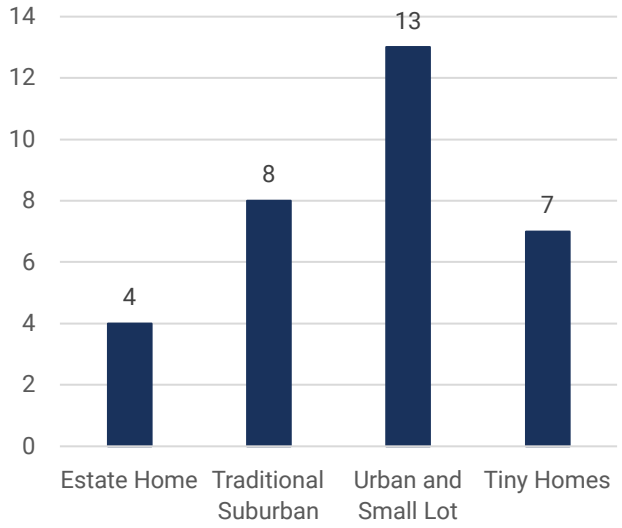


Figure 56. *Single-family Residential Type Preferences*

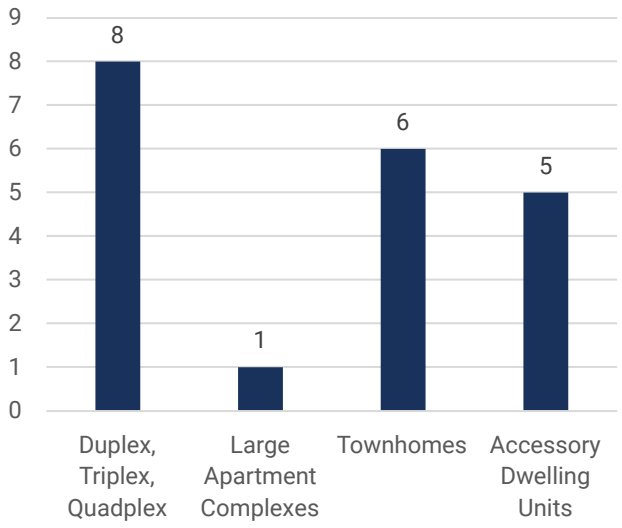
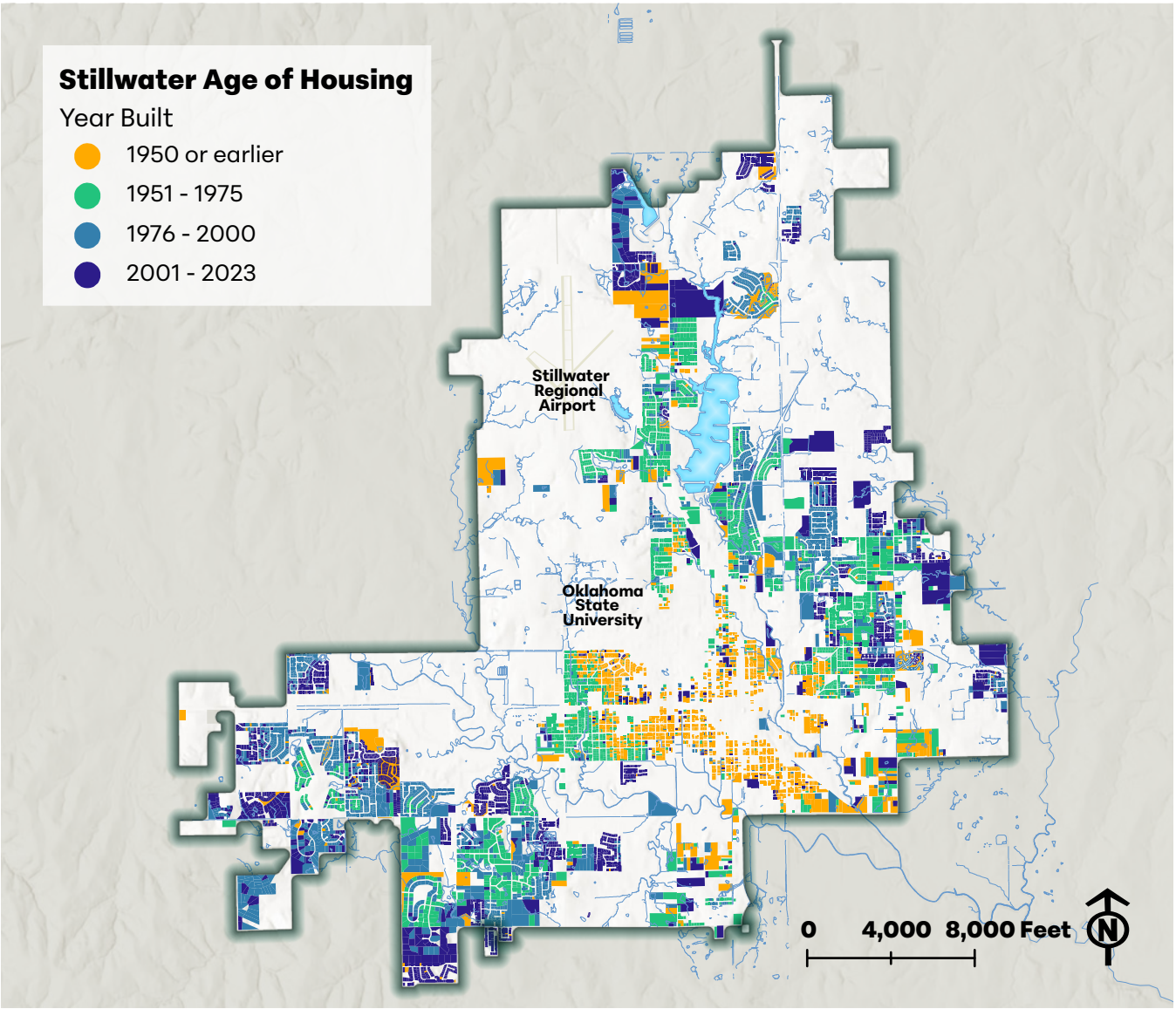


Figure 57. *Multifamily Residential Type Preferences*

Housing Age and Condition

Most of Stillwater's housing was built between 1960 and 1979, and about 70% of units were built before 2000. The oldest units are found near downtown and south of the OSU campus. Where existing older homes can be revitalized, doing so may be beneficial to maintaining the neighborhood's character. But, where older homes are dilapidated and uninhabitable, and cannot be revitalized, redevelopment and moderate-density infill development will be key to expanding the housing supply.

Stakeholders have noted the need for stricter and more consistent building code enforcement by the City to improve housing conditions.



Map 18. Housing Age

Housing Cost

Housing in Stillwater has become more expensive over time. This is to be expected, as housing in the United States has generally become more expensive, whether for rent or for sale.

Single-family homes offered as rental units have increased by 20% since 2020. While robust data on multifamily rents is not available, it is fair to assume that prices have increased with continued and increasing demand from the OSU student population, and general population growth. The median price of single-family homes for sale increased by 43% between 2016 and 2023, from $180,000 to $258,000.

Increasing property values can benefit owners looking to sell, and increasing rents are desirable for landlords. These trends are detrimental to those seeking to purchase or rent housing in Stillwater.

Cost Burden

One of the most important questions to answer when assessing the increasing rents and home values in Stillwater is whether it results in more households being cost burdened by their housing.

In 2022, about 25% of owners and 61% of renters were considered cost burdened by their housing expenses, meaning they spent more than 30% of their gross monthly income on housing.

This is an increase from 2016, in which about 20% of owners and just under 60% of renters were spending more than 30% of their gross monthly income on housing.

An increase in cost burdened households suggests that regulatory measures which can bring down costs are needed. At the municipal level, this means planning, regulating, and providing infastructure to accommodate construction of more housing units of different types and price points. When residents' spend less income on housing, it may enable greater contribution to the City's sales tax base, and a consequent increase in the City's ability to provide infrastructure, services, and amenities.

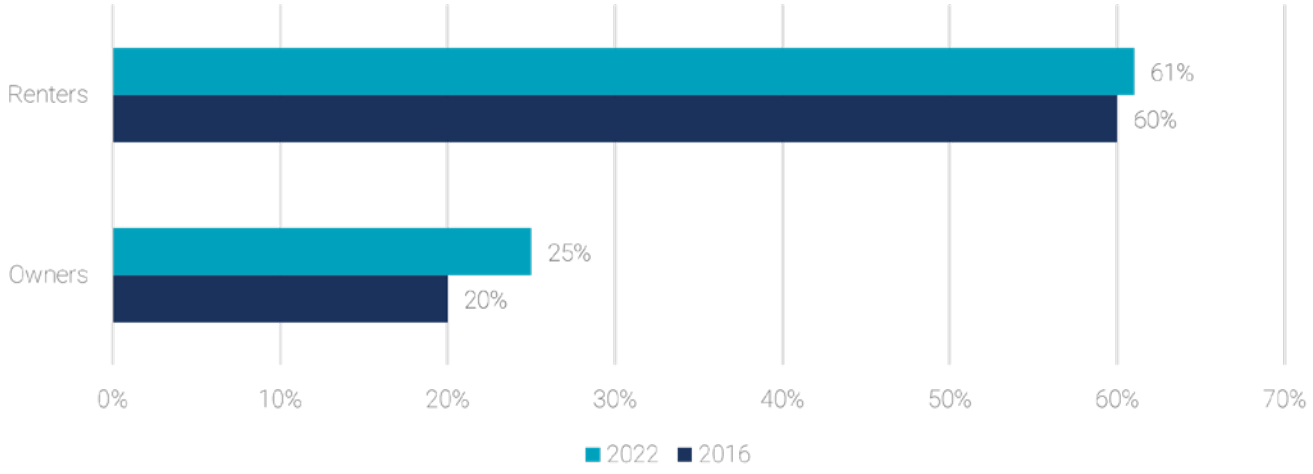


Figure 58. *Proportion of Housing Cost Burdened Renters and Owners, 2016-2022*

New Construction and Development Trends

From 2018 to 2023, 714 new single-family permits and 50 duplex permits were issued, averaging 119 new single-family units and 8 duplex units annually. Much of the new construction of this type has been happening in the southern and western areas of Stillwater.

No multifamily units are under construction in summer 2024. However, in 2025 two townhome projects added 24 homes to housing stock. This limited number and project type aligns with broader community preferences not to see more large multifamily projects.

Impacts of Regulations

Current zoning and other land use regulations often impede new duplex or other missing-middle development despite demand for these product types in redevelopment and infill development. While community priorities for housing development focus on single-family detached homes, missing-middle products, particularly in a redevelopment context, are more palatable for Stillwater residents than high-density housing.

Zoning and subdivision regulations also make densification and meeting housing demand difficult through large lot sizes.

Future development regulations should enable flexibility for developers to more rapidly meet changing demands in the housing market, and ensure a steady supply of new units as overall demand increases. Innovative or historically uncommon housing types of moderate density should be easy to build to better manage growth in accordance with the expectations of current residents.

NEIGHBORHOOD COMPLETENESS

Neighborhood completeness is a multifaceted idea without a singular definition or set of parameters. Every city must define what a complete neighborhood looks like in their community.

Common elements of neighborhoods that are thought to be complete are diversity of housing options and proximity to public amenities and private services. In this way, neighborhood completeness is a two-way street: neighborhoods should offer housing that allows people in many different circumstances to access their amenities and culture, and, at the same time, neighborhoods should pursue the inclusion of such amenities and services to enhance the lives of their residents.

Housing Diversity

Stillwater's existing housing stock is not especially diverse, with single-family detached homes comprising just over half of all units in 2022, possibly more, and about 16% of all units consisting of moderate-density offerings such as duplexes or small apartments.

Beyond the existence of different housing types, their distribution and spatial relationships also contribute to completeness - whether there is variety within a given neighborhood, and whether developments of each type have walkable access to amenities and services.

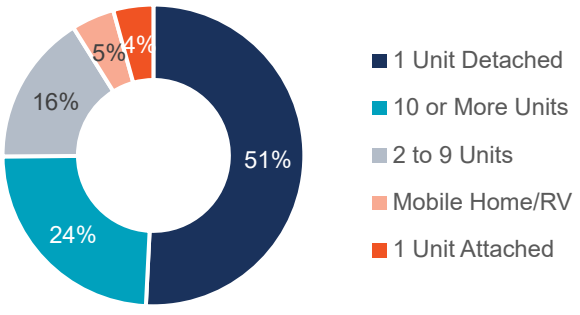


Figure 59. *Housing Type Distribution, 2022*

A modern, large apartment building in Stillwater.

Modern quadplexes along W 9th Avenue.

Walkability

According to the Environmental Protection Agency's National Walkability Index, most of Stillwater ranks in the "below average" and "least walkable" categories due to its low-density, and suburban or rural development patterns, as illustrated in Figure 9.

However, the downtown core and areas adjacent to the OSU campus are considered "above average" due to higher density development and close proximity to employers, entertainment, and amenities.

Walkable proximity and access to both public amenities (like parks, libraries, and community centers), and private services (like clinics, pharmacies, tailors, grocery stores, and cafes) appeared consistently as priorities among community members and stakeholders.

> **"Increasing pedestrian safety is of utmost importance. Implementing raised and clearly marked crosswalks both at intersections and between is a great step towards that goal [...]"**

Comment from resident collected at the February town hall.

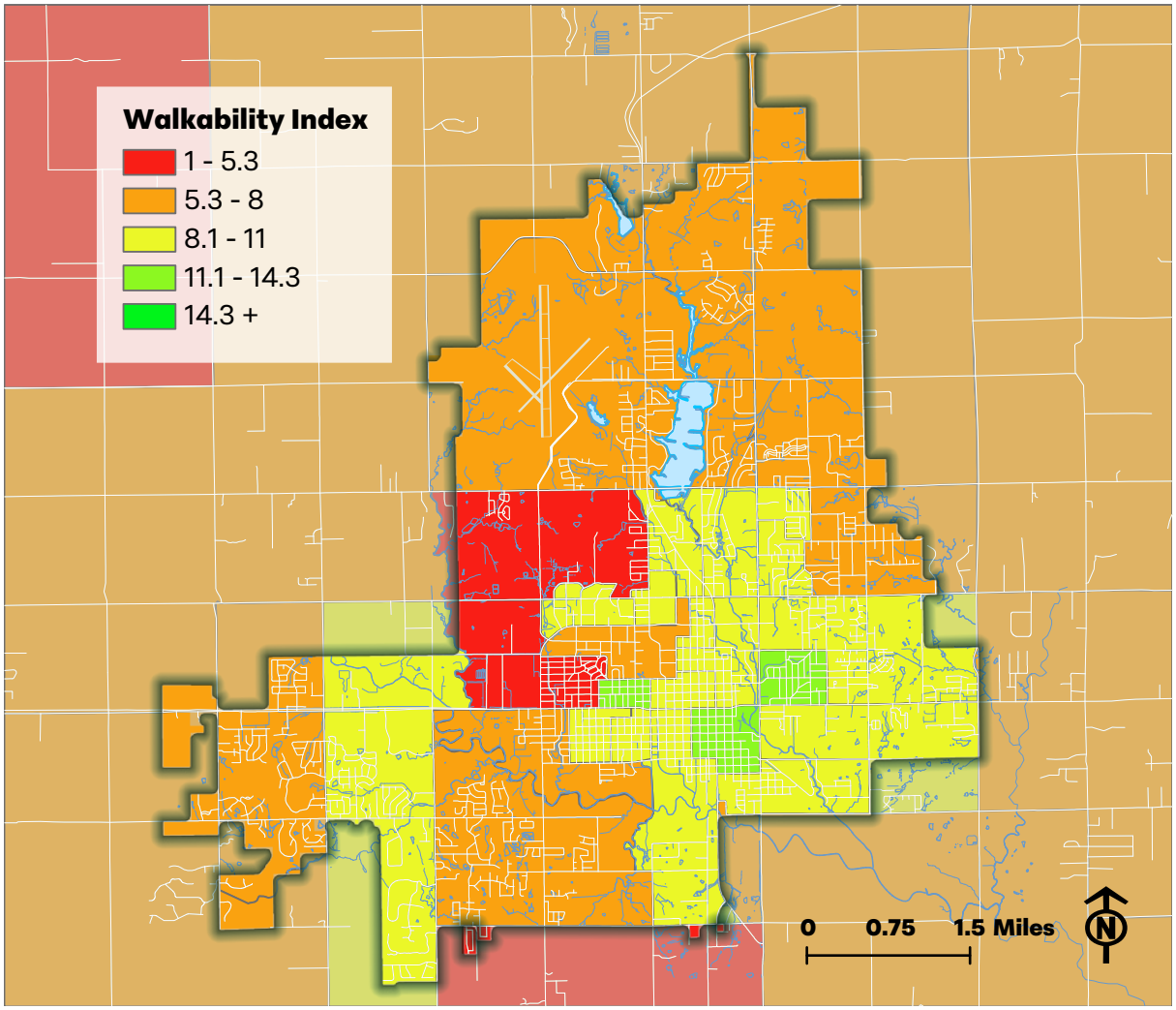


Figure 60. *EPA National Walkability Index Analysis*

FUTURE DEMAND

Growth and Change

The OSU student population is likely to remain stable or increase, but the so-called enrollment cliff projected to impact universities across the nation may result in a changing student demographic makeup. In particular, expansions of the University's graduate programs and marketing to non-traditional students could make for an older student population likelier to have part- or full-time employment outside of the University, and likelier to have larger households with children.

At the same time, conversations with stakeholders and exercises such as the land use workshop have encouraged residents to consider providing housing for Stillwater's workforce, most of whom do not live within the city limits. Comprehensively, these forces display a need for more housing stock of many types and price points.

Typologies

Housing of many different types will be needed to adequately meet projected demand in Stillwater. Single-family homes at lower price-points and smaller footprints, "move-up" homes suitable for expanding families, and executive level homes will all be important for creating and maintaining a robust and adaptive housing ecosystem.

Infill and redevelopment including accessory dwelling units (ADUs), duplexes and triplexes, and more novel product types like townhomes and cottage courts will be paramount to supplying the needed units in areas with existing infrastructure and the highest demand. While large apartments should not be a focus of future housing development, they may be appropriate in selective locations when appropriate development and construction standards are applied. These may be especially appropriate as upper-level housing in vertical mixed-use developments.

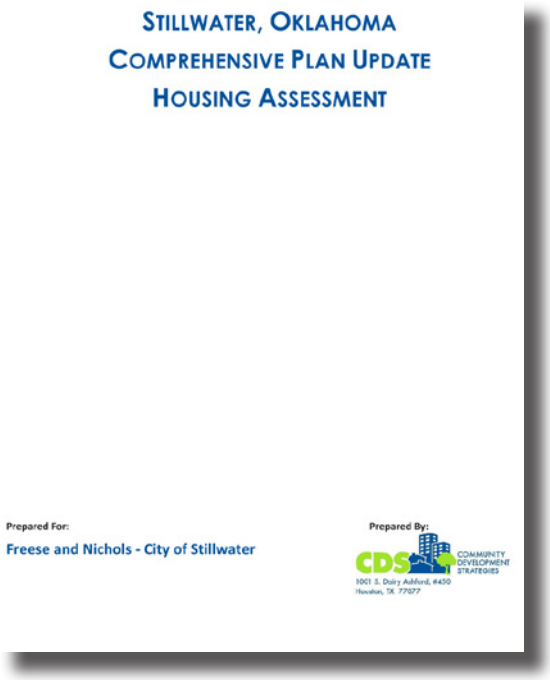
Future Land Use Impacts

Opportunities for large greenfield subdivision and construction are fairly limited in Stillwater without annexation. Some suburban and rural areas of the City still exhibit considerable development potential, but maintaining balance between support for existing neighborhoods through low-density development while also capitalizing on scarce land resources for higher-density development will be important.

HOUSING ASSESSMENT INSIGHTS

Over the next 2 to 3 years there will be demand for about 500 new housing units in Stillwater, and about 600 new housing units over a 3 to 4 year horizon.

Projected according to Stillwater's existing housing tenure distribution of 40% owners and 60% renters this translates to demand for about 200 to 240 new for-sale units and 300 to 360 new renter units. New rental unit demand will likely be in price ranges from $600 to $1,200 per month. New for-sale unit demand will likely be in price ranges from $175,000 to $250,000.



RESILIENCE

Resilient Housing

A key component of creating a resilient housing supply is the establishment and enforcement of effective development standards and building codes. Ensuring that new construction is not only aesthetically pleasing, but high-quality and durable is crucial for preventing significant portions of Stillwater's housing stock from falling into disrepair after only a few decades. This is a proactive approach to reducing the need for investment in rehabilitation and redevelopment of established neighborhoods, and preventing loss of inhabitable housing units as the city grows.

Resilient Neighborhoods

Neighborhoods become resilient when both their physical composition and their social fabric can endure growth and change. This means that, in addition to high-quality housing stock, infrastructure, and amenities, the most resilient neighborhoods maintain active community organizations and hold events in the public realm. This latter point means that providing and maintaining attractive, safe, and accessible streetscapes, parks, plazas, and community centers is crucial to empowering community organizations to build and sustain a local social fabric.

Resilience through Housing and Neighborhoods

Building neighborhoods which provide diverse options for residents, and which can accommodate lifestyle changes as people age, is a central tool in making Stillwater a more resilient community.

Neighborhoods with a variety of housing options can more effectively weather changes in the market, and changes in consumer preference. Where both rental and for-sale units exist, a neighborhood can provide housing for shorter-term residents who may be beginning their careers or just starting families, while also maintaining long-term residents who can support neighborhood organizations, socialization, and character. A resilient neighborhood with diversity of housing options and proximity to essential services can also enable residents to age in place and adapt to changing life circumstances comfortably.

Resilient Neighborhoods Exhibit Strong Social Connections and a Sense of Community

TOWN AND GOWN ASSESSMENT

The University's relationship to housing in Stillwater is of paramount importance. The student population is an enormous driver of housing market dynamics, as is the attraction of alumni. Sporting events also affect the housing market in the form of short-term rental proliferation.

Partnerships

The City and the University have the opportunity to partner in pursuit of improved housing availability and affordability in multiple ways. Through extensive collaboration and long range planning, more OSU students could one day live in on-campus housing, freeing up more market housing for recent graduates, alumni, and other non-students. The two could also work together to advance market housing projects of higher densities and high construction quality to relieve demand caused by students, which could liberate market housing of other types more suited to new graduates, young families, and older professionals.

New construction of the right types and price points...

Impacts

The current impact of OSU on the Stillwater housing market is beneficial for landlords, and generally beneficial for current homeowners. Demand is high, and while cyclical, has generally increased over time as the student population has grown. This means that both rents and for-sale prices have grown considerably over time, and while not the only factor, student demand cannot be omitted from the causes of this trend.

OSU has the potential to drive positive impacts in the market, collaborating toward more availability, more new construction, and more affordability. Offering more on-campus housing is one way to accomplish this, but OSU can also contribute to efforts to attract and realize high-density residential and mixed-use development off campus. The City should use its relationship with the University to align institutional priorities around improve housing affordability, and develop strategies in which both can participate toward this objective.

Can make available and affordable existing housing stock

GOALS

Goal	Guiding Principles			
	Connect Stillwater	Thrive Stillwater	Identify Stillwater	Realize Stillwater
Promote Infill Development Facilitate infill development to increase housing diversity, to reduce development costs to the City, and to reduce housing costs for owners and renters	◆	◆		◆
Streamline Review and Permitting Clarify development review and application processes, criteria, and fees to make developing in Stillwater cheaper and easier while ensuring development is high-quality and complementary to the city's character		◆		◆
Diversify Housing Stock Whether through infill or greenfield development, realize a housing market in Stillwater with many options of all different types and price points, in both the rental and ownership segments		◆		◆
Improve Walkability Cultivate complete neighborhoods and active communities through improved pedestrian infrastructure, appropriate increases in density, and walkable siting of public and private neighborhood services	◆	◆	◆	
Enhance Housing Conditions Ensure that available housing is well maintained and cared for, providing both better health and safety outcomes and aesthetic quality; ensure new housing is constructed with durable and aesthetically pleasing materials		◆	◆	

Figure 61. *Relationship of Housing and Neighborhoods Goals to Guiding Principles*


HOME LOAN
CENTER

ECONOMIC DEVELOPMENT AND REDEVELOPMENT

INTRODUCTION

What is Economic Development Planning?

Economic development is a priority for all municipalities. It is how governments create opportunity for their constituents, and stimulate economic activity from which they can derive revenue to fund infrastructure, services, and quality-of-life amenities.

Planning for economic development relies on understanding existing conditions within a community, understanding what opportunities to seize, and having a clear vision and set of goals for how the economy will develop. This means that the physical built environment and the public infrastructure that supports it must be considered, as well as demographic information like employment rates, educational attainment, income, and similar factors. Stakeholders, decision makers, and the public should be afforded the opportunity to establish their priorities, and develop an actionable consensus - there must be a clear direction in which the city wants to move, and that everyone with a stake in the city's future economy can act in a unified manner toward that goal.

What is Redevelopment in the Context of Economics?

Redevelopment as a component of an economic development strategy is a distinct and important approach. Where economic development often relies on greenfield development - new development on land that has previously been vacant - redevelopment emphasizes adaptive reuse of existing developed areas for new purposes that promote growth. This approach may be appropriate for large employment or retail projects. This often means unutilized or underutilized commercial and office spaces, especially in walkable districts like Downtown, are prioritized for reinvestment leading to new commercial or employment activity. Not only can this approach yield large sales tax revenues, it is fiscally responsible by way of leveraging existing infrastructure and public assets.

KEY TAKEAWAYS

1 “Target, Costco, Whole Foods, Trader Joe’s. It would be great to see a blend of green space with small businesses, kind of like how downtown Fort Worth has done off the river down there. Ways to get people outside and walking more. ”

2 “I would love to see more places you could go in and learn to make items on the spot - leather making, card making, etc. I think we also need a good indoor shooting range. If we could also get more things for kids, that would be great. We have, some, but not enough for all of the families that reside here.”

3 “More outdoor stores, and activities. A rock climbing gym, more event spaces and a variety of restaurants.”

DIGITAL INPUT

How important is infill development to the future of Stillwater's growth?

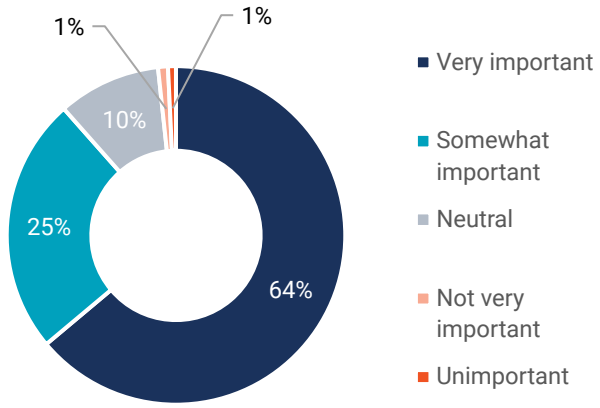


Figure 63. *Online Survey Responses*

Note: Due to rounding, totals may not meet or exceed 100%.

In which of these areas is mixed-use development appropriate as a tool to promote future economic vitality?

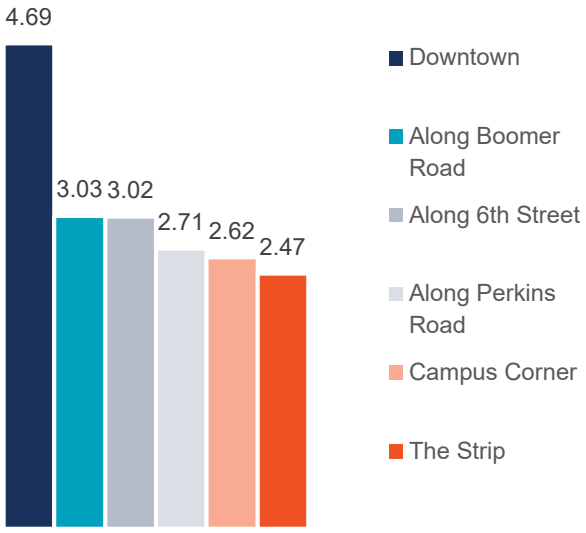


Figure 62. *Online Survey Responses (Weighted Score)*

Stillwater's economic development opportunities are constrained by slow population growth.

Infrastructure challenges limit the size and type of business that can be recruited.

Talent retention and attraction is difficult because the community lacks the retail, restaurant, and entertainment options found in larger cities.

The region should focus on new industries but not take for granted the importance of OSU.

EXISTING CONDITIONS

The City of Stillwater has tremendous economic development potential. Home to Oklahoma State University (OSU), a growing regional population, and strategic location between the state's largest two cities, Stillwater has the necessary features required to compete for catalytic economic development projects. Several projects such as Block 34, The HUB Stillwater, a data center complex, and Stillwater Regional Airport will reshape the image of what is possible. Despite these many advantages, Stillwater's economic development future will be directly linked to talent attraction and retention, infrastructure investment, and available incentives.

Stillwater has several economic development partners that focus on business development, small business support, workforce initiatives, and tourism. Groups such as the Stillwater Chamber of Commerce, Visit Stillwater, Meridian Technology Center, and The Innovation Foundation all play critical roles in improving the economy. However, there remains untapped opportunity for these partners to collaborate and escape silos, and to unite around a cohesive vision, the latter being often cited as a priority for stakeholders. Working in partnership with these regional economic development organizations, the City of Stillwater can assist in creating a unifying framework by leveraging City resources, incentives, and policy tools to support and guide growth that increases prosperity for all residents.

Meridian Tech Discovery Day

Block 34 Stage

Socioeconomic Analysis

Stillwater's pursuit of a broader economy beyond the typical college town is possible based on several factors. Demographic trends that include access to a highly educated population and a growing regional population create opportunities for business recruitment and retention. The Socioeconomic Analysis evaluates demographic and economic trends emerging in Stillwater and Payne County. The results of the analysis can help the City of Stillwater build long-term economic resiliency and sustainability.

Population

The City of Stillwater is the 10th largest city in Oklahoma by population. Since 2010, Stillwater's population has increased by 8.3 percent, adding more than 3,800 new residents, and outpacing Payne County's expansion of 7.7 percent over the same period. The 2023 population estimate for Stillwater is 49,525 residents. Stillwater has consistently represented about 60.0 percent of Payne County's overall population. Stillwater's population growth is similar to the State of Oklahoma, but well behind the much faster growing Oklahoma City and Tulsa metro areas. Over the next 20 years, the Oklahoma Population Projections 2020-2070 report produced by the Oklahoma Department of Commerce projects Payne County's population will add almost 10,000 residents. If trends hold, this translates into about 6,200 new Stillwater residents.

In the short term, Stillwater will likely continue to grow at a compound annual growth rate of less than 1.0 percent per year. This will create demand for local goods and services, but not create enough excess labor supply to recruit a large employer.

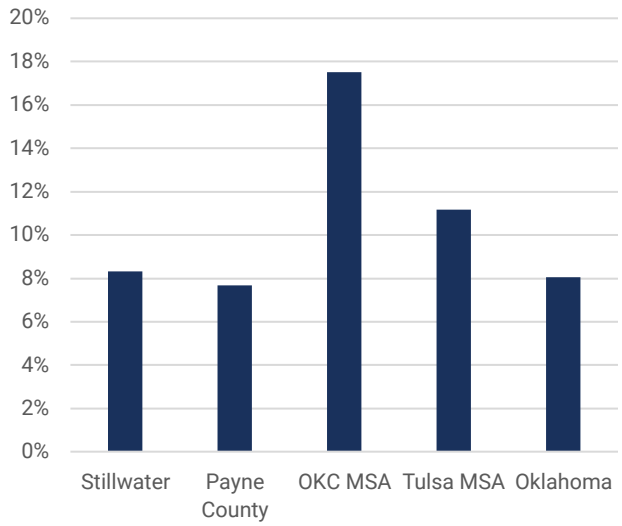


Figure 65. *Population Growth Rates 2010-2023*

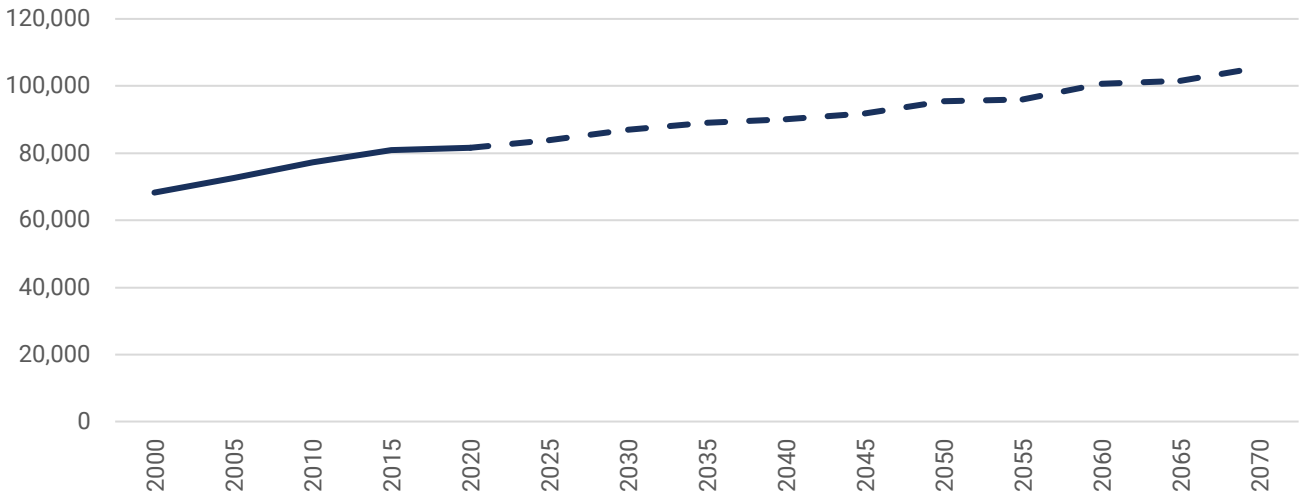


Figure 64. *Payne County Population Forecast*

Age

As a college town, Stillwater's population is heavily concentrated in the 15 to 24 years age demographic. This group represents nearly 42.0% of the local population compared to 14.0% of the total statewide population. The median age of a Stillwater resident is 23.7 versus the Oklahoma median age of 36.9. The age distribution has changed little over the past 10 years. This is an indication that Stillwater has not been able to retain a significant number of OSU graduates to live and work in the area. Payne County as a whole has a slightly older age demographic than Stillwater, but college students continue to comprise a disproportionally large portion of the regional population.

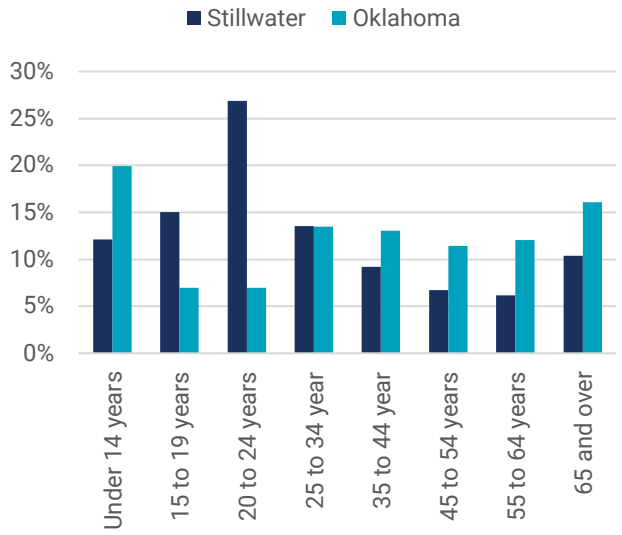


Figure 66. *Age Distribution in Stillwater and Oklahoma (2023)*

Labor Force Participation

Stillwater residents in the labor force has increased over the past decade at a higher pace than population growth. In 2023, the U.S. Bureau of Labor Statistics reported that 23,826 Stillwater residents were in the labor force. The city's unemployment rate for 2023 was 2.9%, significantly below the peak of 5.0% in 2020. Due to college attendance, only 55.8%of the population is categorized as being in the labor force, well below statewide labor force participation rate of 60.5%. However, non-employed students do represent additional labor supply that might be drawn into the labor market if the right employment opportunity existed.

Another metric used to evaluate the health of a labor market is the share of local jobs held by residents. This can be evaluated using two statistics: 1) the percent of Stillwater residents who work in the city and 2) the percent of overall jobs in the city held by Stillwater residents. In 2023, 81.4% of Stillwater residents indicated they worked at a job within the city. This implies about 4,200 residents commute outside the city each day for work. Based on data from the US Census Bureau LEHD program, 65.7% of employees at Stillwater-based businesses (or 17,000 workers) commute to the city each day for work. This indicates Stillwater businesses can draw upon a regional labor market rather than rely only on existing residents.

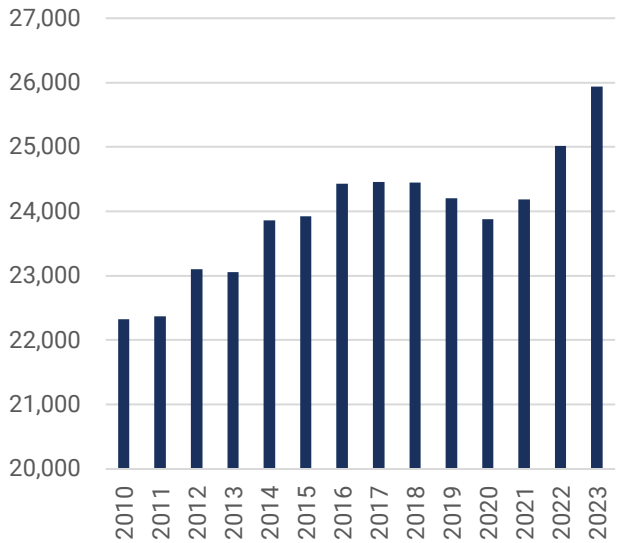


Figure 67. *Employed Stillwater Residents (2023)*

Where Residents Work

Based on employment data for full-time workers over the age of 16, nearly half of Stillwater residents work in the Educational Services sector and the Health Care and Social Assistance sector. This is not surprising given the two largest local employers are Oklahoma State University and the Stillwater Medical Center. The region is below the statewide average for high-paying industries such as professional services, finance, and manufacturing.

For 2023, 9.2% of Stillwater residents worked from home. This is much higher than the 2013 figure of 2.5%. This is a larger percentage than the averages for Payne County and the State of Oklahoma. Remote or work-from-home jobs tend to be professional services jobs that pay high wages. However, more companies are asking employees to return to the office a few days a week. While many smaller and rural communities across the county attracted remote workers during the peak of the COVID-19 pandemic, this trend appears to be reversing.

Stillwater-Based Employment

Total employment at businesses located within Stillwater has expanded over the past decade. In 2022, there were approximately 26,500 jobs at Stillwater-based employers. Between 2010 and 2022, Stillwater-based companies added 2,800 new jobs, a growth rate of 12.3%. Since 2010, employment opportunities at Stillwater-based companies have grown faster than overall population.

Based on a review of Payne County establishment startups and exits datasets, businesses do not appear to have unique challenges in the Stillwater area. About the same percentage of establishments open and close in Payne County as elsewhere in the state. This indicates the region has a favorable businesses climate compared to other places in Oklahoma. Given the limited labor force, promoting small business start-ups and entrepreneurship is an opportunity to leverage activity at OSU, attract small firms to the area, and diversify employment opportunities.

Payne County has relatively strong concentrations in Oil & Gas Extraction, Retail Trade, Education Services, and Accommodation and Food Services. Two sectors that are underrepresented are Manufacturing and Professional Services. These two sectors should be focus areas for economic development recruitment efforts. OSU graduates can fill entry level positions in these industries.

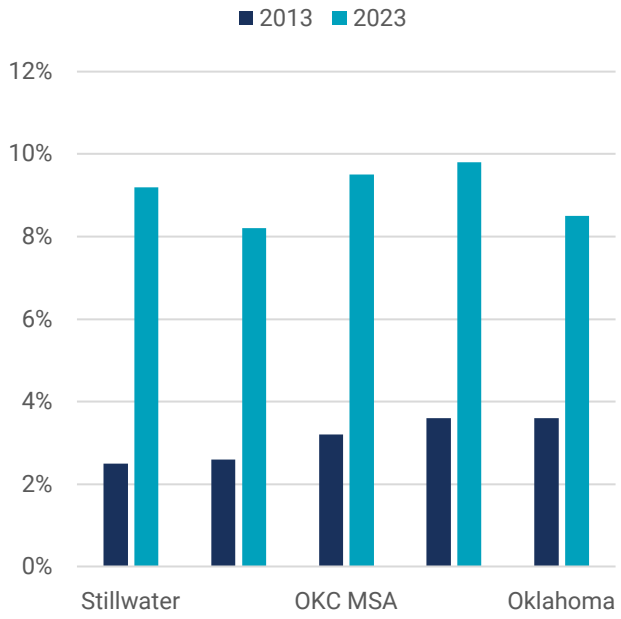


Figure 68. *Labor Force Working from Home (2023)*

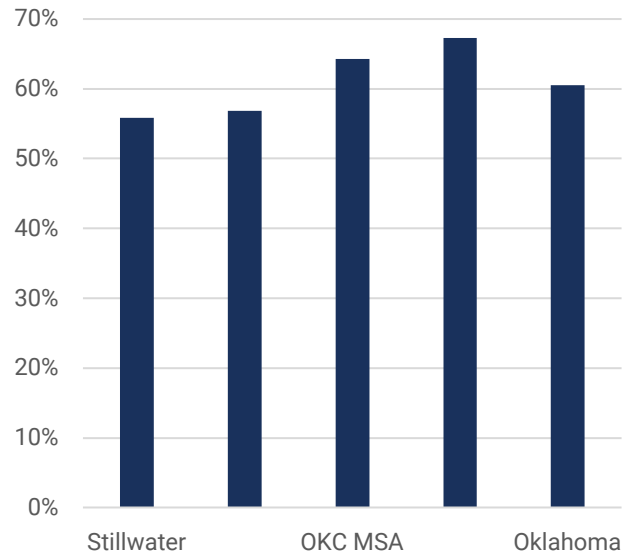


Figure 69. *Residents Age 16 and Over in Labor Force (2023)*

Wages and Income

As a college town, Stillwater's wage and income levels are below the statewide averages. It is not projected that Stillwater wage and income levels will reach parity with the statewide figures. This is common in other college towns throughout the country. The local labor market is dominated by the university with many part time jobs in the retail, restaurant, and entertainment industries.

These income statistics require more careful analysis since college students typically receive financial support from family or student loans. A review of Stillwater taxable retail sales indicates a healthy economy with stable consumer demand. However, it might be challenging to recruit new retail and entertainment businesses to the area without some type of incentive to mitigate the real or perceived issue of market demand. If incentives are used, Stillwater should focus on clustering activity in the Downtown area or 6th Street Corridor to create walkable place-based destinations.

Visitor Activity

Visitor activity plays a significant role in the Stillwater economy. According to the Oklahoma Tourism and Recreation Department, tourism spending supports over 1,910 local jobs, $39.5 million in direct earnings, and $6.0 million in local tax receipts. Direct tourism spending supports roughly 7.5 percent of all jobs in Stillwater.

Much of this tourism spending is linked to OSU. In calendar year 2022, 6.0 percent of all Oklahoma day visitors and 5.0 percent of all Oklahoma night visitors went to Stillwater. Despite the importance of this sector, the economic impact has been relatively flat over the past decade. Projects like Block 34 and The HUB Stillwater should attract more regional and out-of-state visitors to Stillwater. To capture the full potential of tourism activity, Stillwater should focus on developing unique destinations and experiences that keep people in Stillwater for multiple days spending money.

Tax Revenue

Based on Oklahoma's tax structure, Stillwater is heavily reliant on sales tax revenue. Sales and use taxes comprise 87.0 percent of total Stillwater tax revenue collections. Sales tax collections (excluding a change to the local sales tax rate in 2023), have been growing modestly. This is consistent with employment statistics for the retail trade and food services sectors. As a result of the COVID-19 pandemic, the nation experienced unusually high inflation. While this was not good for consumers, higher prices did result in a noticeable increase in sales tax collections for states and municipalities. Stakeholders indicated Stillwater would benefit from additional financial resources focused on economic development. The new data center complex could have a material impact on sales tax revenues going forward. Stillwater might consider, for example, allocating a portion of this revenue to long-term economic development initiatives.

TOURISM, HOUSING, AND LAND USE

In a community with a large and active population of seasonal sports fans and University alumni, the need for visitor accommodations cannot be ignored. In recent years, short-term rentals have proliferated in many communities, Stillwater included. This can result in negative impacts on housing availability and affordability for long-term residents or those looking to move to Stillwater.

Land use policy and enabling the construction of more housing can alleviate some of the pressure created by short-term rentals, as can direct management of their population through registration and enforcement procedures.

It will be important to find a positive balance between supporting tourism and incurring the economic benefits which it can provide while supporting a housing market that can accommodate the type and price needs of current and future long-term residents.

ECONOMIC VISION AND GOALS

A singular vision for economic development is paramount to Stillwater's future prosperity and opportunity. Is Stillwater a retail destination? A regional industrial leader? A professional powerhouse? These questions are central to establishing the future of Stillwater's economy.

Goals

These five goals reflect consensus achieved through community input data and extensive conversation with stakeholders. Taken together, they advance a desire for Stillwater to continuously offer more opportunity to its residents and increase prosperity, while equipping the City to deliver necessary services and desirable amenities, all while preserving Stillwater's identity and local culture.

BUILD A VISION

Create a shared community vision for Stillwater's economic development efforts.

ALIGN PARTNERS

Collaborate with regional partner organizations to increase regional prosperity and implement common metrics to measure performance.

BUILD UNIQUE PLACES

Advance projects in key corridors and neighborhoods that create quality spaces for new businesses, residents, and visitors.

INCREASE EMPLOYMENT

Ensure Stillwater residents have access to quality jobs in a variety of industries.

INVEST IN QUALITY OF LIFE

Expand Stillwater's qualify-of-life amenities and offerings to attract and retain students, residents, and businesses.

FUTURE DEMAND AND GROWTH

Future Business Activity

Based on a forecast from Moody's Analytics, Payne County businesses are projected to add 1,800 employees by 2033. A large percentage of these jobs will be in Stillwater. The Leisure & Hospitality sector is forecast to add over 600 jobs. The Professional & Business Services sector is anticipated to generate 300 jobs. A retail demand forecast from ESRI projects strong consumer demand for restaurants, entertainment, and shopping. Taken together, the future for Stillwater is bright but consistent with past growth trends. If Stillwater wants to change its future trajectory, stakeholders indicate the city will need to develop a bold plan that leverages the resources of all economic development partners.

Balancing Investments

The Oklahoma municipal funding formula renders Oklahoma communities largely reliant on sales tax to generate revenue and thereby fund public infrastructure and services. This means that cities should pursue a balance of revenue-generating commercial activity and professional or industrial opportunity to create a robust consumer base. Residents need the purchasing power to drive sales tax, but they also need places to spend their money within the city limits in order to capture that potential revenue.

This means that decision makers and stakeholders have important roles in determining whether to lean into market segments that currently generate much of the City's sales tax revenue, or to attempt to diversify the economy further. It also means that, when promoting certain kinds of development or potentially creating incentives programs, decision makers must carefully consider whether investment in the workforce and the spending power of the consumer base is a better use of resources, or if more retail opportunities are needed.

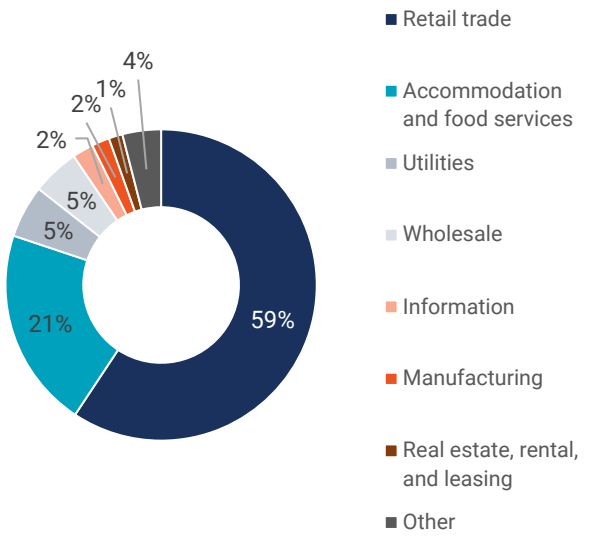


Figure 70. *Taxable Goods and Services (FY2024)*

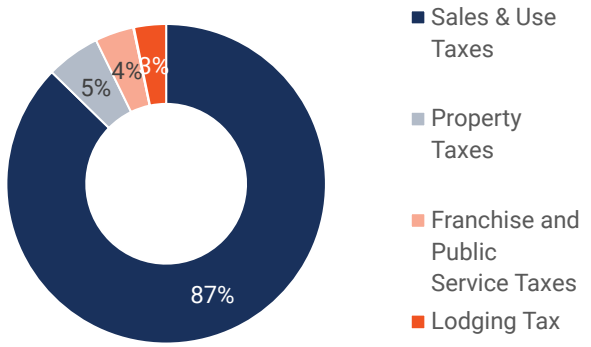


Figure 71. *Tax Revenue by Major Category (FY2024)*

Note: Due to rounding, totals may not meet or exceed 100%.

RESILIENCE

Proactive economic development initiatives are the foundation for building a resilient local economy. College towns like Stillwater are fortunate to have well-established public universities that attract in-state and out-of-state students. However, the traditional college-age population is projected to decline over the next few decades. Stillwater should prepare for any potential negative effects by expanding employment opportunities and sales tax revenue generation. A key component of economic resiliency is ensuring a community's land use plan aligns with and supports economic development strategies.

Residential Development

Beyond OSU, Stillwater's economic development future is linked to building new residential housing options. The future land use model supported by stakeholders and the CPAC can accommodate a variety of housing types (ex. moderate-density and high-density residential). Since housing demand currently outpaces supply, more affordable options will help attract and retain residents in all age ranges. While there will sometimes be community debate over a proposed housing project, Stillwater should promote and support new housing in the areas identified in the land use plan. The new land use plan can also help mitigate the challenges that sometimes emerge when a growing university student body begins to live in traditional single-family neighborhoods.

Commercial Development

There is demand for new entertainment options, retail stores, and restaurants in Stillwater. The CPAC and stakeholders believe the downtown area is the most appropriate location for this type of activity. In addition, the preferred land use model also allows for high density residential in downtown. By clustering compatible businesses in the downtown area, Stillwater creates an entertainment district for residents and visitors alike. Creating a well-defined and promoted entertainment/retail district can concentrate demand in a walkable setting, mitigating some issues related to parking. Successfully done, a vibrant downtown should increase the City's sales tax revenue.

Industrial and Employment Development

Stillwater should recruit small manufacturing and industrial businesses to diversify the economy. These sectors require a combination of college educated workers and skilled trades. Infrastructure challenges and labor force supply limit the size of businesses that could be supported. The future land use model identifies several locations in Stillwater appropriate for these types of industries. The city should preserve these sites for high-paying manufacturing industries even if they do not generate substantial sales tax revenue.

TOWN AND GOWN ASSESSMENT

As the largest single employer in Stillwater, OSU's role in the local economy is indispensible. Economic development is about both providing business activity to drive sales tax, and about providing employment opportunity to ensure wages that can be spent in the community, and OSU doubtlessly fulfills both.

Partnerships

OSU's major projects drive new employment opportunity, especially in the professional segment. Facilities like this also require non-professional staff to maintain and operate, and are thus great drivers of employment at many levels of experience and education. The City should use ongoing relationships and collaboration with the University to maximize the impact of these projects on the broader employment and economic outlook of Stillwater.

Sporting events and festivals originating from the University are major sales tax events, with visitors renting hotel rooms, eating at restaurants, and patronizing other businesses. The City should strategically support the success of these events. This creates more resources to fund essential services and pursue other economic development goals.

OSU events and festivals are major sales tax opportunities.

Impacts

The historical impact of OSU on Stillwater's economy is difficult to overstate. Its size as an employer and power as a population attractor have prompted and sustained growth and stability for decades. But moving into the future, diversification will be to Stillwater's benefit - less reliance on OSU as a singular economic centerpiece in the community will make Stillwater more economically resilient, and more dynamic. That dynamism can prime Stillwater for more investment and growth, making diversification a strong long-term strategy. Going forward, OSU's impact on Stillwater's economy should also grow, but it should be a proportionally smaller component of the broader economic landscape.

OSU facilities and programs employ many people in Stillwater, providing income to be spent in the community.

GOALS

Goal	Guiding Principles			
	Connect Stillwater	Thrive Stillwater	Identify Stillwater	Realize Stillwater
Build a Vision Create a shared community vision for Stillwater's economic development efforts	◆	◆		◆
Align Partners Collaborate with regional partner organizations to increase regional prosperity and implement common metrics to measure performance	◆	◆		◆
Build Unique Places Advance projects in key corridors and neighborhoods that create quality spaces for new businesses, residents, and tourists	◆	◆	◆	◆
Increase Employment Ensure Stillwater residents have access to quality jobs in a variety of industries		◆		
Invest in Quality of Life Expand Stillwater's qualify of life amenities and offerings to attract and retain students, residents, and businesses		◆	◆	◆

Figure 72. *Relationship of Economic Development and Redevelopment Goals to Guiding Principles*


Stillw
Indian Territory &

COMMUNITY CHARACTER, ARTS, AND CULTURE

INTRODUCTION

This chapter addresses several distinct but interrelated components of Stillwater's identity: its physical design and aesthetics, cultural and mission-driven institutions, and public health.

Physical Design

The physical design of Stillwater, which may also be referred to as urban design, architectural design, aesthetic character, or placemaking, is determined in large measure by two things: the appearance of its buildings, and the design of its public spaces.

This means that the architecture of private businesses and homes has a major impact on Stillwater's identity. The quality and appearance of its parks, plazas, civic facilities, and streetscapes also influences how the character of the city is perceived.

Institutions and Organizations

The presence and effectiveness of museums, cultural centers, and libraries, as well as non-profit entites performing mission-driven work is of paramount importance to Stillwater's identity. Such institutions are often beloved by residents and enrich their lives deeply, and the work of non-profits is crucial to remediating socioeconomic and other barriers between community members and full enjoyment of the city.

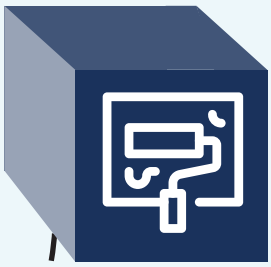
Public Health

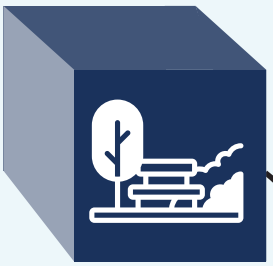
Public health is connected to both of these elements. The creation of walkable destinations through placemaking and urban design can improve health outcomes. Further, access to resources through mission-driven organizations can provide substantial improvements to health outcomes throughout the community, especially for those lacking access to other resources.


& bar
BEADERY On Main
Downtown
Stillwater

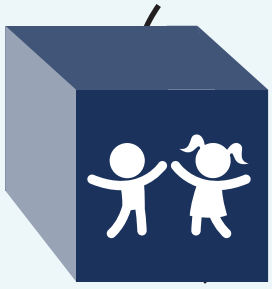
KEY TAKEAWAYS

1 "A mural on the Mill would make a great east side gateway to the community."





2 "Green spaces and parks make life more enjoyable and provide health benefits." [...]



3 "[Activities for children], wildlife areas that [children of all income levels] can enjoy, [and] arts and music events for children

DIGITAL INPUT

What would be the most valuable and impactful investment the City could make to enhance the community's look and feel?

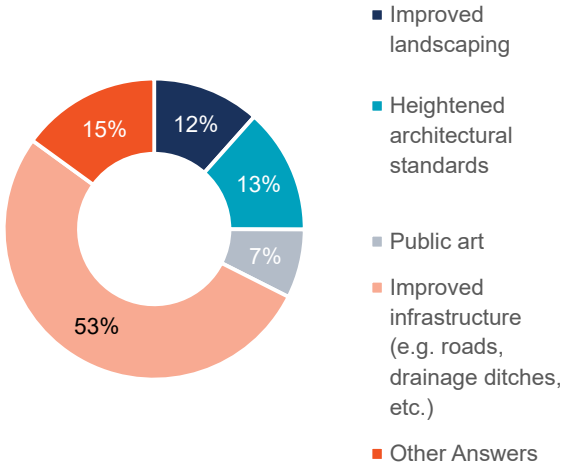


Figure 73. Online Survey Responses

How would you rate Stillwater in terms of general appearance?

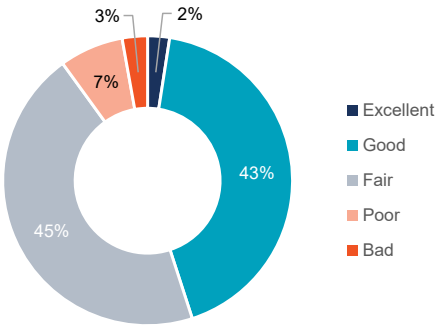


Figure 74. Online Survey Responses

How would you rate Stillwater's commercial areas in terms of general appearance and/or attractiveness?

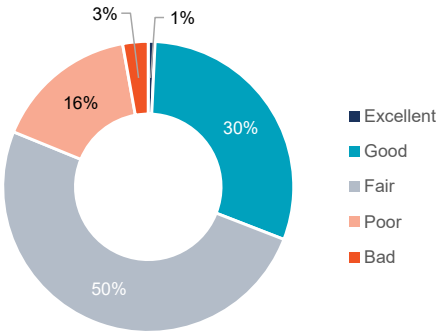


Figure 75. Online Survey Responses

How would you rate Downtown in terms of liveliness and things to do?

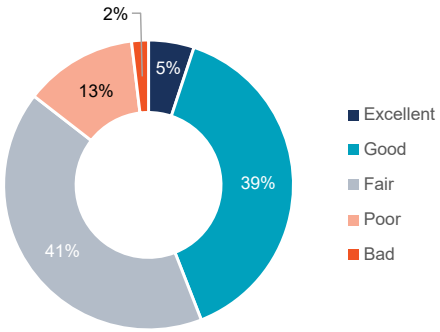


Figure 76. Online Survey Responses

How would you rate Stillwater's residential neighorhoods in terms of general appearance and/or attractiveness?

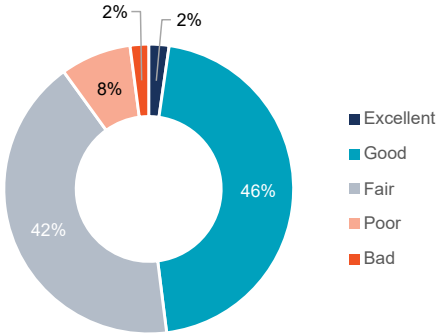


Figure 77. Online Survey Responses

URBAN DESIGN AND PLACEMAKING

What is Placemaking?

The Project for Public Spaces defines placemaking as the collaborative reimagination and reinvention of public spaces to affirm and enliven them as the heart of a community. While urban design is one component of this process, placemaking also considers the cultural and social dynamics that can make a public space lively and successful when properly supported.

Placemaking is, by necessity, a process which is transformative and preservation-oriented simultaneously. That is, it does not promote sweeping demolition and starting from scratch to build beautiful, functional, and socially cohesive places, but instead prioritizes investing in existing community assets. Beautiful architecture, important monuments or symbols, and other features of a space that are important to the community are jumping-off points to be preserved and leveraged as the broader placemaking process strategically changes other characteristics of a space.

Placemaking is, therefore, a lens through which to view all efforts to enhance the built environment in pursuit of greater beauty, uniqueness, and social and cultural activity. Historic structures, pedestrian infrastructure, and unique districts, even those that have suffered from disinvestment or lack of maintenance over time, should be viewed as assets or tools, while harmoniously recognizing that there is almost always room for improvement; that the opportunity exists to not only preserve what stands, but to add to it and alter it to create truly unique places where residents and visitors love spending time and building community.

Civic Branding and Identity

One of the most important ways a community can enhance its character and sense of place is through direct branding and materials that establish and characterize its identity. Elements such as wayfinding and signage, public art, and other visual cues can define a specific area as a place distinct from its surroundings. This can, in turn, promote future development and investment in a space that emphasizes this identity, which may attract more residents, patrons, and visitors, and so on.

Wayfinding and Signage

Wayfinding signage helps motorists, cyclists, and pedestrians navigate the city, and can identify and help activate neighborhoods and destinations.

Signage should be provided at different scales and with different levels of detail to tailor their utility to different users - motorists likely benefit from larger signs with simpler language that point them toward parking locations, while pedestrians may prefer smaller signs that point them toward specific buildings and local attractions, and may present greater detail.

Wayfinding elements should be part of a cohesive branding package, employing consistent design features and aesthetic qualities. Different districts and neighborhoods may have unique approaches, but within a given place, consistency is key.

In 2025, the City initiated a wayfinding program that will establish a dedicated signage and branding approach to help travelers find their destinations. It will also employ unique design components to reinforce civic and district identities throughout the community.

An example of district branding through wayfinding

Gateways

One of the specific applications of wayfinding and signage which is most useful to building a civic brand and affirming a community identity is the establishment of gateways and destinations. Creating clear signals that a traveller is crossing into a new place with its own activities, history, aesthetic, and opportunities is an important first step in guiding them to patronize local businesses and participate in the cultural life of the place.

Gateways are not only reaffirmed through wayfinding and signage. Other elements of the built environment can also be leveraged to create the impression of place boundaries, such as architecture, streetscape and sidewalk materials or the design of other public amenities like lighting, seating, bike racks, and waste receptacles.

During the September 2024 Land Use workshop, participants had the opportunity to identify Major and Minor Gateways, as well as key Destinations in Stillwater by placing color-coordinated stickers on a map. The results of this activity are shown in Figure 79.

Sites highlighted include:

- Major Gateways
  - Richmond and Perkins
  - Richmond and Washington
  - Boomer, south of Lakeview
  - 6th and Perkins
  - 6th, east of Sangre
- Minor Gateways
  - 6th and Jardot
  - 6th and Washington
  - 6th and Western
- Destinations
  - Perkins, north of Richmond
  - Boomer Lake and its surroundings
  - Downtown
  - 6th at the western edge of the city

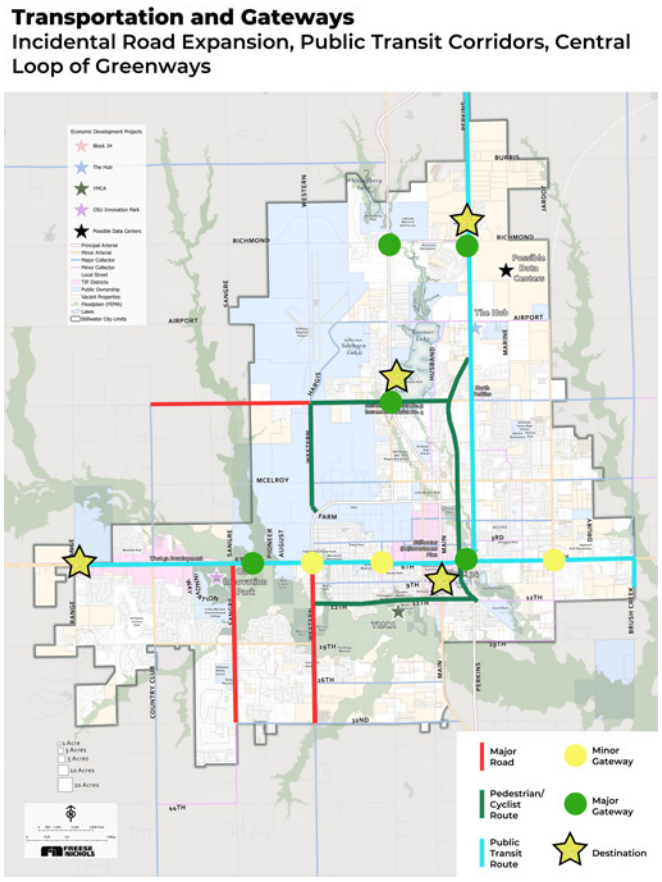


Figure 78. *Gateways and Destinations Results*

Design and wayfinding make an intersection a gateway

Public Art

Public art is a versatile tool for placemaking as it can take the form of agile, low-cost interventions or major, catalytic projects, or something in between.

Mid-Scale Artwork

Small sculptural elements or murals constitute a more significant investment in turning a space into an identifiable place. These likely require more resources to produce, and may be more permanent. Thus, these are best utilized in neighborhoods or districts in which placemaking efforts are already underway, and for which there is a clear long-term vision.

Minor Decorations

Decoration of existing features within a space is a quick, relatively low-cost way to enliven a space and add some aesthetic beauty for those inhabiting or traversing it. This makes decoration a perfect intervention for the space in between important districts and neighborhoods, or for areas undergoing rapid change where a more permanent artwork may not make sense.

Large Sculptures and Murals

Large sculptures and murals can serve as rallying points for the community, building consensus and gathering support for investing in a space. Where they are not connected to a district or neighborhood, they can emphasize major gateways and signal to travellers that they are in a place that may be worth spending some time and money, and participating in the place's social fabric. These interventions require considerable resources, and must be developed carefully. When done well, these can become centerpieces around which other placemaking occurs, or they can become an indispensible component of an existing, successful place.

Architecture and Development Character

Great public spaces do not end with the public right-of-way. The design characteristics of surrounding buildings - sometimes called their "built form" - creates much of the context for the public realm. Just as building form impacts a public space and its success as a meaningful place within the community, building form should be responsive to the type of street environment and configuration that exists or that is planned. In short, the design of private development must work in harmony with the design of public spaces to create an attractive, comfortable, and vibrant public realm.

Massing, Height, and Scale

Creating a human scale in the built environment is achieved in part through maintaining appropriate height and scale in buildings adjacent to public spaces. Ensuring that building heights are not out of proportion with the street width and pedestrian space can maximize the comfort of those inhabiting the public realm nearby. Providing features like windows, doors, awnings, and architectural ornaments at the right scale can help activate the street by making pedestrian travel more comfortable and convenient, and contributing to the experience of those spending greater lengths of time on the street, such as those enjoying outdoor dining.

Building massing affects how much buildings create a sense of enclosure or permit a sense of openness, how they create shadows or admit sunlight, frame and highlight views and vistas, and block wind or channel breezes.

Downtown

Downtown Stillwater superbly exemplifies many of these qualities, and thus creates a comfortable and engaging place for residents and visitors alike to spend time. Buildings emphasize a space designed for people, not cars, and many are historic and visually interesting in their ornamentation. These qualities make Downtown a destination today, and primed for continued enhancement in the future.

Building Placement

While big-box stores and similar major retailers with a regional customer base may need larger parking lots and more space for freight deliveries, in the case of local commerical and mixed-use developments, buildings should be as close to the front property line as possible. This generally produces a comfortable streetscape where pedestrians can spend time, engage with businesses, and commune with each other. It can also slow vehicle traffic, as streets which appear to be narrower and have more visual obstacles tend to induce slower travel from motorists. This can improve safety outcomes by potentially reducing vehicle and pedestrian collisions, and by reducing their severity when they occur.

Ground Floor Uses

Uses occupying the ground floor of commercial and mixed-use buildings should engage with and activate the street as much as possible. Retailers that make use of large display windows, restaurants that offer outdoor dining on the sidewalk or in reclaimed parking spaces, and other such uses will have the greatest impact on enlivening the street and creating a foundation for community and social life to thrive. Existing regulations facilitate sidewalk and similar outdoor dining, and should be leveraged in key districts to create the liveliest streets possible.

Parking

Downtowns and lively, walkable, mixed-use districts often face the perception that there is never enough parking. A more accurate assessment of parking conditions in these places is that, in general, there is not enough free parking, or not enough parking immediately in front of someone's intended destination. Ensuring that the walk between parking facilities and destinations is safe, comfortable, and interesting can help alleviate this perception.

Ideally, places like this will emphasize on-street parking, and minimize the presence of private parking lots or structures. To supplement spaces beyond on-street parking, lots or structures should be constructed at the periphery of the district, leaving the most valuable land for active, revenue-generating uses and minimizing disruptions to the urban fabric. While more expensive overall, structures or subterranean parking are more efficient land uses, and the latter provides parking while leaving opportunity for both street level activation and upper-floor residential or office uses. Mixed-use parking garages do exist, and can provide street level activation, but forfeit upper-floor uses.

Providing enough parking without wasting valuable urban land is a delicate regulatory and administrative process, and remembering the importance of pedestrian activity is key to creating and sustaining vibrant places.

A beautiful facade with good streetscape elements, but lacking ground level activation.

A mixed use parking garage, including ground floor restaurants with outdoor dining.

Facades

The design of building facades contributes significantly to the liveliness of the street beyond. Even if the ground floor is occupied by highly-activating uses like restaurants and local retail, if those uses are hidden behind opaque walls, or only accessible via doors that are far apart from other businesses, their positive impact is diminished.

Long, monotonous walls without windows or entrances should be discouraged, and the inclusion of architectual ornamentation should be encouraged. This includes functional elements like awnings to provide shade and light fixtures for both aesthetic highlights and improved safety and visibility.

Facade features like awnings can help balance shade and sun.

Lighting features can highlight signage and art, and increase safety.

Entry into businesses should be frequent and visible, and windows should be large and decorated.

Public Realm Design

The last major component of effective placemaking and pleasing urban design is excellent design of the public realm. Distinct from the civic brand or from the character of private buildings' architecture, the features present in public space have significant impact on how vibrant that space will be, and whether people will want to spend time there, and show it to guests and visitors.

Streetscapes

In addition to proper street design in key districts making non-vehicular mobility safe and comfortable, streetscaping is a crucial tool in activating those districts and enhancing the vibrant social fabric of a place. Streetscapes begin at the sidewalk, meaning that sidewalks must be well-maintained and accessible. They must also afford sufficient space for functional streetscape elements, for the kind of outdoor gathering spaces people often desire in these kinds of environments, and for convenient travel of pedestrians.

Streetscape amenities may vary across districts, but should always be aesthetically-pleasing, well-maintained, and intended to make the street an inviting, comfortable space to not only traverse but to experience.

Street Trees

Shade is a pivotal determinant of whether a place is comfortable and useable year-round. Oklahoma summers render shade a necessity for outdoor activities. Street trees are one of the best long-term investments in creating shade and thus comfort within the streetscape, and are understood to also provide other benefits such as improved air quality.

Lighting

In contrast to shade, nighttime activities benefit from ample street lighting, helping street users feel safe, and enhancing the visual interest of businesses and other streetscape elements.

Seating

Seating is another major determinant of user comfort in a streetscape. It can create small gathering spaces in which people can form and enjoy connections, provide a place to enjoy goods from nearby businesses, or offer a respite for those with mobility challenges. Immovable seating, like benches, should face out toward the street or parallel to the street, as people tend not to feel as comfortable with their back to the sound of moving cars. Movable seating and tables should also be offered where possible - given the opportunity, people tend to arrange their own space in a way that is ideal for them in the moment, and rearrange it as needed.

Waste Receptacles

Litter can impair the image of an otherwise beautiful streetscape, and can be harmful to the environment. Provision of frequent, visible waste receptacles that are regularly emptied is one of the best ways to curtail littering, making it convenient to properly dispose of waste means people are more likely to do so.

An example of a streetscape with many desirable elements.

Gathering Spaces

While the streetscape in key districts and neighborhoods should be sufficiently welcoming to spend time inhabiting, rather than just traversing, dedicated gathering spaces are important as well. They create specific destinations for people to seek, and create spaces that are even more accommodating of a strong social fabric, places where people can spend even longer times than on an adjacent street.

These typically take the form of parks, plazas, and other areas of the public realm that are either unprogrammed (that is, without a central activity they are designed to facilitate), or centered around amenities like pavilions, water features, or sports facilities.

Such spaces can be the cornerstone of any great place, and may serve to catalyze investment in a district or area and kickstart placemaking efforts. These can take the form of major, iconic projects, or simple "lighter, quicker, cheaper" interventions like alley activation/ conversions or greenscaping a missing-tooth lot on a commercial or mixed-use street.

Many of the same principles apply to creating great gathering spaces as to creating great streetscapes - amenities that make the space interesting, comfortable, safe, and accessible are of paramount importance. This means trees and green matter, seating, lighting, and art like statues, murals, and fountains.

Block 34

Block 34 is emerging as a pivotal gathering space, not only due to its own offerings and relationship to directly adjacent businesses, but as a point of connection. Both visually and physically, Block 34 creates an attractive and interesting link between other Downtown destinations such as Main Street and the Community Center.

Activating an alley with some lighting, movable furniture, planting, and art can be a simple, cost effective way to create a gathering space in an urban setting.

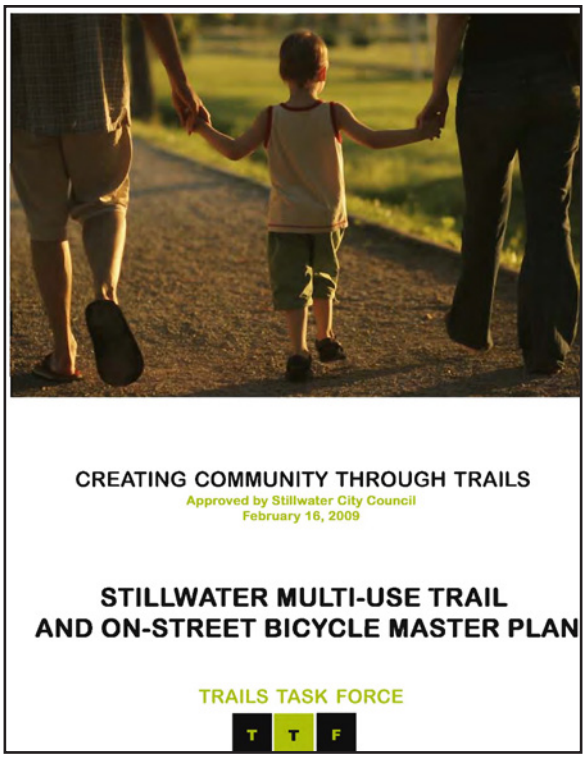
The lot behind these arches is empty, and has been planted with grass; seating has been installed, making for a quick placemaking exercise with underutilized land.

Larger green spaces are also great as centerpieces of key districts with robust placemaking.

Trails

Connecting Stillwater for travellers other than motorists is a key goal of this plan, and connecting parks and recreational facilities for pedestrians and cyclists aligns with community and stakeholder input. It also advances the public health component of this plan, creating more opportunities for Stillwater to get outside, get moving, and support their personal health goals.

In addition to connecting parks and recreational facilities, and creating more opportunities for healthy behaviors, an extensive, well-maintained trail network can and should connect key districts and destinations. The ability to move between places like Downtown and the potential Boomer Road district via active transportation on dedicated trails enhances accessibility and creates the opportunity for added liveliness and community in these important places.



Parks

The City of Stillwater, through coordinated efforts between City staff, administration, and the Parks and Community Resources Subcommittee of Vice Mayor Amy Dzialowski and Councilor Kevin Clark, has initiated a community-driven evaluation of existing park assets and their future potential. This initiative emphasizes strategic planning based on resident feedback regarding current usage and ideas for enhancement.

As part of this process, the City is exploring the possibility of divesting underutilized park properties to better allocate resources toward more active and high-impact areas. Any potential sale of park land would require formal approval by the City Council, and all proceeds would be reinvested into Parks and Community Resources for capital improvements, safety enhancements, and long-term maintenance.

Stillwater currently manages 817 acres of parkland, not including spaces such as Block 34, Washington School, and the Rails to Trails corridor, which are also supported through City maintenance and funding. Additional recreational assets—such as Lake McMurtry, Lakeview Golf Course, the Meridian Technology Center walking trail, and the OSU Botanical Gardens—further expand the range of outdoor amenities available to residents. Comparatively, Stillwater possesses more park acreage than 95% of cities of similar size nationwide.

Although a previous study was conducted to assess community recreation needs, it was never formally adopted as a Master Plan, and dedicated funding was not assigned. Currently, the City is working to develop an official plan for Parks and Community Resources to guide future investments, land use decisions, and service delivery.

Ongoing collaboration among City departments, elected officials, and community stakeholders continues to shape a comprehensive approach to park development and resource management. These efforts reflect the City's commitment to enhancing quality of life by providing safe, inclusive, and well-maintained spaces for recreation, connection, and community engagement.

COMMUNITY RESOURCES AND CULTURAL INSTITUTIONS

How Do Institutions Shape Community Character?

Cultural institutions and mission-driven organizations like non-profits can be central actors in shaping the character and culture of a community. They establish and reinforce the aesthetic priorities of a community, curate artistic and cultural experiences, and define, weave, and repair the social fabric which connects community members.

Institutions like museums and libraries create unique destinations for residents and vistors alike to engage with the humanities, and often conduct outreach or offer programs to help community members participate in the arts. These institutions may also host or otherwise contribute to festivals and important events, creating opportunity for social connection and cohesion to emerge.

Similarly, organizations that pursue missions centered around issues such as food security, housing access, healthcare, family justice, and other restorative goals are crucial in building a sense of community among Stillwater residents.

These organizations respond to chronic stressors such as homelessness where other entities like the City, County, or State may not have the resources to address the problem completely. Similarly, these are often some of the first non-governmental responders to acute shocks like natural disasters, making them indispensible in bringing the community together around a common goal in times of need.

Washington school renovation, community volunteers.

Mission-driven Organizations

Organizations which are neither public sector, government entities, nor private, for-profit entities can be categorized as mission-driven organizations. These are more commonly referred to as non-profits, and typically describe institutions that provide social services either in lieu or in support of those offered by public agencies, and may help connect those in need to those public resources.

These organizations bring the community together, and they do so when strong social bonds are most needed - when chronic stressors like homelessness, poverty, food insecurity, substance abuse, and physical and mental health are prominent, as well as during times of crisis like natural disasters. This means that they are an invaluable asset to the community at large, and to the City in its pursuit of ensuring its residents can flourish. As such, the City should endeavor to be an active partner in helping these organizations fulfill their missions.

Breaking down Barriers

Stakeholders from mission-driven organizations in Stillwater identified several major barriers to the advancement of the communities they serve, and to their ability to fulfill their institutional missions. The most prominent was access, which lies at the intersection of land use and transportation. Many services are geographically dispersed, and without a personal vehicle, public transit may not be an option, and active transportation may be either impractical or impossible.

Other barriers included a lack of both transitional housing from HUD, and a lack of non-transitional housing for those ready to move into the greater Stillwater housing market, as well as the insufficient availability of childcare.

The City should consider these impacts when making strategic investments in transportation infrastructure and in land use policy and housing development incentives.

Resource Sharing

Stakeholders articulated a desire to see the City government provide more infrastructure and communications channels to facilitate resource sharing between mission-driven organizations. Currently, United Way (themselves a stakeholder in these discussions) is the primary connecting apparatus for these organizations. While there have been some attempts at expanding collaboration, a structure originating from the City may be more inclusive and sustainable.

The City does not have to invest significant resources to yield significant impacts in this regard - stakeholders primarily want a centralized and updated list of entities in the non-profit space with contact information, likely in the form of a website where new organizations or new members thereof can readily look for potential partners and quickly initiate the outreach process.

KEY FOCUSES FOR CITY INVESTMENT TO MAXIMIZE MISSION-DRIVEN ORGANIZATIONS' IMPACT

Improved public and active transportation with complementary land use

More transitional and market housing to improve affordability

Centralized information for efficient resource sharing between organizations

Artistic and Cultural Institutions

Institutions like libraries, museums, art galleries, studios, theatres and performing arts centers maintain crucial cultural artifacts, provide education and access to information, and enrich the lives of community members who visit them. They often also work in harmony with other institutions like schools to advance the humanities and cultural enrichment within the education system.

Some of the institutions highlighted by the community include:

- The McKnight Center for the Performing Arts
- The OSU Botanical Gardens
- Stillwater Public Library
- Town and Gown Theatre
- Prairie Arts Center
- The Stillwater History Museum at the Sheerar

These are, of course, not all of the institutions contributing to Stillwater's cultural resources and offering residents and visitors a chance to engage with the community's history and local arts. But they reflect the rich and dynamic assortment of such institutions available in Stillwater, and their mention by residents is indicative of their perceived value. As such, the City should make material efforts to continue, enhance, and build new partnerships with these institutions, support their missions, and help them support each other.

Festivals and Recreational Events

One of the most powerful and visible ways to build and strengthen a community's character and culture is large festivals and events that bring people together in the public realm.

Where these events can be hosted in whole or in part within or near key districts like Downtown, the Strip on Washington, or Campus Corner, they should be. Local businesses can contribute to the offerings at the events, and the crowd from the event can patronize those businesses, making the relationship symbiotic.

To the extent that the City has a role in permitting these events, providing certain services like road closures and police security, and promoting them through its communications channels, it should strive to make these events common and successful. Permitting should be thorough but easy, services should be made available and associated fees should not be a barrier to an event occurring, and promotion should be robust and effective. The social fabric of Stillwater will be stronger for it, and residents, visitors, and businesses alike will all benefit.

Whether casually relaxing (Boomer Blast)...

Or navigating vendors, games, and exhibits.

Whether competing (Mid South)...

Or coming together (Dr. MLK, Jr. Community event).

PUBLIC HEALTH

Health and the Built Environment

The way a city is arranged has important effects on human health. This takes not only the form of immediate safety, such as that of pedestrians at crosswalks, but also the form of long-term health outcomes, chronic disease and disability. Whether an environment is conducive to extensive physical activity like walking, biking, exercising in parks, or using sports facilities, can be a decisive factor in the community's ability to live a healthy life. Further, geographic access to healthy foods, clean water, clean air, and healthcare is of paramount importance to ensuring everyone in Stillwater has meaningful access to health-promoting lifestyles. Social connection is a part of this as well, and building a city that facilitates connection and a sense of community is a great way to see positive outcomes for mental and physical health.

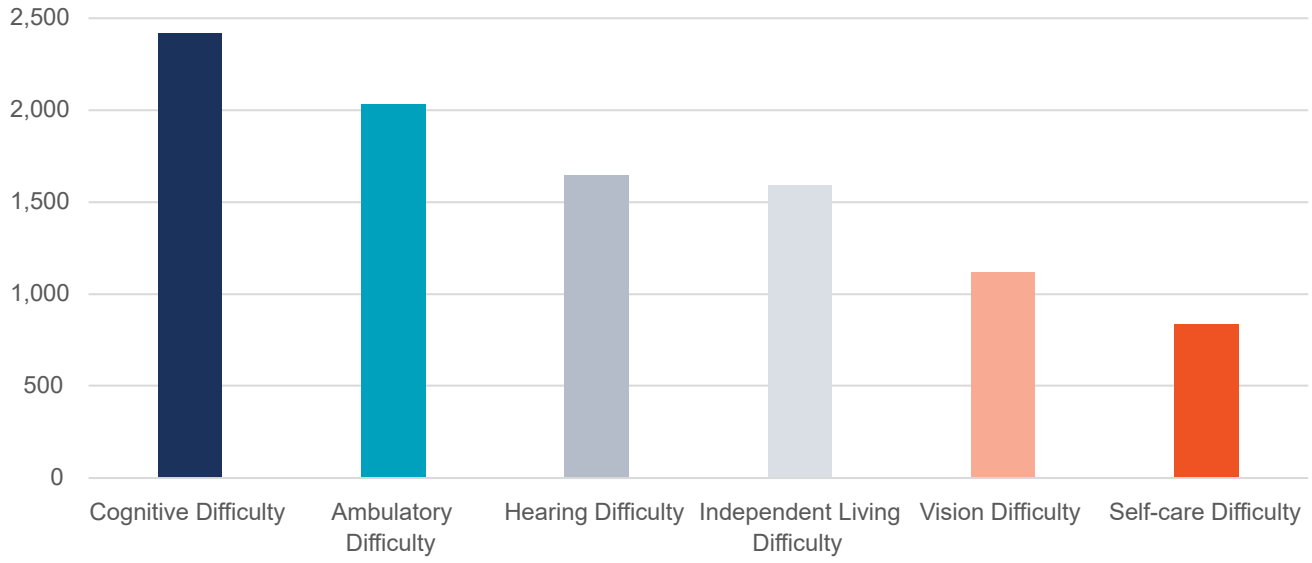


Figure 79. *Population by Disability, 2022*

Life Expectancy

According to the CDC's National Center for Health Statistics, Oklahoma's life expectancy in 2021 was 72.7. This is down from 75.6 in 2018. Exact statistics for the City of Stillwater or for Payne County are not available, but assuming this trend holds true for most localities within the state, Stillwater may benefit from performing some additional studies to assess this trend locally and determine what investments in community health could improve these outcomes. While the COVID-19 pandemic doubtlessly affected this statistic, it would be to the City's advantage to invest in health and longevity regardless.

Disability

Understanding accessibility needs in Stillwater is important for ensuring public investment in infrastructure and facilities accommodates all community members' needs and allows them to participate fully in local society. This inlcudes key districts, streetscapes, parks, plazas, and gathering spaces.

The provision of physical infrastructure for those with mobility, vision, and hearing difficulties, for example, is a vital way to invite community members with these difficulties into the public realm safely and comfortably, and the same ethos should be applied to providing facilities, technology, and services to accommodate other difficulties.

Healthcare Systems

During a conversation with representatives from local healthcare institutions, transportation was again identified as one of the most powerful barriers between people and the services they need. Efforts to increase access have had some success, but are often double-edged swords, with the 2020 Medicare Expansion successfully providing more members of the community with avenues into healthcare institutions, but thereby causing more strain on providers.

Outside of the administrative work being done in Stillwater by the County and State, local efforts to engage youth in athletics and to provide new sports facilities throughout the community are ongoing. Healthcare stakeholders see the need for City investment in promoting and programming zero-cost health-promoting activities that leverage existing assets like the current sidewalk, bike route, trail, and park systems. Examples might include walking trail groups or yoga in the park.

The largest medical facility in Stillwater is Stillwater Medical Center, and there are several other clinics and urgent care facilities around town. Most of the medical facilities are located near Stillwater Medical Center on 6th Avenue toward the southwest of the city, and this concentration could be a liability or an asset.

For those without transportation who live too far to reasonably walk to these facilities, or are unable to, this concentration is a problem, an inhibitor to accessing these necessary services. Conversely, if a suitable transportation solution were available such as a fast and regular bus with stops available throughout the community, this consolidation of services could be a benefit, as patients have less need to depend on public transportation to take them all over the city; instead, one bus ride can bring them to primary care physicians, specialists, pharmacies, and urgent care clinics.

In the near term, increasing access to this medical quasi-district can improve health outcomes, and this can be achieved through various transit-based solutions. In the long term, improved land use regulations that facilitate the construction of clinics and pharmacies throughout Stillwater, that are accessible to many by active transportation, will not only improve outcomes, but also fulfill the desires residents have expressed to have such services in close proximity to their neighborhoods.

Based on the same feedback, land use policy and economic development efforts should seek to make fresh, high quality foods available to more of the community with a lower transportation burden. This process, mitigating food deserts, would not only reflect community sentiment, but also enable more people to pursue a healthy lifestyle.

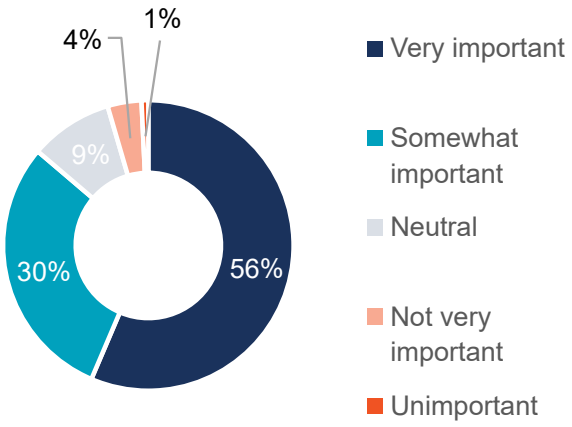


Figure 80. *Online Survey Responses to "How important is it that neighborhoods have conenient proximity and access to essential private services like grocery stores, pharmacies and clinics, [etc.]"*

Stillwater Medical Center

KEY DISTRICTS

Downtown

Any downtown, especially one as historic and dynamic as Stillwater's, is generally going to serve as the cultural heart of a community. It's where the most beloved local businesses operate, where public art is often most iconic, and where a long history of festivals and day-to-day pedestrian activity make for a welcoming, walkable district to be explored by residents and visitors alike.

The Strip

Washington Street between about 5th Avenue and University Avenue, known as the Strip, is a lively, largely student-oriented district. Restaurants and bars are open late, Greek life housing is nearby, and while the streetscape is not especially well-activated, pedestrian facilities and amenities are in place to connect the district to nearby residences and promote safe enjoyment of its activities.

Campus Corner

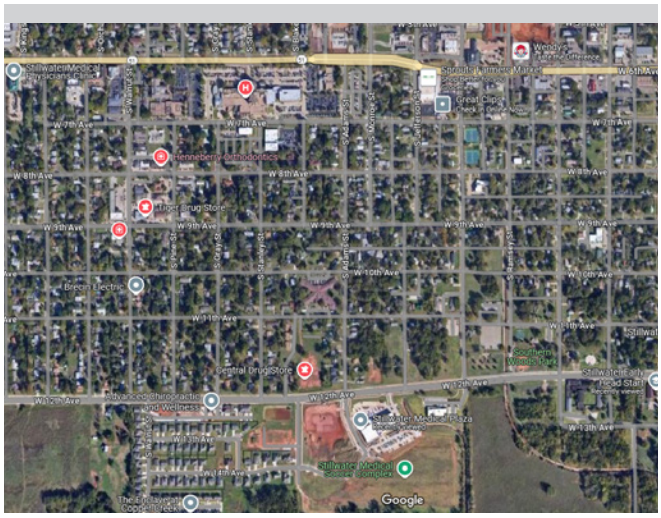
Also largely student oriented, but with a greater geographic distribution and more retail options, Campus Corner is primed for daytime and experiential activities, as opposed to a stronger nightlife and restaurant focus. The proximity of Campus Corner and the Strip means they would both benefit from harmony of district master plans, land use regulations, and strategic investments. If people can walk between them easily and comfortably, while they serve distinct but complementary needs, both districts can thrive.

Elm Street

The Elm Street District further transitions from the student-oriented environment of the Strip into the neighborhoods near campus. While it continues much of the character of Campus Corner, it is even better suited to respond to University events, and is also home to some of Stillwater's more historic and iconic businesses.

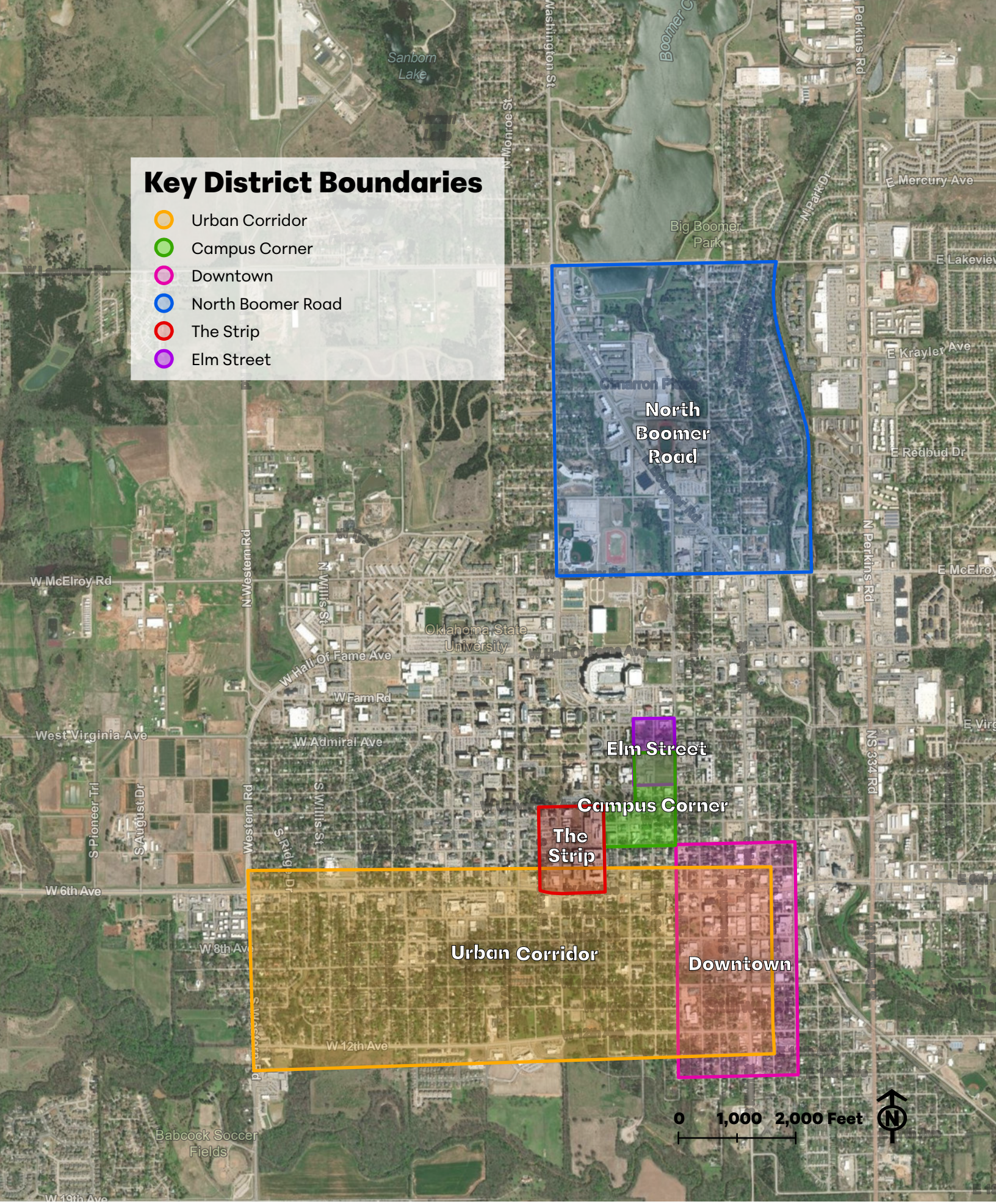
North Boomer Road

Boomer Road between McElroy and Lakeview is a much larger area than the others listed here, and not home to the same kind of local business character. However, Stillwater High, nearby neighborhoods, a large multifamily development, and the presence of numerous major chain retailers prime this area for both future economic development efforts and higher density residential development. In tandem, and with careful consideration to architecture and the design of the public realm, a thriving district with a unique identity could emerge here.



Urban Corridor

6th Avenue from Downtown westward has a strong regional commercial presence. 12th Avenue has a more residential character and more opportunities for greenfield development. With the anticipated YMCA facility along 12th, and the Washington School redevelopment a major investment in public health is forthcoming. Meanwhile, along 6th, redevelopment will be crucial to optimizing this corridor for both resident and visitor experience, as well as for maximizing City revenue. Land use and transportation policy should facilitate mixed-use, higher density development here in the future.

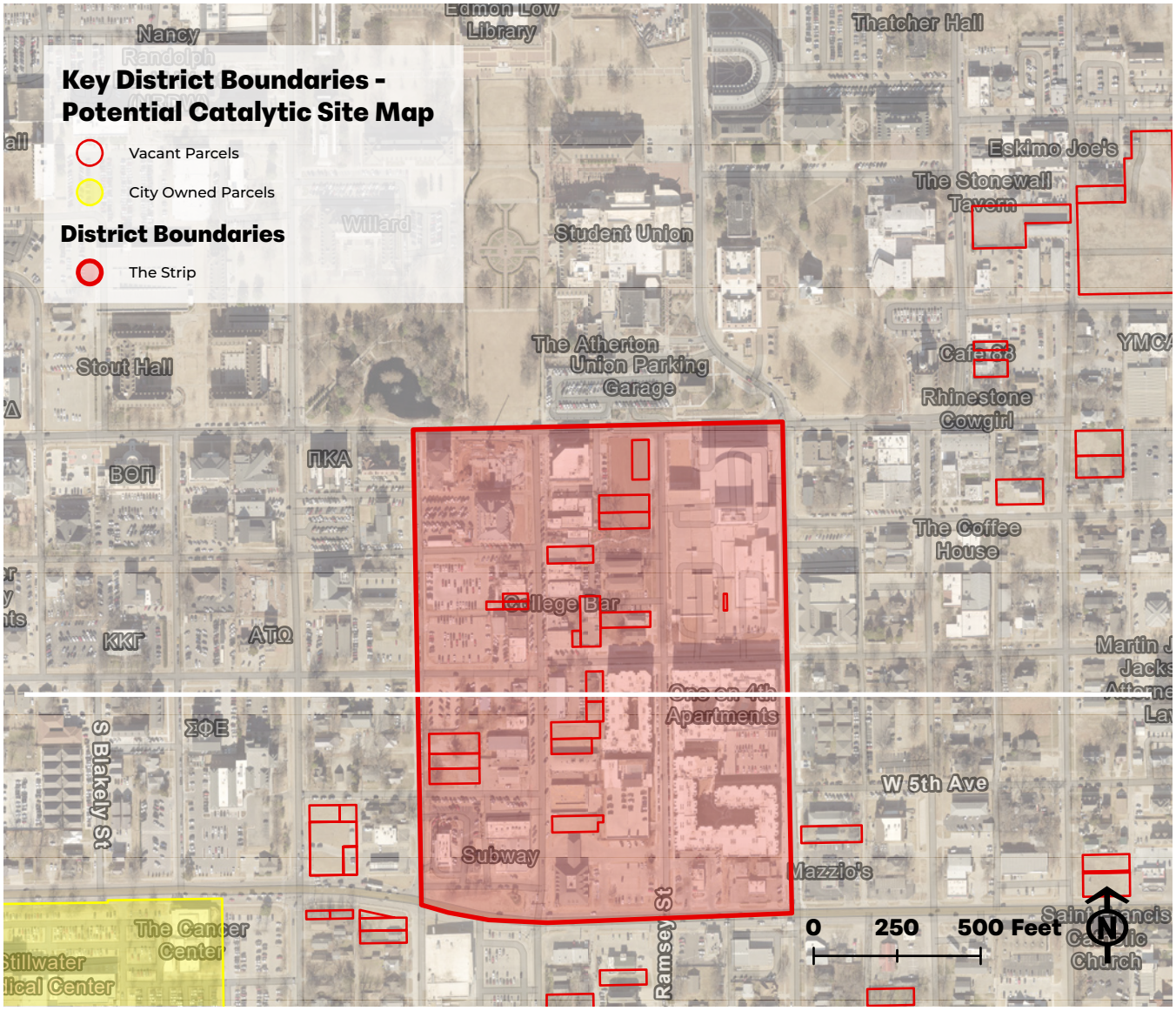


Map 19. Key District Boundaries

THE STRIP

The City does not own any property on or near the Strip, but there are a number of vacant properties which present development opportunity. With its active, nightlife centered character and focus on activities for students, continued growth of the student population and demand for services suiting that demographic will drive development here.

The City should invest, as everywhere else, in District branding and wayfinding, infrastructure and amenities that make the public realm safe and comfortable to occupy and navigate, and generally enhance the area. Major catalytic projects on empty land here may be less warranted than elsewhere as private market forces are likely to pursue such opportunities, and best fulfill the needs of the District's most frequent users.



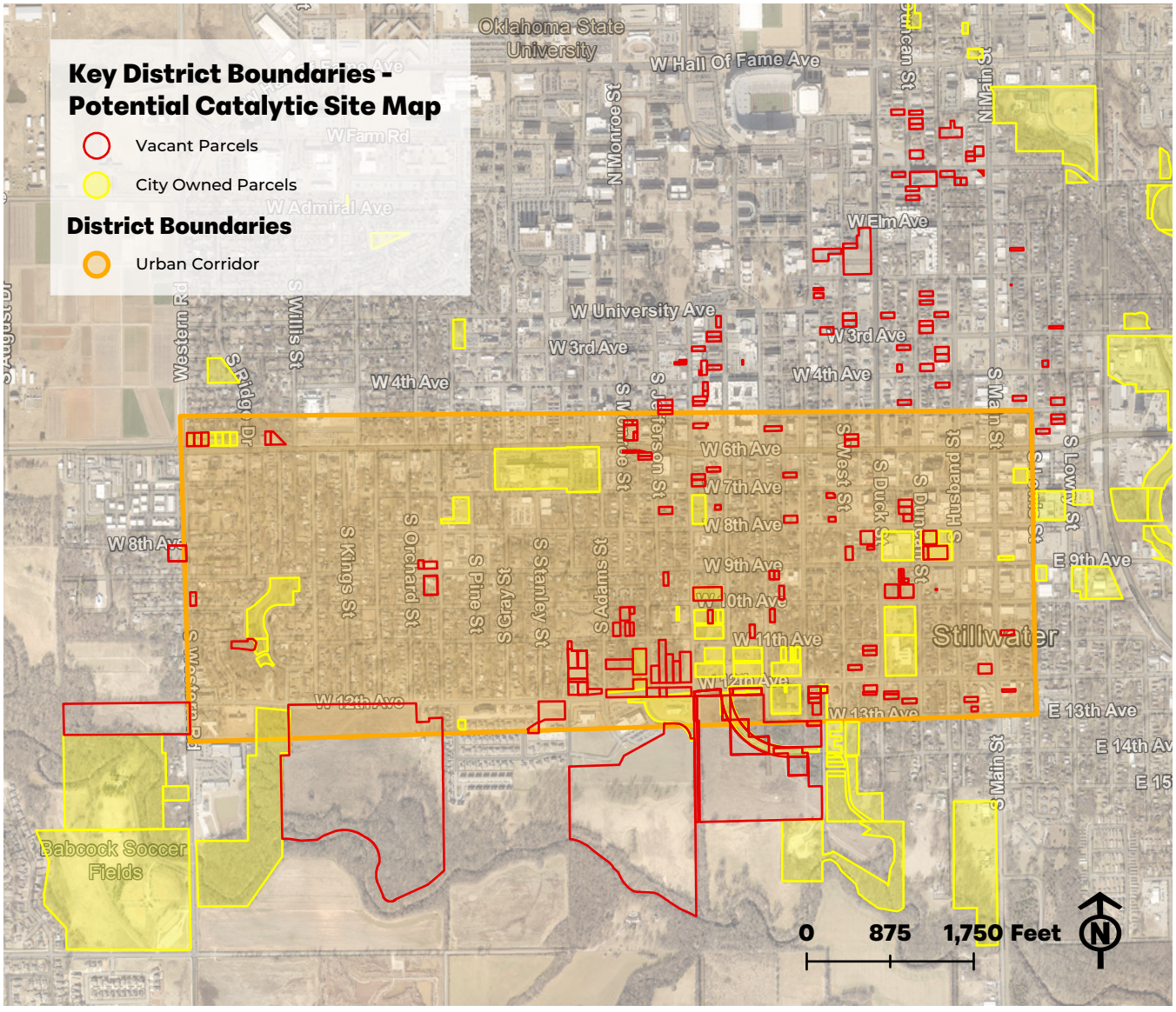
Map 20. The Strip with Vacant and City-Owned Parcels

URBAN CORRIDOR

This is a large area that includes commercial corridors, outdoor and health-focused institutions, and neighborhoods. No singular type of investment or project would serve to advance the goals of the entire area.

As the corridors of 6th and 12th themselves develop with commercial uses, creating linkages with the neighborhoods between them will be important to ensuring a healthy and dynamic experience for nearby residents.

Any major catalytic projects using City-owned and/or vacant land should generally either build on existing efforts to create major health services corridors, or should identify specific gaps left by these efforts and fill them. That could amount to simple neighborhood parks, enabling the construction of everyday clinics, or anything else that advances neighborhood completeness in harmony with the emerging character and function of this District.



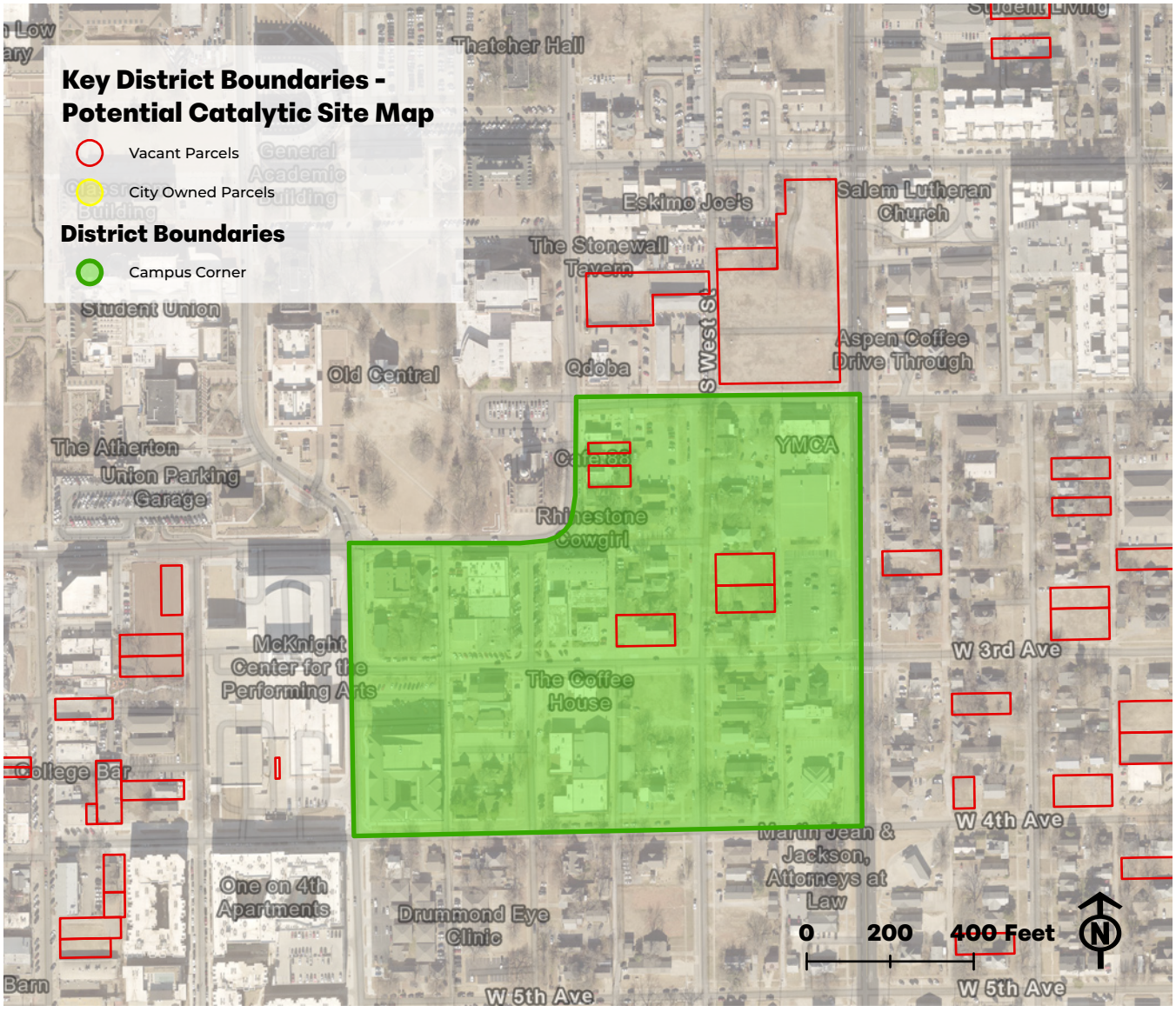
Map 21. Urban Corridor with Vacant and City-Owned Parcels

CAMPUS CORNER

Campus Corner provides a diverse complement of commercial opportunities and serves both students and a broader range of visitors.

Compared to the Strip, its slower pace and greater focus on daytime activities renders it well suited to a versatile community gathering space like a park or plaza - somewhere patrons of nearby shops and restaurants may stop to enjoy live music and similar events.

Walkability between Campus Corner and the Strip should be emphasized, as each District has the opportunity to enhance and strengthen the other.



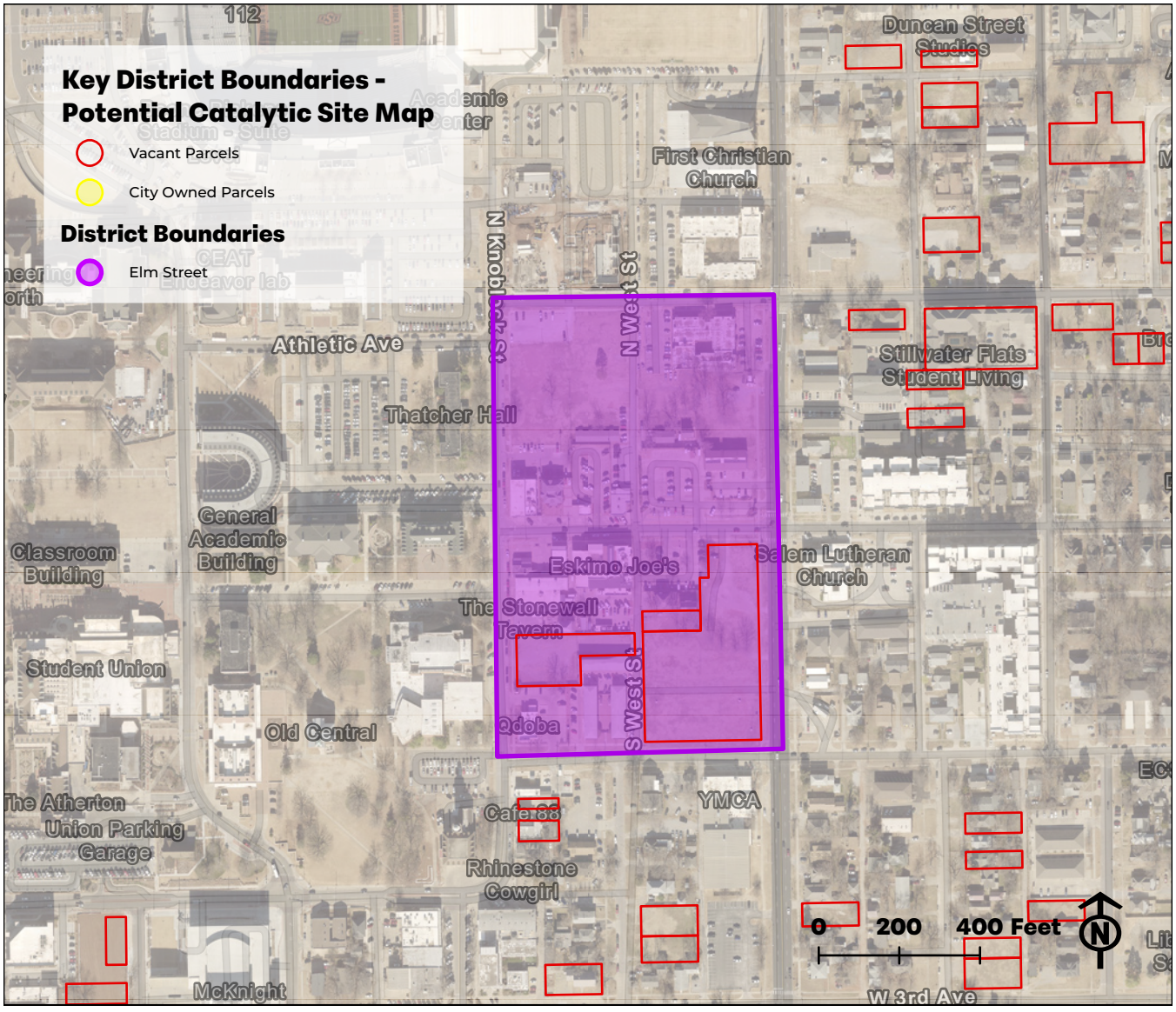
Map 22. Campus Corner with Vacant and City-Owned Parcels

ELM STREET

Historically, the Core Commercial districts have been identified as Downtown, The Strip, and Campus Corner. Currently, staff are working with Visit Stillwater on a wayfinding initiative that will include identifying a fourth, which would be known as the Elm Street District.

This area includes the historic and nationwide renowned Eskimo Joe's, popular college game-day businesses, and eateries. The district expands from Miller to Maple Avenues, and Duck to Knoblock Streets, with Elm Street and Eskimo Joe's in the center.

The primary focus is commercial activity that is centered on the connection to OSU events and the game-day experience.

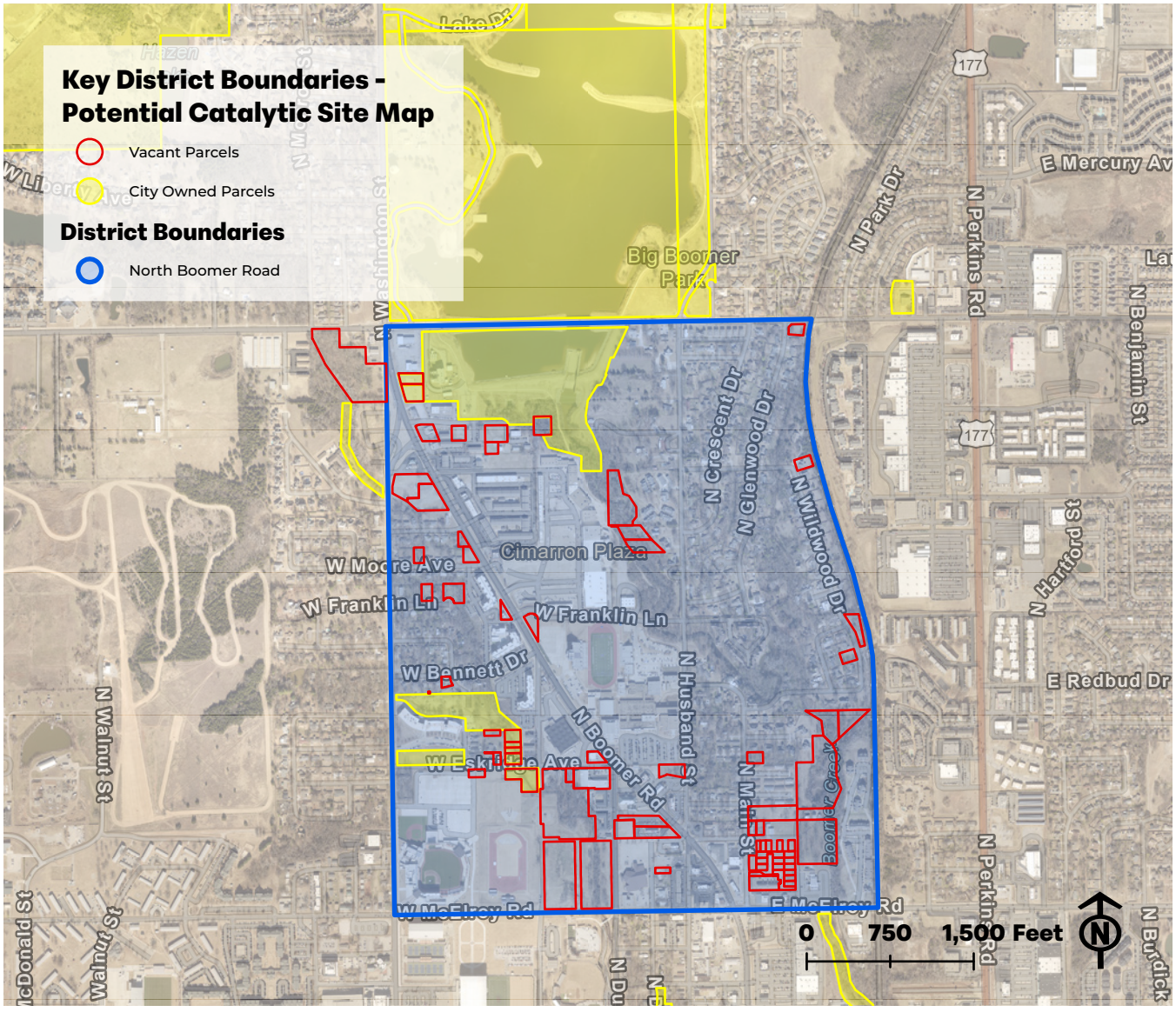


Map 23. Elm Street with Vacant and City-Owned Parcels

NORTH BOOMER ROAD

If redevelopment and future cultural amenities are sought in the North Boomer Road area, a catalytic investment by the City could be a great way to initiate momentum.

A key gathering place or important public facility could serve as a valuable nucleation point for private development of modern, mixed-use buildings. The presence of nearby schools and sports facilities primes the area well for population growth, especially of young families and those in the early stages of their careers.



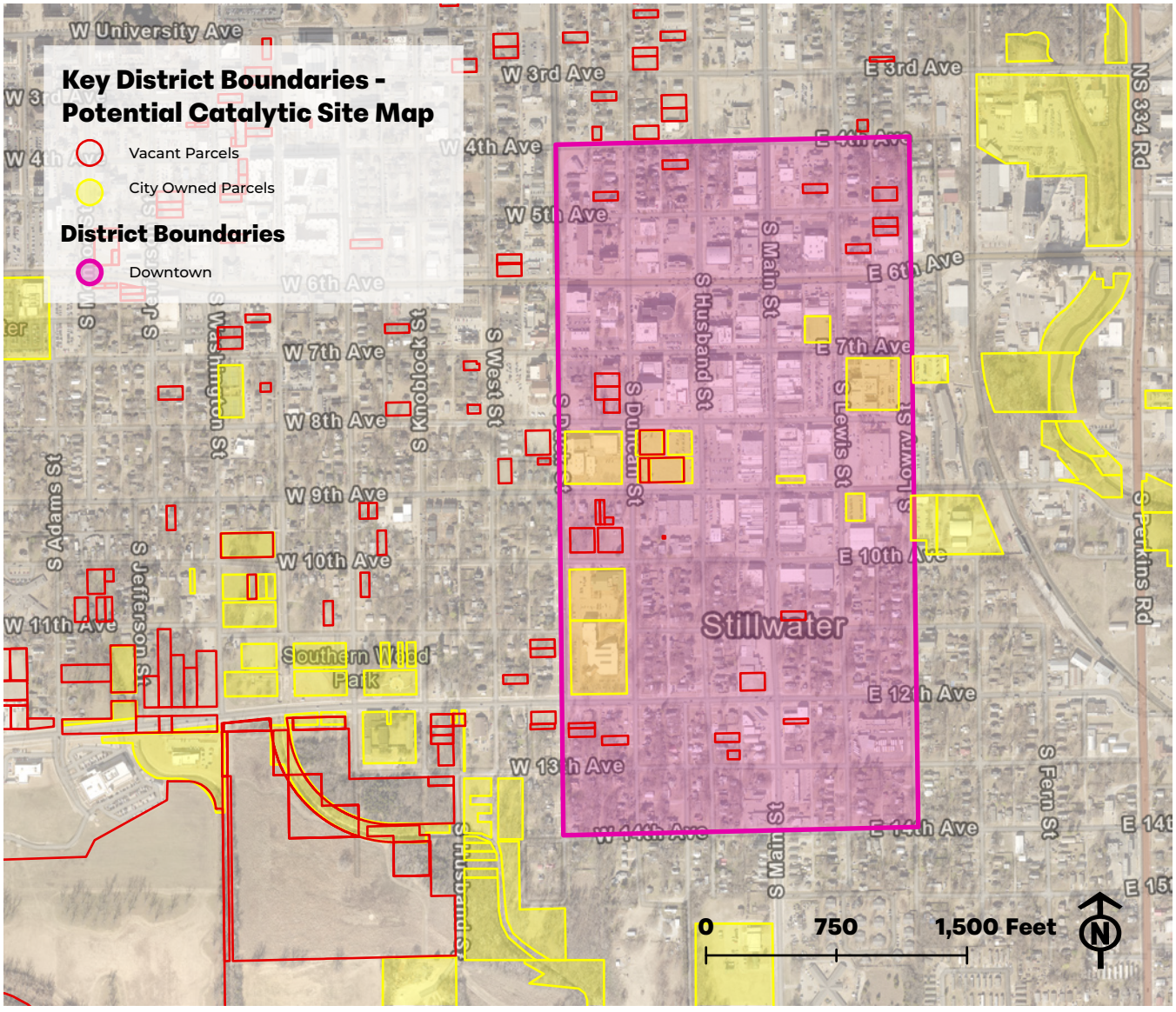
Map 24. North Boomer Road with Vacant and City-Owned Parcels

DOWNTOWN

As the historic core of activity and culture in Stillwater, Downtown merits continuing attention and investment.

Ideally, the private sector should already have significant interest in the area and invest accordingly. But, where there are gaps in needed amenities and services, the City should explore and study prospective capital projects that could spur new private development, and enhance the vitality and user-friendliness of the District.

Pocket parks and other small gathering spaces, museums and similar cultural facilities which may be operated by the City, and venues for artistic and cultural experiences all have merit within Downtown. Anything which draws residents and others to visit the District, and to spend more time there on foot, is an asset to Downtown and therefore to Stillwater in its entirety.



Map 25. Downtown with Vacant and City-Owned Parcels

RESILIENCE

Resilient Urban Design

Resilience in urban design means two things: the design and construction of the built environment should be resilient and durable, and it should contribute to the broader resilience of the community.

Buildings and public facilities should utilize materials and construction techniques that maximize longevity under normal wear-and-tear and provide strength against acute shocks like storms. This can require greater upfront investment in a structure, expending more on both design and high-quality materials. This approach is generally going to be the most cost effective in the long term, and should be favored for public facilities.

The built environment should also promote resilience across the community. Its design and construction should mitigate the impact of chronic stressors like heat and drought on human and animal life, and facilitate fast, effective, and safe handling of disasters and other acute shocks.

Resilient Identity

Whether population declines or grows, a city's character will change. This is inevitable, and efforts to freeze a city in amber can only forestall the change. Such efforts are often, ultimately, detrimental to preservation goals as they allow development pressure to mount until the sudden change is quite drastic - for example, efforts to prevent moderate-scale mixed use development may result in the construction of big-box stores surrounded by parking seas. Instead of a neighborhood gracefully adapting to the change, it is abruptly disfigured.

This is also true of commercial areas, where businesses commence and end over time, and the type of demand changes with the population. Once fringe or niche districts become popular, and this attracts new investment which necessarily changes the character of what existed before.

Creating a resilient identity relies on preserving and honoring the past while embracing and accommodating the future. Stillwater's history as an agricultural center, and its ties to the University should not be forgotten or downplayed, but as Stillwater grows, new aspects of its identity will emerge. Instead of rejecting them, it will be important to figure out how to create harmony between new and old, and to create a sense that the new places in Stillwater are just as much a part of its identity as the old. The greatest single component of this harmony is the preservation and enhancement of a strong social fabric - ensuring that the people of Stillwater feel bound together in civic pride and neighborly care.

Innovative stormwater management, such as this bioswale, both contributes to the streetscape and can improve community resilience during storms and flooding events

TOWN AND GOWN ASSESSMENT

Given its size, OSU has historically taken a central role in Stillwater's culture and economy. As Stillwater grows, it will benefit from a more independent brand and culture which is still complementary to that of OSU.

Partnerships

As a partner in Stillwater's aesthetic design, its social infrastructure, and its medical systems, OSU and the City have many opportunities to collaborate toward the realization of this chapter's recommendations.

Urban Design and Placemaking

Especially near the edge of campus and near outlying University facilities, the City and the University should collaborate in developing and implementing urban design standards for private development. They should also partner in making investments in the public realm including streetscapes, parks, and plazas. The University is an excellent partner for bringing public art into spaces like these.

Cultural Institutions

Museums, libraries, and theatres are all within the purview of OSU, and the City should seek to develop events and programs that capitalize on these assets. Given the crowds attracted to OSU for sporting events and other campus activities, a mutually beneficial calendar of festivals and gatherings should be established.

Public Health

The University's research and resources for social issues like poverty, substance abuse, and other public health concerns presents a great asset for Stillwater's mission-driven organizations and healthcare providers, for which the City could serve as a conduit. Stakeholders expressed a desire to see more resources centralized by the City, and a pathway to these academic insights should be among them.

Impacts

The University has always had a significant impact on Stillwater's character and culture. Its attraction of students, sports fans, and academics creates a diverse and dynamic population, and its artistic and cultural institutions contribute immensely to the resident and visitor experience.

In the future, OSU's place in Stillwater's culture should not be diminished, but should be part of an expanded and diversified ecosystem of cultural institutions, festivals, and mission-driven organizations, in which the City takes a more direct and proactive role in supporting and promoting Stillwater's identity and character. In this pursuit, the University should remain a key partner, and the City should invite the University to support its efforts to build a more independent Stillwater to their mutual benefit.

GOALS

Goal	Guiding Principles			
	Connect Stillwater	Thrive Stillwater	Identify Stillwater	Realize Stillwater
Beautify Stillwater Ensure Stillwater's appearance is attractive and its character is unique in both the design of the public realm and the architectural aesthetic of private development			◆	◆
Invest in the Public Realm Invest in the public realm through streetscapes, public art, gateways, and unique destinations that make people want to call Stillwater home	◆	◆	◆	◆
Unify Branding and Civic Identity Implement a cohesive and singular brand image for Stillwater that is attractive, recognizable, and ubiquitous	◆		◆	◆
Empower and Connect Local Champions Support resource distribution to Stillwater's mission-driven organizations, non-profits, and arts community	◆	◆	◆	◆
Improve Health Outcomes Promote public health through active transportation, through high-quality parks, recreational facilities and sports fields, and through partnerships with healthcare resource organizations	◆	◆		◆

Figure 81. *Relationship of Community Character, Arts, and Culture Goals to Guiding Principles*

INFRASTRUCTURE, PUBLIC FACILITIES, AND SERVICES

INTRODUCTION

Why Plan for Infrastructure?

As Stillwater grows, the need to supply water, power, wastewater facilities, stormwater facilities, and internet will increase. Understanding what those needs will be in the future will enable decision makers to begin investing today, and ensure that residents do not experience diminished quality of or access to these critical infrastructure systems.

Why Plan for Public Services?

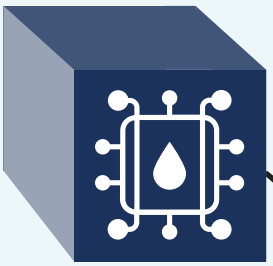
Just as physical infrastructure systems will need to be expanded and improved to support a growing population, the City's human service systems will also need to evolve to meet increasing community needs. The City has a duty to provide its residents with police, fire, medical, and emergency management services. With more people living in Stillwater, more resources will be required for each entity to continue providing its statutory level of service, and accounting for those investments today will ensure continuity of services into the future.

An important reason to plan for each of these systems is not only to ensure the City continues meeting the desired level of service for each, but also to uphold fiscal responsibility. Infrastructure and service provision are costly, and maximizing efficiency in these realms ensures the City makes the best use of taxpayer money.

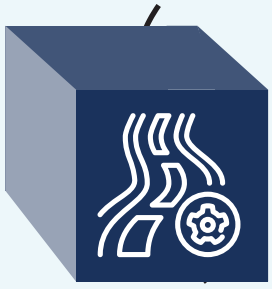

CITIZENS HELPING CITIZENS
Stillwater
MAKE STILLWATER RUN

KEY TAKEAWAYS

1 “Inconsistency in making improvements to existing infrastructure”[...]



2 “Challenge with Water supply integrity” [...]



3 “Road, sewer, and water line improvements”[...]

DIGITAL INPUT

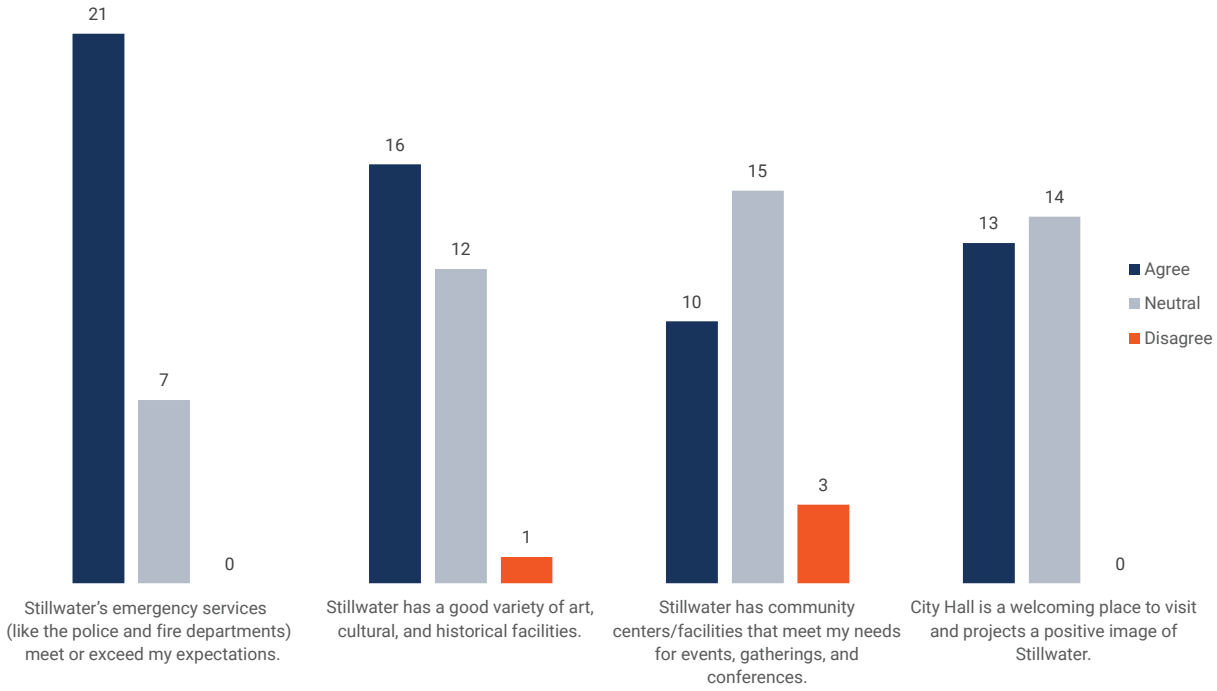


Figure 85. *Online Survey Responses determining whether participants agree or disagree to statements related to infrastrtucture*

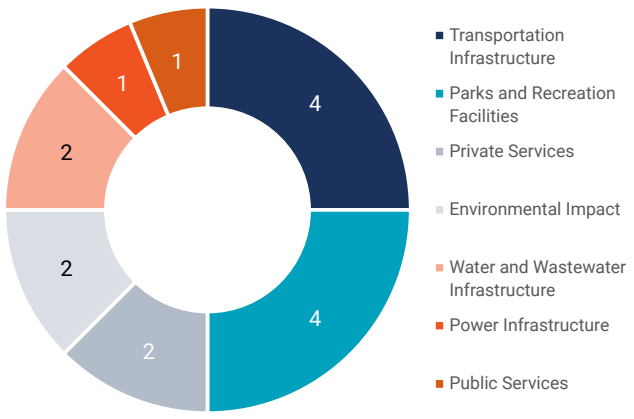


Figure 86. *Ideas Wall comments related to infrastructure and public services*

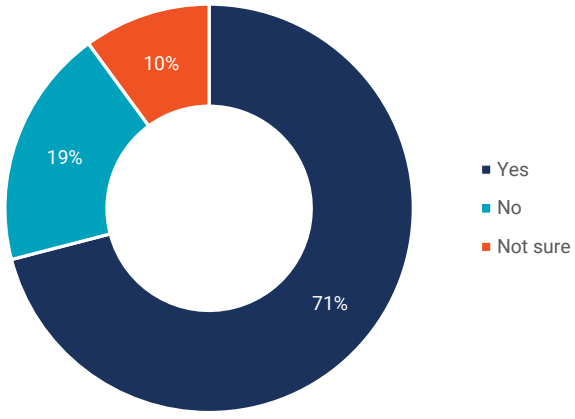


Figure 87. *Online Survey Responses to "Is there a need for more investment in the look and feel of Stillwater's streetscapes?"*

EXISTING PLANS AND POLICY FRAMEWORK

The City has developed a number of plans, reports, and regulatory documents that provide a foundation for infrastructure planning and decision-making. This chapter builds upon and complements those efforts by identifying where existing strategies align with long-term growth objectives and where additional analysis or updates may be needed.

Integrating Existing Plans

This section summarizes the most relevant existing plans and policies related to public utilities, public facilities, and emergency services. These documents help establish baseline conditions, shape infrastructure priorities, and ensure consistency across city departments and partner agencies.

Stillwater Water Master Plan

This 2009 plan evaluates the City of Stillwater's existing water supply, treatment, and distribution systems, with projections based on population growth and anticipated service area expansion. It identifies system deficiencies, recommends capital improvements (e.g., transmission line upgrades, storage capacity enhancements), and outlines phased investments to ensure the system meets future demand. This plan provides a foundational understanding of system capacity and long-term water infrastructure needs. However, the plan's population projections are lower than current forecasts for 2045, indicating that infrastructure assumptions, particularly related to system capacity and demand, will need to be re-evaluated and updated to align with revised growth expectations.

Wastewater Master Plan for the City of Stillwater

The 2010 Wastewater Master Plan analyzes collection system conditions, treatment capacity, and regulatory requirements to support long-term growth. It identifies priority areas for inflow and infiltration reduction, recommends improvements to lift stations and interceptors, and assesses treatment plant upgrades needed to accommodate development. The plan's findings are important for aligning future land use with sustainable wastewater service delivery. Similar to the 2009 Water Master Plan, this plan's population projections and future land use demands will need to be reevaluated to align with capacity needs to the City's anticipated growth by 2045.

Stillwater Corridor Redevelopment Plan

While primarily focused on revitalizing a key mixed-use corridor, this 2012 plan includes strategic guidance on infrastructure improvements needed to support higher densities and walkability. It outlines the need for upgraded water, sewer, storm, and broadband utilities in targeted redevelopment nodes. It also emphasizes sustainable design, streetscape improvements, and resilient public infrastructure as foundational to economic redevelopment.

Phase 1 Evaluation of the Kaw Raw Water Line

This report from 2012 evaluates the City of Stillwater's raw water transmission main from Kaw Lake, which serves as the primary source of potable water. The study assessed system integrity through leak detection, cathodic protection review, and surge (transient pressure) analysis. It identified aging infrastructure and potential vulnerability to pressure fluctuations, with recommendations for improved surge mitigation and ongoing monitoring. While the report provided critical insight into system performance, it predates recent infrastructure upgrades and should be revisited to reflect current and future system demands under continued growth.

C3 Comprehensive Plan

Stillwater's 2013 C3 Plan: Comprehensive Plan 2030 emphasizes a proactive and efficient approach to infrastructure planning. It offers the policy basis for infrastructure investment by defining growth areas, intensity nodes, and desired land use patterns. The plan stresses the importance of scalable utility infrastructure, multimodal connectivity, and long-term sustainability. Recommendations in this Infrastructure Chapter are intended to carry forward the C3 Plan's goals and recommendations.

Boomer Creek Master Drainage Plan Report

Focused on the Boomer Creek watershed, this 2023 report provides detailed hydrologic and hydraulic modeling of the existing stormwater infrastructure and identifies areas of concern for flooding and channel instability. It recommends capital projects, including detention retrofits and channel improvements, to reduce localized flooding and improve stormwater quality. The report also emphasizes the importance of integrating stormwater controls into redevelopment efforts in the watershed.

Revised Phase II MS4 Stormwater Management Plan

The revised Stormwater Management Plan from 2025 outlines the City's strategy for complying with the Phase II Municipal Separate Storm Sewer System permit requirements under the Oklahoma Pollutant Discharge Elimination System. It defines updated best management practices across the six minimum control measures and introduces new performance tracking tools. The plan represents an evolution in stormwater management, moving from compliance to proactive, performance-based infrastructure planning and public engagement.

Water Quality Master Plan

This updated plan integrates watershed-based strategies, water quality monitoring, and best practices of 2025 to improve stormwater and surface water outcomes. It builds upon earlier utility master plans by introducing goals for nutrient reduction, streambank stabilization, and erosion control. The plan also supports multi-benefit solutions such as green infrastructure, which are increasingly important for resilient urban systems.

WATER SUPPLY AND SYSTEM

Existing Systems Overview

The City of Stillwater operates a regional water system that supplies treated water to residents, Oklahoma State University, and surrounding communities in North Central Oklahoma. The system sources raw water from Kaw Lake, conveyed through a 36-mile steel transmission main constructed in 1981. This pipeline is the City's sole raw water intake, feeding the Stillwater Water Treatment Plant (WTP).

The City's Water Treatment Plant currently has a capacity of 18 million gallons per day (MGD), with plans to expand to 24 MGD as part of a multiyear infrastructure upgrade. The system includes 16 million gallons of treated water storage and 4 million gallons of raw water storage, supporting pressure regulation and emergency supply.

However, capacity limitations are emerging, particularly at the raw water pump station, which has a delivery capacity of only 14.4 MGD, falling short of the WTP's maximum treatment ability. Compounding this issue, the aging transmission main has experienced a sharp increase in maintenance needs, with 36 reported leaks in 2023, up from 10 in 2022.

Capacity and Growth Analysis

Stillwater's water system was originally sized to support long-term service needs, as outlined in the 2009 Water Master Plan. However, land use trends are shifting. Recent studies and plans identify several ongoing or planned upgrades, including valve replacements, line extensions, and storage facility improvements. These projects target areas experiencing growth or operational stress, but may not comprehensively address all future land use demands.

FUTURE LAND USE ALIGNMENT

The City's Future Land Use Map indicates expansion of mixed-use, employment, and industrial areas, particularly:

- **Along the western corridor, near Stillwater Regional Airport**
- **The southern fringe, south of 32nd Avenue**
- **The northeast quadrant, around E. Richmond and Burris Rd.**

Many of these growth areas are underserved by existing waterlines, which are primarily concentrated in the city center and around Oklahoma State University. This creates an infrastructure-service mismatch that could delay or complicate development unless phased extensions are planned.

The City's Future Land Use Plan calls for an increase in compact, mixed-use districts, expanded industrial areas, and higher-density residential zones, all of which require infrastructure that can support:

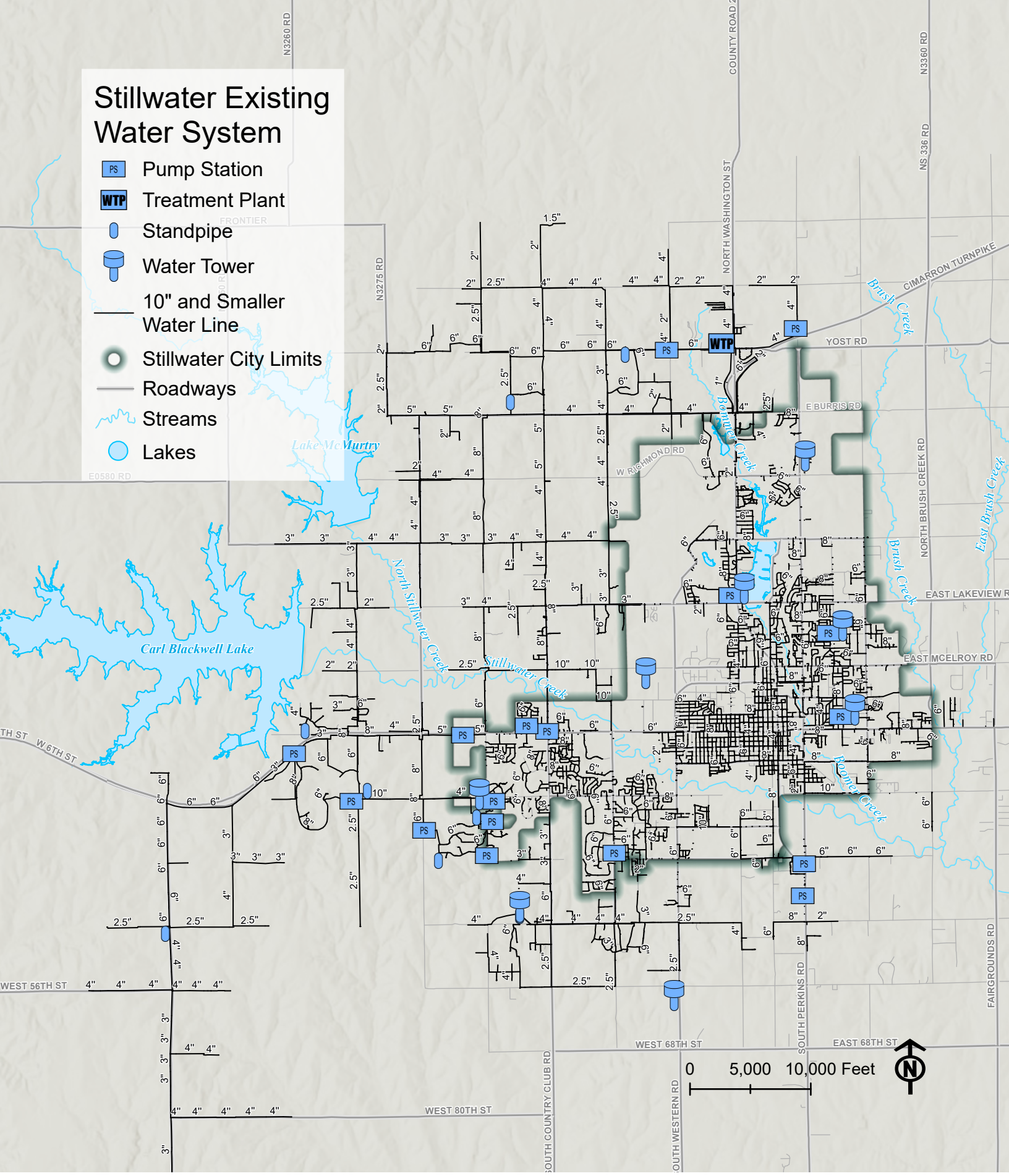
- **Higher peak water demands**
- **Fire flow requirements**
- **Redundancy and pressure maintenance**

Without strategically phased extensions, these areas could face development delays or reduced service levels.

System Performance and Vulnerability

While central Stillwater is well-served, fringe areas lack adequate redundancy, and many distribution lines are aging. The existing hydraulic model, last updated in 2012, does not reflect today's growth conditions, emerging land use patterns, or current performance constraints. Without a modernized analysis, the City may under- or over-invest in critical infrastructure.

Notably, the single-source dependency on Kaw Lake presents both reliability and climate resilience challenges. Planned connection to Lake McMurtry through a new 7-mile pipeline will help mitigate this risk by diversifying water supply sources.



Map 27. Existing Water Systems Map

WASTEWATER

Existing System Overview

The City of Stillwater operates a municipally owned and managed wastewater collection and treatment system. The system includes:

- Over 250 miles of gravity sewer mains and force mains
- 13 lift stations
- A 10 million gallons per day (MDG) activated sludge wastewater treatment plant (WWTP) located South of Highway 51

The WWTP currently has sufficient treatment capacity for existing and near-term development but will require long-range planning to meet 2045 growth projections.

The sewer line map reveals strong system coverage across central Stillwater, Oklahoma State University, and surrounding residential neighborhoods. Sewer mains are dense within the urban core, with consistent gravity service in older, established areas. However, significant gaps in the network exist at the City's edges, especially:

- West of Country Club Rd and north of W Airport Road
- Northeast of Lake McMurtry and around E Richmond Road
- South of W 32nd Ave and east of S Perkins Rd

These areas correspond with planned growth in the Future Land Use Map which shows expansion into low- and moderate-density residential, employment, and mixed-use designations.

Capacity and Growth Analysis

The 2010 Wastewater Master Plan identified 18 wastewater basins, recommending upgrades in areas facing infiltration and inflow (I&I) issues, limited capacity, or system deterioration. While that plan is now outdated, many of its foundational principles remain relevant:

- The core network is stable but aging in parts
- High I&I remains a challenge in older clay pipe areas
- Peripheral zones will require lift stations and interceptors to serve new development

FUTURE LAND USE ALIGNMENT

The Future Land Use Map designates substantial future growth:

- **South of 32nd Ave, where large areas of low-density residential are planned**
- **East of Jardot Rd, where mixed-use and employment centers are identified**
- **North of Boomer Lake, where conservation areas and low-density neighborhoods are expected to expand**

The current sewer map shows insufficient coverage in some of these areas, indicating a need for phased extensions of gravity mains and lift station infrastructure to accommodate demand.

Without proactive planning and phased investment in sanitary sewer infrastructure, these areas may experience delayed development or require cost-prohibitive private infrastructure solutions. A phased approach, tied to population projections and housing development demand, will ensure timely and cost-effective service expansion.

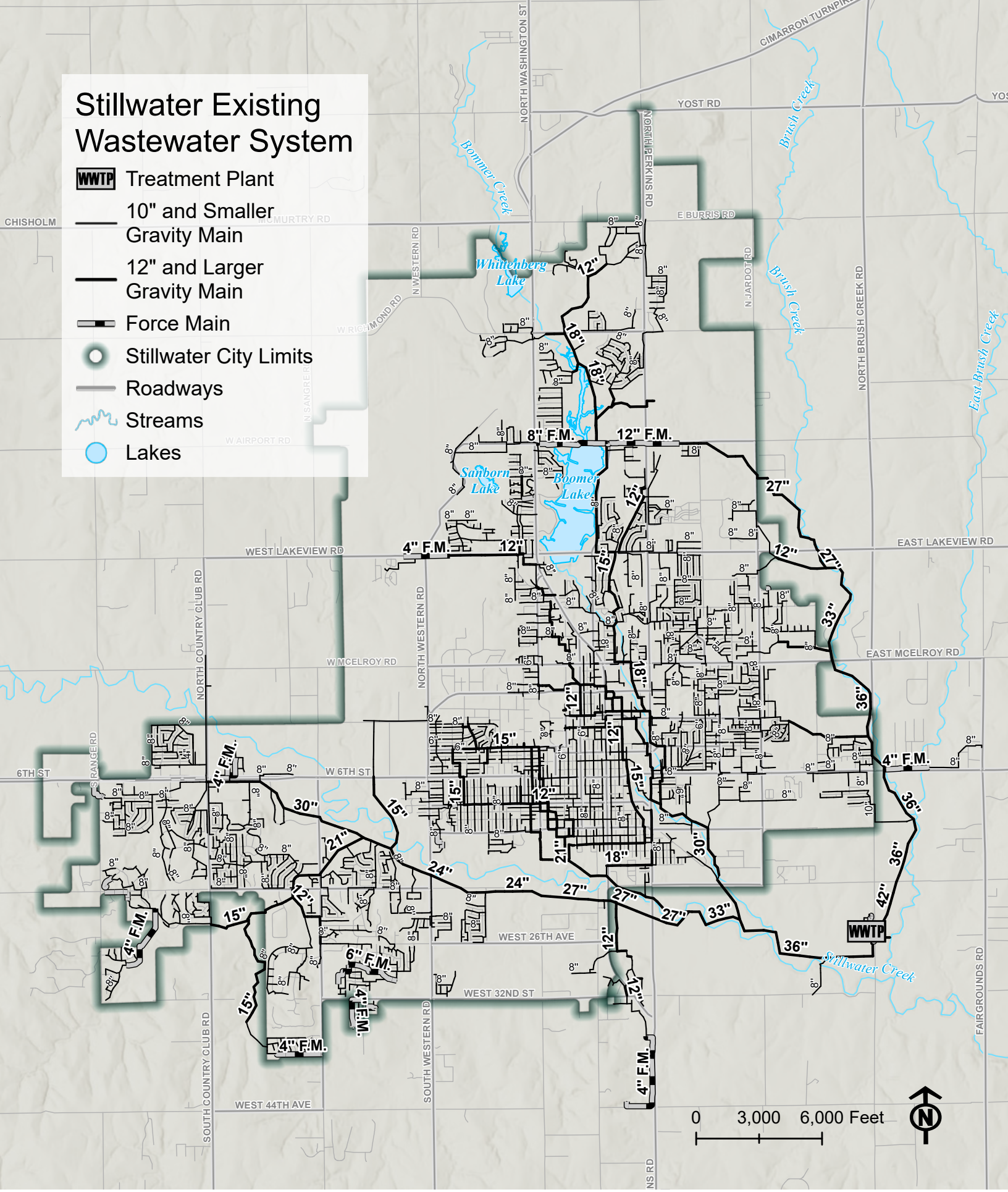
System Performance and Vulnerability

Stillwater's wastewater system performs reliably in many areas, but it faces several long-term vulnerabilities due to aging infrastructure, inflow and infiltration, and future capacity constraints. The 2025 Water Quality Master Plan and the Boomer Creek Master Drainage Plan (2023) emphasize the critical relationship between stormwater and sanitary sewer performance, particularly in areas prone to flooding and hydraulic overload. In wet weather events, excess stormwater can enter the sanitary system through cracks, aging manholes, and unauthorized connections, creating capacity and treatment challenges at the wastewater treatment plant.

The City's central neighborhoods, where many sewer lines are composed of vitrified clay pipe, are particularly susceptible to I&I and structural deterioration. This older materials is vulnerable to cracking, root intrusion, and joint failure, all of which increase maintenance demands and pose risks to system reliability. Condition assessments have indicated the need for ongoing investment in rehabilitation efforts, including pipe lining and manhole sealing, to extend the service life of aging infrastructure.

Additionally, Stillwater operates 13 lift stations that are essential for conveying wastewater in areas where gravity flow is not feasible. Several of these stations, particularly in the northeast and southeast quadrants, have been identified for upgrades due to reliability concerns and aging mechanical systems. Power outages, equipment wear, and inadequate redundancy are recurring issues that increase the potential for service disruptions or sanitary sewer overflows, especially during peak flow periods.

Finally, while the City's 10 MGD wastewater treatment plant currently has sufficient capacity, evolving regulatory requirements, particularly regarding nutrient discharge and effluent quality, may necessitate significant technology upgrades within the next decade. Preparing for these changes will be essential to maintaining environmental compliance and long-term system resilience.



Map 28. Existing Wastewater System

STORMWATER

Existing System Overview

The City of Stillwater's stormwater system is a combination of engineered and natural conveyance features, designed to manage runoff from rainfall and mitigate localized and watershed-scale flooding. The system includes a network of gravity storm mains, culverts, open roadside drains, and detention basins, which discharge into a network of streams and open channels such as Boomer Creek, Stillwater Creek, Brush Creek, and East Brush Creek.

The City's infrastructure is most developed in central Stillwater, where gravity mains and culverts are densely clustered. In contrast, fringe areas rely more heavily on open ditches and natural drainageways. The map also overlays the FEMA 100-year floodplain, which follows the City's primary stream corridors and covers significant portions of southern and western Stillwater.

While the City operates under a Municipal Separate Storm Sewer System (MS4) permit, drainage infrastructure in many areas consists of legacy systems built to older design standards, or informal conveyance paths that lack formal documentation or regular maintenance. The City continues to inventory and update this network as part of its stormwater management program.

Capacity and Vulnerability

Stillwater's stormwater system faces several vulnerabilities, particularly in areas where development intensity has outpaced system expansion or where natural soils limit infiltration. Much of the city is underlain by high-plasticity soils (Plasticity Index ≥ 31), which reduce stormwater infiltration capacity and contribute to higher volumes of surface runoff. This increases the demand on existing detention basins and outfalls, particularly during high-intensity rainfall events.

The FEMA Floodzone Preview and the City's FEMA LOMC records indicate areas of recurring flooding or regulatory constraints, especially near Boomer Creek, Stillwater Creek, and along 14th Avenue. In these zones, floodplain encroachment, poor site drainage, and outdated infrastructure contribute to recurring issues, including curb overtopping and property damage.

Stillwater's reliance on open channels and culverts introduces operational challenges related to debris accumulation, erosion, and downstream flow capacity. While newer developments are required to provide on-site detention, many legacy neighborhoods were developed before such requirements were adopted, leading to undersized or nonexistent stormwater infrastructure.

System Performance and Vulnerability

Stillwater's stormwater system operates under variable conditions depending on system type, development age, and drainage basin characteristics. In the urban core, gravity mains and piped systems provide structured conveyance but are often older and may not meet current design standards. Many culverts and inlet structures were installed decades ago, prior to the adoption of detention requirements, and lack capacity for modern rainfall events.

Areas developed after stormwater regulations were introduced typically include on-site detention and conveyance designed to reduce peak flows, but these systems are isolated and not always integrated at the basin scale. This leads to performance limitations downstream, especially where smaller culverts or open channels intersect with older infrastructure.

In neighborhoods with legacy drainage systems, especially around Boomer Creek, 6th Avenue, and S Sangre Road, localized flooding is a recurring issue during heavy storms. System performance is further limited by high-plasticity soils throughout the city, which reduce infiltration and prolong surface runoff. Combined with limited topographic relief in some areas, this contributes to extended ponding, increased pressure on downstream basins, and occasional street or structure flooding.

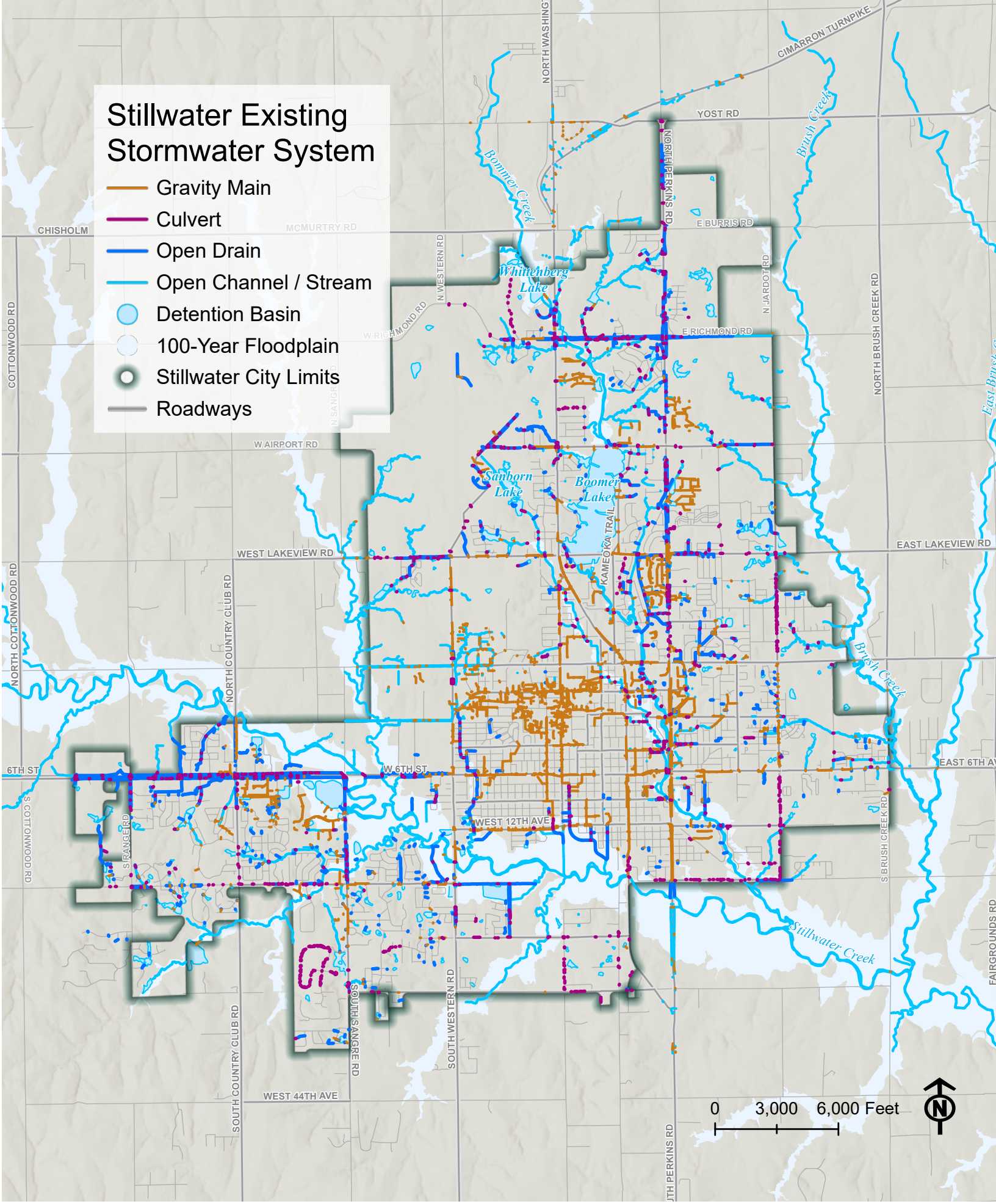
Flood risk is compounded in mapped 100-year floodplains, where development constraints limit options for retrofitting or expanding infrastructure. Several FEMA Letters of Map Change (LOMC) filed in these areas suggest both the ongoing pressure to develop in flood-adjacent parcels and the limitations of current infrastructure to handle high flows safely. As storm intensity becomes more variable, Stillwater's drainage system will need to become more adaptable, integrated, and resilient.

FUTURE LAND USE ALIGNMENT

The Future Land Use Map shows growth in several corridors that intersect existing drainage constraints or lack formal stormwater systems. In particular:

- **The southwest quadrant, including areas west of Sangre Road and south of 32nd Avenue, shows planned low-density residential and employment development where current infrastructure is limited to culverts and intermittent open drains.**
- **The northeast quadrant, including future development east of Jardot Road and Richmond Road, sits adjacent to large floodplain extents and will require careful stormwater planning and new detention basins.**
- **Northwest of Boomer Lake, where rural residential conversion is expected, includes areas served primarily by open channels, which may not be adequate for more intense development.**

As these areas build out, Stillwater will need to strategically extend storm infrastructure to maintain downstream system performance and prevent increased flood risk, erosion, or water quality degradation.



Map 29. Existing Stormwater System

ELECTRIC, INTERNET/FIBER, AND SANITATION SERVICES

Existing System Overview

The City of Stillwater owns and operates its own electric utility, Stillwater Electric Utility (SEU), which provides electric service to much of the City. The system includes a comprehensive network of power lines, service lines, and power transformers, as shown in the GIS map. Distribution infrastructure is especially dense within the urban core and surrounding residential neighborhoods, with more limited extension into the City's peripheral growth areas.

The City's electric system is supported by a customer service center, meter reading program, and outage response system, and it participates in regional energy markets through the Oklahoma Municipal Power Authority (OMPA). Infrastructure upgrades are coordinated through the Capital Improvement Program (CIP), which includes funding for substation enhancements, line replacements, and transformer upgrades.

Internet and fiber service in Stillwater is provided by multiple private entities, including major providers like AT&T, Suddenlink (now Optimum), and Vyve Broadband. Coverage in central and suburban areas is generally strong, with access to broadband and in some locations, fiber-to-the-home (FTTH). However, gaps persist in fringe areas, especially those identified for future residential and employment development, where infrastructure investment may lag until development occurs.

Solid waste and sanitation services are managed by the City of Stillwater's Waste Management Division, which provides weekly curbside pickup for residential customers and customized services for commercial customers. The City also operates the convenient collection center, a recycling center, and conducts annual household hazardous waste disposal events. Services are funded through utility billing and supported by capital investments in sanitation equipment and infrastructure.

Capacity and Vulnerability

Stillwater's electric grid is generally robust within its established neighborhoods and commercial corridors. However, growth areas, particularly west of Country Club Road, south of 32nd Avenue, and north of Lakeview Road, show sparse distribution of infrastructure. As development occurs in these areas, substation expansion, line extensions, and looped service routes may be necessary to maintain system reliability and support higher residential or employment densities.

Broadband access is sufficient for most central and mid-density neighborhoods, but service reliability and speed vary based on provider and location. Areas slated for future employment or mixed-use development may require improved fiber connectivity to support advanced telecommunications, home-based work, and institutional needs. The absence of a City-wide Digital Inclusion Plan or broadband infrastructure mapping creates a gap in assessing and addressing underserved zones.

Sanitation service is well-established across all developed areas within current City limits. However, service expansions into new subdivisions or commercial areas require coordination with development approvals and street acceptance to ensure efficient route integration and equipment sizing.

FUTURE LAND USE ALIGNMENT

The Future Land Use Map shows increased development intensity along the Perkins Road corridor, the western fringe of the City, and southern sectors near Stillwater Creek. These areas are poised for employment and low-to-moderate density residential development, which will require electric infrastructure extensions, fiber and high-speed internet availability, and sanitation route planning and scaling.

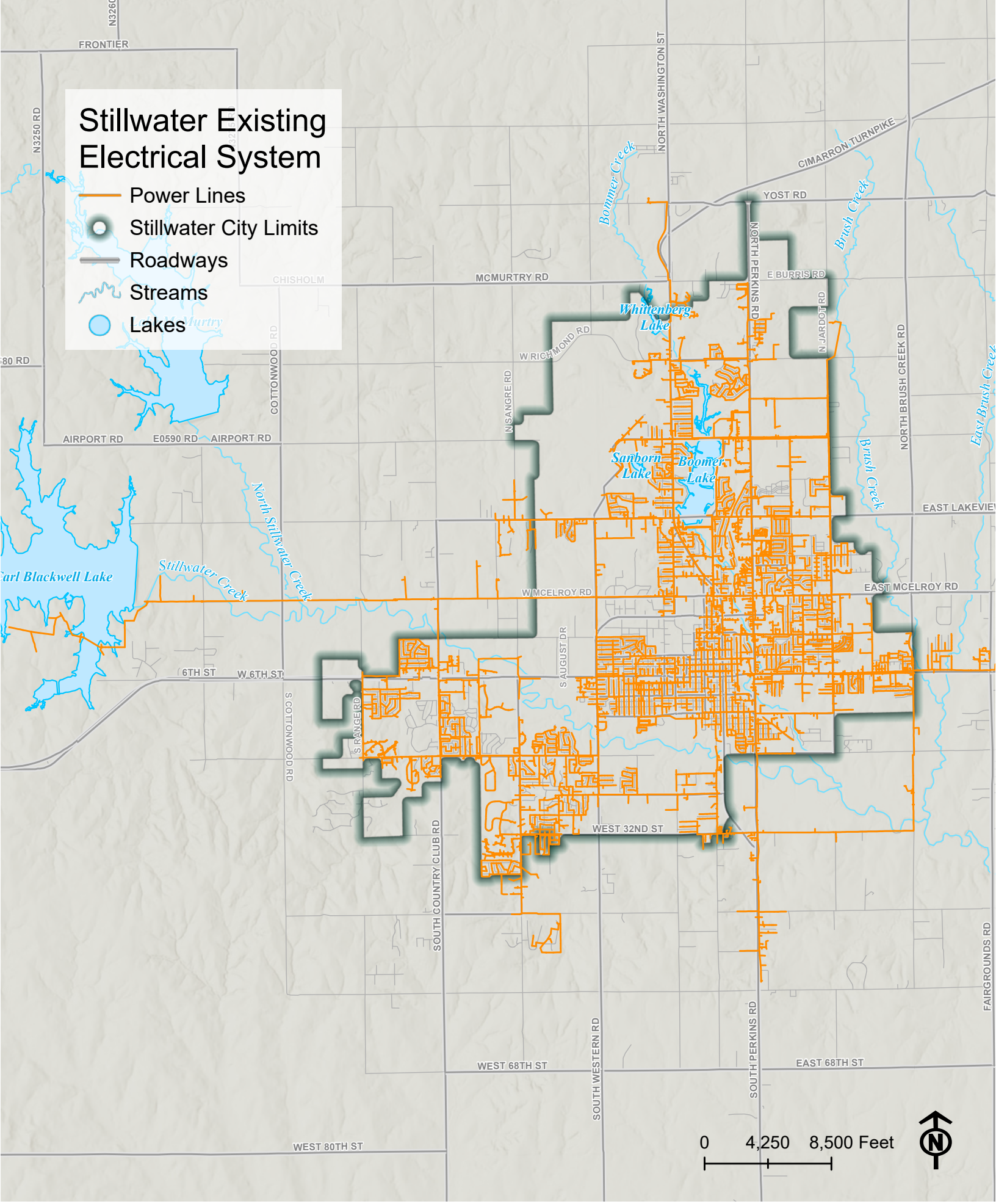
The expansion of mixed-use and campus-oriented neighborhoods will also necessitate resilient infrastructure and smart utility integration, such as underground power lines, high-speed connectivity, and sustainable waste practices.

THE FUTURE OF ENERGY

The City is committed to advancing renewable energy and community-wide energy savings. In 2021, City Council appointed a Renewable Energy Task Force to develop clean energy goals through a transparent and inclusive process. Over the next year, the task force worked with stakeholders to develop a plan and guidance on how Stillwater can pursue more sustainable, efficient, and resilient energy solutions.

Key initiatives include the City's LED Street Light Conversion project in 2024, which replaced approximately 4,400 fixtures with modern, energy-saving technology, and the Energy Efficiency Lighting Retrofit Program, which received more than $122,000 in state funding to retrofit over 1,200 fixtures and recycle outdated equipment at the Municipal Building.

Additional completed projects demonstrate the City's broad approach to energy savings, such as HVAC upgrades at the Municipal Building and Community Center, LED conversions at City facilities including Fire Station #1, the Airport, and Waste Management, and a joint project with Stillwater Public Schools to install energy-efficient lighting at Couch Park baseball and softball fields. Together, these efforts highlight Stillwater's dedication to conserving resources, reducing costs, and creating a healthier, more sustainable community for years to come.



Map 30. Existing Electrical System

PUBLIC FACILITIES

Existing System Overview

The City of Stillwater owns and manages a diverse network of public facilities that support government operations, community services, emergency response, and recreational and cultural programming. These facilities include City Hall, the Community Center, the Municipal Court, four fire stations, police headquarters, parks, the Stillwater Public Library, the Senior Activity Center, the Stillwater Regional Airport, the Armory, and the Animal Welfare facility. Most public facilities are concentrated in central Stillwater, with strong coverage near downtown, Oklahoma State University, and major corridors such as 6th Avenue and Perkins Road.

Facility operations and maintenance are guided by the City's Capital Improvement Program (CIP), which outlines priorities for renovation, replacement, and expansion based on departmental needs and funding availability. Additionally, long-range planning efforts such as the City's Strategic Plan and community-led initiatives like the restoration of the historic Washington School reflect a forward-looking approach to maintaining and enhancing public facilities.

Recent investments across a range of public service functions demonstrate the city's ongoing efforts to modernize infrastructure and provide equitable access to high-quality spaces. In the past several years, Stillwater has advanced capital projects that address aging facility conditions, growing demand for emergency response services, and the community's interest in activating public spaces.

Stillwater Community Center

Stillwater Public Library

Stillwater Fire Department

Capacity and Growth Analysis

Many of Stillwater's public buildings were constructed several decades ago and are beginning to show signs of functional obsolescence, particularly in terms of space efficiency, accessibility, energy performance, and overall suitability for evolving service needs. As the City grows in both population and physical footprint, these facilities will need to be adapted or replaced to accommodate greater demand, broader service expectations, and more diverse community needs

There is anticipated residential and employment growth in Stillwater's southwest, west, and northeast sectors, areas that are not yet fully served by existing City facilities. In addition to improving physical access to services, there is an increasing need for multipurpose spaces that offer flexible programming, co-located public services, and operational efficiency. Facilities such as fire stations, recreation centers, and community halls must be sited and sized to support these future neighborhoods, while core civic buildings near downtown will require modernization to handle expanded workloads and digital infrastructure upgrades.

Stillwater's approach to public facility planning also incorporates adaptive reuse and cultural preservation. The restoration of the historic Booker T. Washington School, currently underway with community support, is an example of how legacy public assets can be transformed to meet modern service needs while maintaining their cultural significance. In other cases, new construction has been necessary to replace outdated facilities or fill identified service gaps.

FUTURE LAND USE ALIGNMENT

As the Future Land Use Map guides Stillwater's physical expansion, it is clear that several growth areas lie beyond the reach of current public facility networks. Future land use designations in the southwest, northeast, and west suggest a need for expanded emergency response coverage, additional parks and recreation services, and new civic support spaces to serve growing residential and employment nodes.

To support these changes, the City should consider siting new fire stations, branch libraries, or multi-service centers in proximity to planned neighborhoods or activity hubs. The emphasis should be placed on ensuring geographic equity in facility access, reducing travel times for public services, and co-locating facilities when appropriate to maximize efficiency and reduce capital costs. Partnerships with Stillwater Public Schools, Oklahoma State University, or regional service providers may also help meet future facility demands in a fiscally responsible manner.

Ongoing and Recent Capital Projects

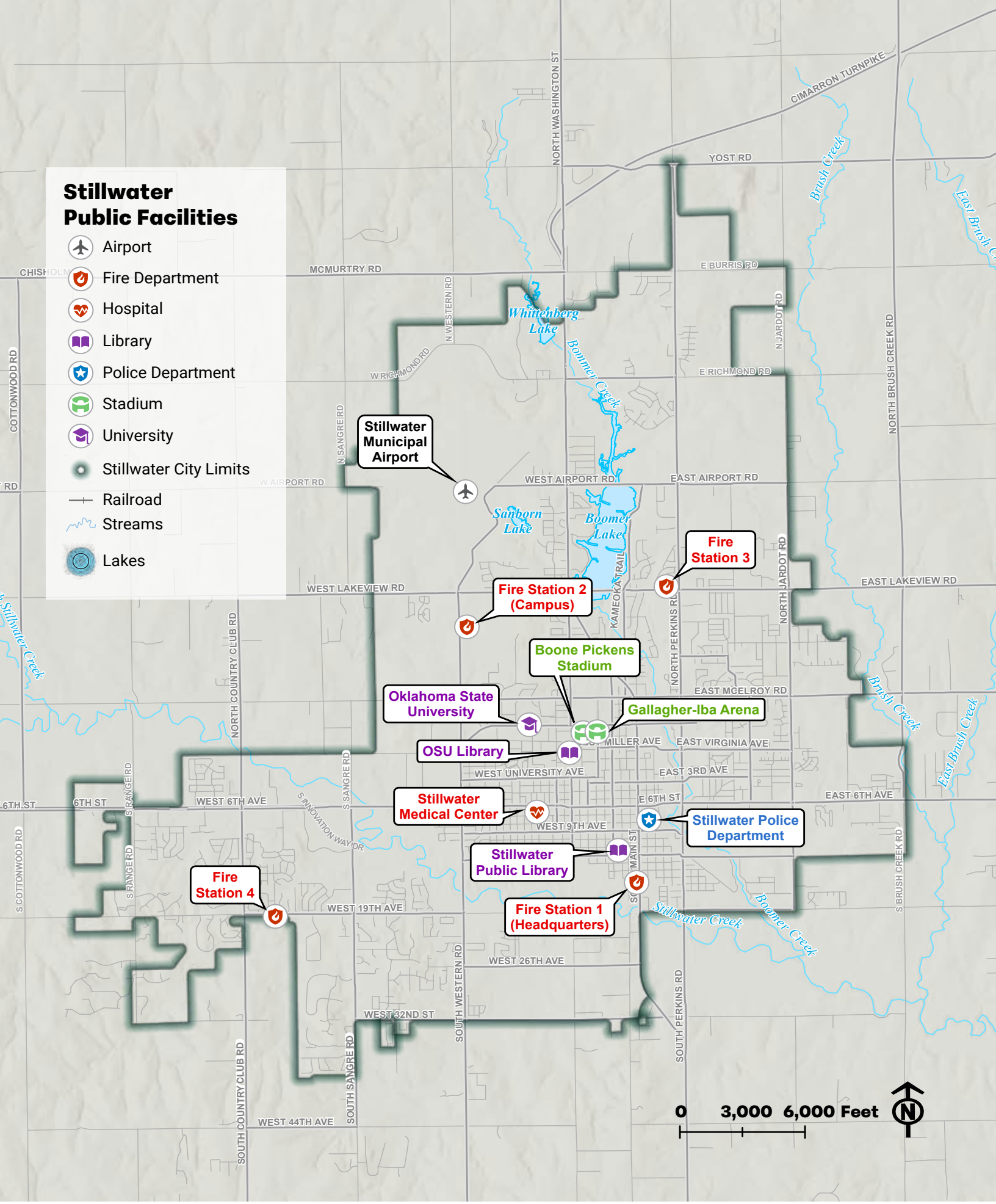
Stillwater has made notable progress in addressing its public facility needs through both bond-funded and community-supported projects. One of the most significant efforts is the replacement of the City's Animal Welfare facility, originally built in 1984. In April 2025, residents approved an $8.75 million General Obligation bond to construct a new, 12,000-square-foot shelter. The new building will triple the size of the current facility, resolve longstanding HVAC and drainage issues, and expand the City's capacity to provide humane animal services such as adoptions, education, and spay/neuter programs. The project was widely supported by residents and reflects the community's evolving expectations for animal care and public health infrastructure.

Another critical project is the replacement of Fire Station No. 2, funded by a $9 million voter-approved bond in 2022. The new station, constructed along Western Road on land leased from Oklahoma State University, provides modernized living quarters, drive-through apparatus bays, and upgraded training and meeting space. This new facility is designed to support long-term emergency response needs on the City's north and west sides, areas poised for future development.

Both of these projects, and numerous transportation projects, were funded through bonds as part of Stillwater's T.I.M.E. - Together Investing in Municipal Excellence - program, which has created opportunities for citizen input and utilized a T.I.M.E. Action Committee of citizens to ensure awareness of proposed projects and their funding needs is spread throughout the City. The transportation projects arising from T.I.M.E. were part of a new transportation sales tax that allocates revenues to fund these projects, increasing the total transportation sales tax from one-half cent to one cent, and extending its expiration date from 2026 to 2032.

In the heart of downtown, Stillwater is transforming Block 34 into a vibrant public gathering space. The project includes features such as gardens, a beer garden and picnic area, and the Musicians Walk of Fame, and will be programmed to host mobile vendors and cultural events. Construction began in early 2024 and was opened to the public on July 26, 2025.

Finally, although not a public facility in the traditional sense, the City's investment in critical utility infrastructure, such as the $28 million water treatment plant upgrade and the broader $210 million water system improvement initiative, reinforces Stillwater's commitment to maintaining foundational public services that support health, safety, and livability for decades to come.



Map 31. Public Facilities

CRIME AND EMERGENCY SERVICES

Existing Systems Overview

Stillwater provides public safety services through a combination of police, fire, emergency medical services (EMS), and emergency management functions. These services are delivered by the Stillwater Police Department (SPD), the Stillwater Fire Department (SFD), and the Stillwater Emergency Management Agency (SEMA), with support from Stillwater Medical Center's emergency care facilities.

Stillwater's law enforcement operations are managed through SPD's Services Bureau, which includes dispatch, detention, training, community engagement, code enforcement, and records. The Stillwater Fire Department operates multiple fire stations (including Fire Station No. 2, opened on July 22, 2025) and provides fire suppression, EMS response, hazardous materials management, and rescue operations.

The Stillwater Emergency Management Agency (SEMA) oversees preparedness, response coordination, hazard mitigation, and community education. SEMA maintains the City's Emergency Operations Plan (EOP) and uses tools like Be Informed Stillwater, a public alert system that notifies residents during emergencies and severe weather.

EMS services are supported by Stillwater Medical Center, which provides 24-hour emergency care and specialized trauma treatment.

Crime Patterns and Public Safety

Crime data from the Oklahoma State Bureau of Investigation (OSBI) and City public records indicate that Stillwater experiences moderate crime rates compared to state averages, with incidents largely concentrated near higher-density neighborhoods and commercial corridors.

Stillwater's most commonly reported crimes include:

- Property crimes (theft, burglary, vandalism),
- Assault and domestic incidents, and
- Alcohol- and drug-related offenses, particularly in university-adjacent areas.

Violent crime rates are lower than national averages, and the City maintains an active community policing program that includes public education, neighborhood engagement, and specialized training for officers.

Year	Persons (Violent Crimes)	Property Crimes	Society Crimes
2018	493	1,823	877
2019	541	1,866	603
2020	516	2,284	298
2021	652	1,740	493
2022	558	1,680	568
2023	566	1,393	546

Sources: United Way of Payne County, Oklahoma State Bureau of Investigation

In addition to routine enforcement, SPD provides:

- Specialized units for drug enforcement and traffic control,
- Training programs focused on de-escalation, mental health response, and diversity awareness, and
- Crisis intervention resources in partnership with local health providers.

FUTURE LAND USE ALIGNMENT

Stillwater's planned growth, especially in the southwest (32nd Avenue corridor), northeast (Richmond Road area), and west of the airport, will require expanded public safety infrastructure to maintain current service levels. Strategic siting of new fire stations and possible substation locations for law enforcement will be necessary as population density increases outside the current service footprint.

Infill development near campus, downtown, and along Perkins Road may also require expanded community policing and public engagement programming to manage the intersection of nightlife, student populations, and pedestrian activity.

Emergency Services and Response

The Stillwater Fire Department is the City's primary responder for fire and EMS incidents. The department maintains a staff of cross-trained firefighters and paramedics, allowing for integrated emergency response. The construction of a new Fire Station No. 2, funded by a 2022 bond, will significantly improve coverage in northwestern Stillwater and reduce response times to emerging residential and commercial areas.

Response times across the City remain within national best-practice thresholds, but growth to the south, west, and northeast will place added pressure on existing stations. The need for an additional fire station, or expansion of mutual aid agreements, may emerge as these areas build out.

SEMA plays a critical role in coordinating emergency preparedness across City departments. The agency conducts mock disaster exercises, maintains hazard mitigation plans, and leads public outreach campaigns on topics such as tornado preparedness, flood risk, and extreme weather events.

GOALS

Goal	Guiding Principles			
	Connect Stillwater	Thrive Stillwater	Identify Stillwater	Realize Stillwater
Maximize the Value of Existing Infrastructure Ensure that existing infrastructure is used for development before extending new utilities		◆		◆
Diversify the Water Supply Increase the resilience of Stillwater's fresh water supply through diversified sourcing and redundancy in pipe networks	◆	◆		◆
Create Nodes of Public Infrastructure Locate community amenities and public service centers in proximity to one another for ease of maintenance and accessibility for citizens	◆			◆
Ensure all Levels of Service can be Met Account for projected growth when allocating resources for core public services	◆	◆		◆
Prepare for Hazards Align long range plans and policies with best practices in resiliency and hazard mitigation		◆		◆

IMPLEMENTATION

FROM VISION TO REALITY

Envision Stillwater 2045 is not intended to sit on a shelf or become a paperweight. It is intended to be a living document, and everyone with a stake in the future of Stillwater should be able to refer to the Plan's analyses and recommendations over the next few decades when making decisions about development and capital improvements.

As such, this Chapter outlines specific action items that the City and its partners can perform to achieve the goals of this Plan, live up to its values, and ultimately realize the vision it establishes for the community.

Using this Chapter

The table beginning on the next page encompasses action items from each Chapter, and assigns an estimated timeframe to implement those actions. It also clarifies the type of action each item is - meaning, whether the recommendation requires regulatory changes, the adoption of new policies, the establishment or leveraging of partnerships, or the expenditure of capital resources. Finally, it proposes what entity within the City and its partners is primarily responsible for pursuing that action item, and what collaboration may be useful.

Action Items for each chapter are enumerated, and are coded as follows, with the XX's serving as placeholders for numbers:

Land Use is LU - XX

Transportation and Mobility is TM - XX

Housing and Neighborhoods is HN - XX

Economic Development & Redevelopment is ED - XX

Community Character, Arts, and Culture is CC - XX

Infrastructure, Public Facilities, and Services is IN - XX

Action items are also assigned a timeframe and a priority level. Short-term action items are those which can likely be initiated and completed within five years of adoption of Envision Stillwater 2045. Mid-term action items can likely be initiated and completed within six to twelve years. Long-term action items will likely take over twelve years to initiate and complete. Ongoing action items describe those which recommend continuous effort and investment without a clear point of completion.

Priority 1 items are those which, regardless of how long they will likely take to complete, should be the focus of City resources more urgently than priority 2 or priority 3 items, which require less urgent investment.

In essence, decision makers can use this Chapter to answer a question that may be asked throughout a reading of the rest of the Plan - "What do we do about this?" Each analysis or recommendation within the Plan's narrative translates to an Action Item in this table.

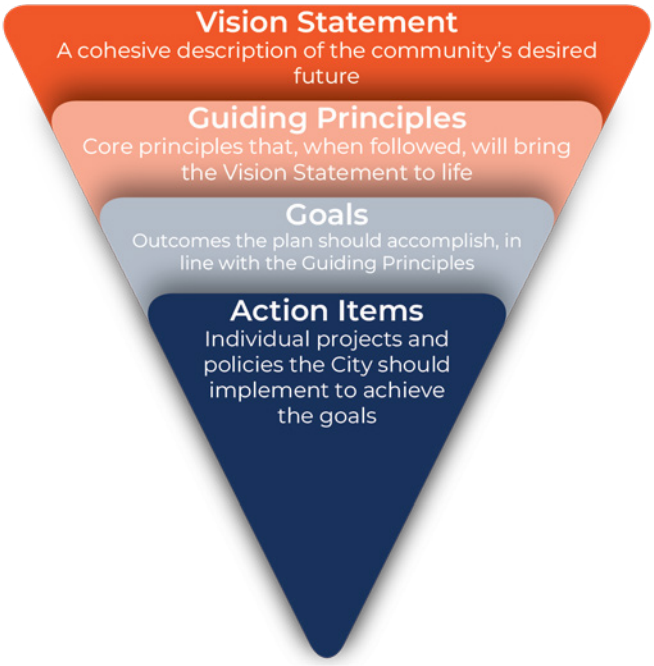


Figure 89. *Vision-to-Action Funnel*

Implementation Table

Rec.	Action Items	Implementation Timeframe				Action Type	Key Entity and Partnerships
		Short-term	Mid-term	Long-term	Ongoing		
LU - 01	Establish mixed-use and multifamily regulations that facilitate a Dining and Entertainment District along Main Street between 6th and 10th supported by diverse Downtown housing options	1				Regulatory	Planning
LU - 02	Develop and implement a parking management program, especially around key districts	1				Regulatory	Planning
LU - 03	Rezone properties with updated regulations to ensure redevelopment is consistent with the FLUP and other plans and studies				2	Regulatory	Planning
LU - 04	Preserve the character and aesthetic of the Westwood neighborhood and engage in further study to identify key neighborhoods for preservation	1				Regulatory	Planning
LU - 05	Update development regulation to encourage and incentivize block-level redevelopment without impeding single-lot redevelopment	1				Regulatory	Planning
LU - 06	Update development regulations to create buffers as transitions between incompatible land uses	1				Regulatory	Planning
LU - 07	Establish design standards for multifamily, mixed-use, and non-residential facades, parking facilities, driveways, site landscaping, lighting, etc. to protect single-family neighborhoods	1				Regulatory	Planning

Figure 90. *Implementation Table*

Rec.	Action Items	Implementation Timeframe				Action Type	Key Entity and Partnerships
		Short-term	Mid-term	Long-term	Ongoing		
LU - 08	Review and update the zoning ordinance to reflect land use categories introduced in this plan. Review and update the existing zoning ordinance to allow for the mix of appropriate development types, densities, intensities, and scales classified within each land use category. See the Code Diagnostic for detailed recommendations.	1				Regulatory	Planning
LU - 09	Create and enact an Historic Preservation ordinance			3		Regulatory	Planning
LU - 10	Pursue a land use pattern that supports walkable neighborhoods				2	Policy	Planning
LU - 11	Establish an internal decision-making policy, understood by all parties in a development application process, which realizes the FLUP	3				Administrative	Planning

Rec.	Action Items	Implementation Timeframe				Action Type	Key Entity and Partnerships
		Short-term	Mid-term	Long-term	Ongoing		
LU - 12	Review and update City ordinances to create design standards along floodplains Establish design standards for buildings and infrastructure improvements along identified floodplains to protect natural topography and tree stands, and to mitigate impacts on the floodplain and ecology of nearby water bodies. Update flood damage prevention regulations.	1				Regulatory	Planning
LU - 13	Create a comprehensive geospatial database/inventory of trails and sidewalks Create a GIS-based Citywide sidewalk and trail inventory that can be used for maintenance and to determine where dedication is necessary with new development.			3		Capital Investment	Planning
LU - 14	Review and update City ordinances for market-supported low impact development patterns and preservation of natural areas	1				Regulatory	Planning
LU - 15	Review and update City ordinances to allow development of diverse housing options	1				Regulatory	Planning

Rec.	Action Items	Implementation Timeframe				Action Type	Key Entity and Partnerships
		Short-term	Mid-term	Long-term	Ongoing		
TM - 01	Reserve right-of-way for pedestrian network enhancements to connect downtown, campus and other key destinations as shown in the 2045 Stillwater Trails Plan map.				1	Capital Investment	Planning
TM - 02	Construct pedestrian network enhancements to connect downtown, campus and other key destinations as shown in the 2045 Stillwater Trails Plan map.			2		Capital Investment	Planning
TM - 03	Guide and update prioritization of capital projects in current CIP using adopted master plans.				1	Policy	Planning
TM - 04	Identify and prioritize sidewalk projects to expand safe pedestrian infrastructure and support a complete pedestrian network.				1	Capital Investment	Planning
TM - 05	Implement asset management system to identify and prioritize needed maintenance of existing sidewalks.			3		Policy	Planning
TM - 06	Implement wayfinding standards to support all modes connecting neighborhoods, employment and other destinations.	1				Capital Investment	Planning
TM - 07	Update Design and Construction Standards as informed by the 2025 Thoroughfare Design Standards.	1				Regulatory	Engineering
TM - 08	Update the roadway functional classification map.			3		Capital Investment	Engineering Public Works
TM - 09	Continue coordination of traffic control with OSU for large events or increased traffic demand, balancing the needs of businesses that rely on increased visitor trips with efficient and safe circulation.				1	Partnerships	Planning
TM - 10	Commission a study to understand latent demand and priority improvements for expanded public transit options (see also TM - 13)		2			Policy	Planning

Rec.	Action Items	Implementation Timeframe				Action Type	Key Entity and Partnerships
		Short-term	Mid-term	Long-term	Ongoing		
TM - 11	Update the 2009 Multi-Use Trail and On-Street Bicycle Master Plan to support and manage the continued growth of the active transportation network.		2			Policy	Planning
TM - 12	Consider Complete Streets Policy to guide decision making regarding safe expansion of the network.			3		Policy	Planning
TM - 13	Coordinate with OSU-Stillwater Community Transit and existing micromobility offerings to expand and bridge transportation options within the whole community (see also TM - 10)			2		Partnerships	Planning
TM - 14	Address site-specific congestion and signalization issues with safety and capacity enhancements at adjacent intersections.				1	Policy	Engineering Public Works
HN - 01	Establish regulatory and enforcement controls for short-term rentals	1				Regulatory	Planning
HN - 02	Establish special, incentivized standards for workforce housing (60% to 120% of area median household incomes), such as lot size, setbacks, density, parking and lot coverage		2			Policy	Planning
HN - 03	Enable expansion of the total housing supply	1				Policy	Planning
HN - 04	Enable provision of housing in all price ranges	1				Policy	Planning
HN - 05	Update development regulations to allow greater diversity of housing types	1				Regulatory	Planning
HN - 06	Invest in more robust code enforcement capabilities			1		Administrative	Planning
HN -07	Develop effective protocols and techniques for code enforcement procedures	1				Policy	Planning

Rec.	Action Items	Implementation Timeframe				Action Type	Key Entity and Partnerships
		Short-term	Mid-term	Long-term	Ongoing		
HN - 08	Identify and establish programs and incentives such as grants or low-interest loans for the rehabilitation of dilapidated homes		3			Funding	Planning
HN - 09	Evaluate the cost-benefit ratio of infrastructure assistance programs for housing developers such as tax rebates, reimbursement of developer costs for certain infrastructure, and others		3			Funding	Planning
HN - 10	Study and analyze building construction codes and compare to other Oklahoma communities and the Oklahoma Universal Building Code to identify burdensome requirements and inadequate standards	1				Regulatory	Planning
HN -11	Streamline and clarify the permitting process for all development including residential	1				Administrative	Planning
HN -12	Explore partnerships with nonprofit and private sector homebuilders and housing development experts to expand supply of low-cost housing		2			Partnerships	Planning
HN -13	Update development regulations to require public amenities that contribute to neighborhood completeness such as sidewalks, bike infrastructure, and streetscape features	1				Regulatory	Planning
HN -14	Study the potential benefits and drawbacks of establishing a fee-in-lieu-of-construction program for gathering spaces and parks in new neighborhoods		2			Policy	Planning
HN -15	Update development regulations to enable the construction of private amenities that contribute to neighborhood completeness such as grocery stores, clinics, and third places	1				Regulatory	Planning

Rec.	Action Items	Implementation Timeframe				Action Type	Key Entity and Partnerships
		Short-term	Mid-term	Long-term	Ongoing		
ED - 01	Establish a framework of uniform success metrics for economic development	1				Policy	City Manager's Office
ED - 02	Streamline and clarify responsibilities among regional economic development organizations	1				Partnerships	City Manager's Office
ED - 03	Attract and promote small and medium-sized businesses that do not require significant upgrades to existing infrastructure		1			Administrative	City Manager's Office
ED - 04	Partner with real estate developers to increase the supply of office, commercial, and industrial space		2			Partnerships	City Manager's Office Planning
ED - 05	Create an environment accommodating of new restaurants, retail stores, and entertainment offerings			1		Policy	City Manager's Office Planning
ED - 06	Actively recruit new restaurants, retail stores, and entertainment offerings	1				Administrative	City Manager's Office
ED - 07	Invest in public amenities that attract surrounding private development				1	Capital Investment	City Manager's Office Planning
ED - 08	Prioritize infill development				1	Policy	Planning

Rec.	Action Items	Implementation Timeframe				Action Type	Key Entity and Partnerships
		Short-term	Mid-term	Long-term	Ongoing		
CC - 01	Invest in maintaining Block 34 as a central gathering place for the City				1	Capital Investment	Planning Parks & Comm. Resources
CC - 02	Establish streetscape plans and design standards to ensure the inclusion of key amenities like lighting, seating, shade, and waste receptacles		3			Policy	Planning
CC - 03	Plan for a Main Street dining and entertainment district between 6th and 12th			3		Policy	Planning
CC - 04	Establish and implement desgin guidelines to promote façade improvements		1			Regulatory	Planning
CC - 05	Evaluate the possibility of façade improvement incentives	1				Funding	Planning
CC - 06	Review and update civic brand standards and implement branded wayfinding at major and minor gateways and destinations				1	Policy Capital Investment	Planning Communications
CC - 07	Deploy phased streetscape program for 6th Ave Corridor			3		Capital Investment	Planning
CC - 08	Develop streetscape plans for Washington St from 6th to University (the Strip)		3			Policy	Planning
CC - 09	Implement gateway features at Hester/Monroe and Main Streets downtown	2				Capital Investment	Planning
CC - 10	Prioritize the inclusion of public green spaces around key developments in and near Downtown				2	Policy	Planning

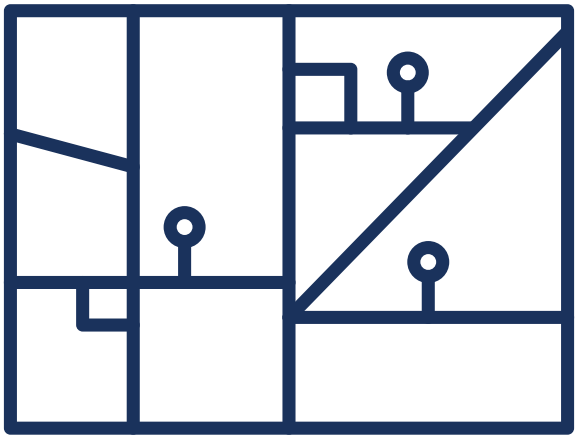
Rec.	Action Items	Implementation Timeframe				Action Type	Key Entity and Partnerships
		Short-term	Mid-term	Long-term	Ongoing		
CC - 11	Ensure perpetuity of maintenance and operational resources for public open spaces			1		Funding	Planning Parks & Comm. Resources
CC - 12	Explore and expand partnerships and resources to create public art of all scales throughout the City				2	Partnerships	Planning
CC - 13	Provide both active and passive public spaces and greenspace			2		Capital Investment	Planning
CC - 14	Leverage public and active transportation to pursue improved public health outcomes		1			Capital Investment	Planning
CC - 15	Explore placemaking and redevelopment opportunities in the North Boomer Road area	1				Policy	Planning
CC - 16	Support use of a central digital hub for resource and information sharing among mission-driven organizations		3			Partnerships	Planning
CC - 17	Evaluate permitting for festivals and events and streamline the process where possible	1				Regulatory	Planning
IN - 01	Develop an asset management strategy- collecting data on pipe age, material, and condition to support citywide water asset inventory; prioirtize aging infrastrucutre in tandem with system expansion	1				Administrative	Engineering Water Utilities
IN - 02	Expand storage and pumping redundancy to avoid single points of failure and maintain pressure, such as completing the Lake McMurtry pipeline, pump station upgrades, and storage expansions				1	Capital Investment	Engineering Water Utilities

Rec.	Action Items	Implementation Timeframe				Action Type	Key Entity and Partnerships
		Short-term	Mid-term	Long-term	Ongoing		
IN - 03	Update Wastewater Master Plan				1	Policy	Engineering Water Utilities
IN - 04	Continue I&I Mitigation Efforts, focusing on older neighborhoods with clay pipe networks, and expanding pipe lining and manhole rehab programs			2		Capital Investment	Engineering Water Utilities
IN - 05	Invest in WWTP resilience and technology				1	Capital Investment	Engineering Water Utilities
IN - 06	Develop a comprehensive Stormwater Master Plan				2	Policy	Engineering Stormwater Planning
IN - 07	Target underserved drainage areas for phased expansion			3		Capital Investment	Engineering Stormwater Planning
IN - 08	Use soil plasticity data to inform the placement of green infrastructure and reduce reliance on traditional hard infrastructure where infiltration potential is low			3		Policy	Engineering Stormwater Planning
IN - 09	Improve flood resilience with updated detention standards. Review and revise design standards to improve flow attenuation, reduce erosion, and ensure multi-functional use of drainage corridors			2		Policy	Engineering Stormwater Planning
IN - 10	Integrate Stormwater Planning into Development Review. Ensure developers contribute to off-site detention and coordinated conveyance improvements. Use LOMC and FEMA floodplain data to guide site approvals and long-term maintenance agreements			3		Policy	Engineering Stormwater Planning

Rec.	Action Items	Implementation Timeframe				Action Type	Key Entity and Partnerships
		Short-term	Mid-term	Long-term	Ongoing		
IN - 11	Plan for electric grid expansion in growth areas			3		Capital Investment	Electric Utilities
IN - 12	Incorporate underground power distribution and smart meters in new developments. Encourage backup power solutions for key public facilities and emergency infrastructure				2	Policy	Electric Utilities
IN - 13	Identify gaps in access (e.g., fire protection, library use, senior services) and plan phased expansion into growth areas		1			Policy	Planning
IN - 14	Expand funding tools and partnerships by exploring new capital funding mechanisms including grants, public-private partnerships, or multi-purpose bonds tied to other infrastructure efforts			2		Funding	Planning
IN - 15	Regularly update the Emergency Operations Plan (EOP), invest in simulation-based training, and reinforce public communication systems to strengthen emergency preparedness and interdepartmental coordination			2			


COMMUNITY
Tell us how you feel about each statement by placing one sti
Agree
Neutral
Stillwater has a unique and positive community
It's easy to tell when I'm entering or within Stillwater because of entryw
There are enough places to visit with friends, have a picnic,
Overall, I think Stillwater is an attractive com
Stillwater projects a positive image to people traveling along

APPENDIX A: COMMUNITY ENGAGEMENT



LAND USE AND DEVELOPMENT

DIGITAL INPUT

Survey Results

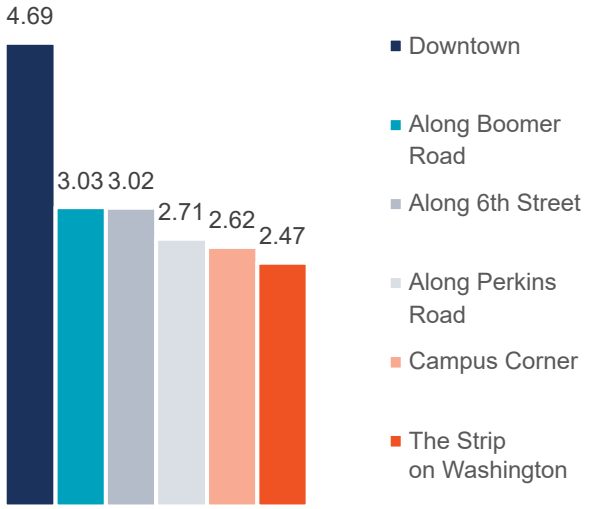


Figure 101. *Online Survey Responses to "In which of these areas is mixed-used development appropriate as a tool to promote future economic vitality?" (Average rank)*

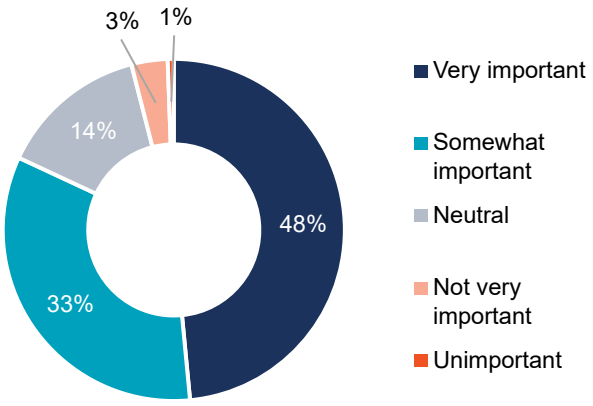


Figure 102. *Online Survey Responses to "How important is it that neighborhoods have convenient proximity and access to public amenities like parks, splash pads, plazas, etc."*

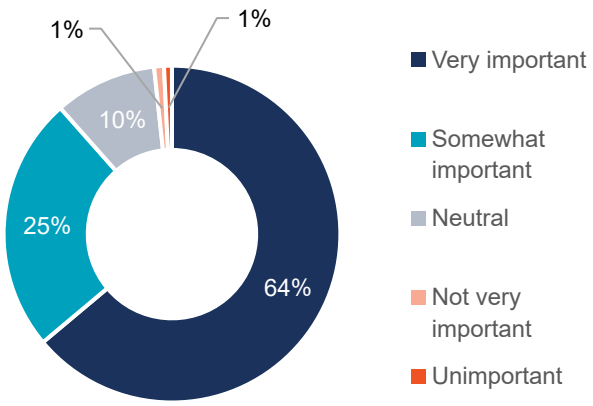


Figure 103. *Online Survey Responses to "How important is infill development to the future of Stillwater's growth?"*

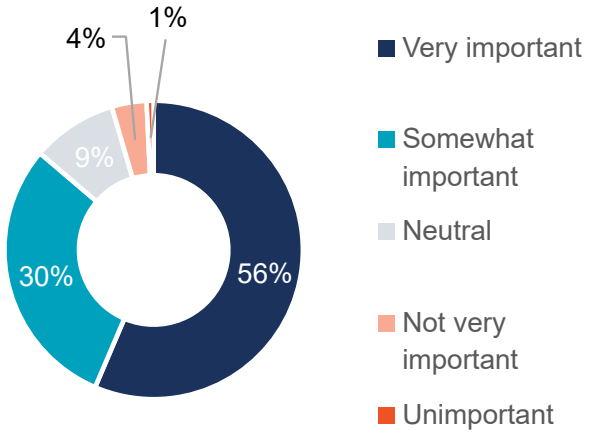


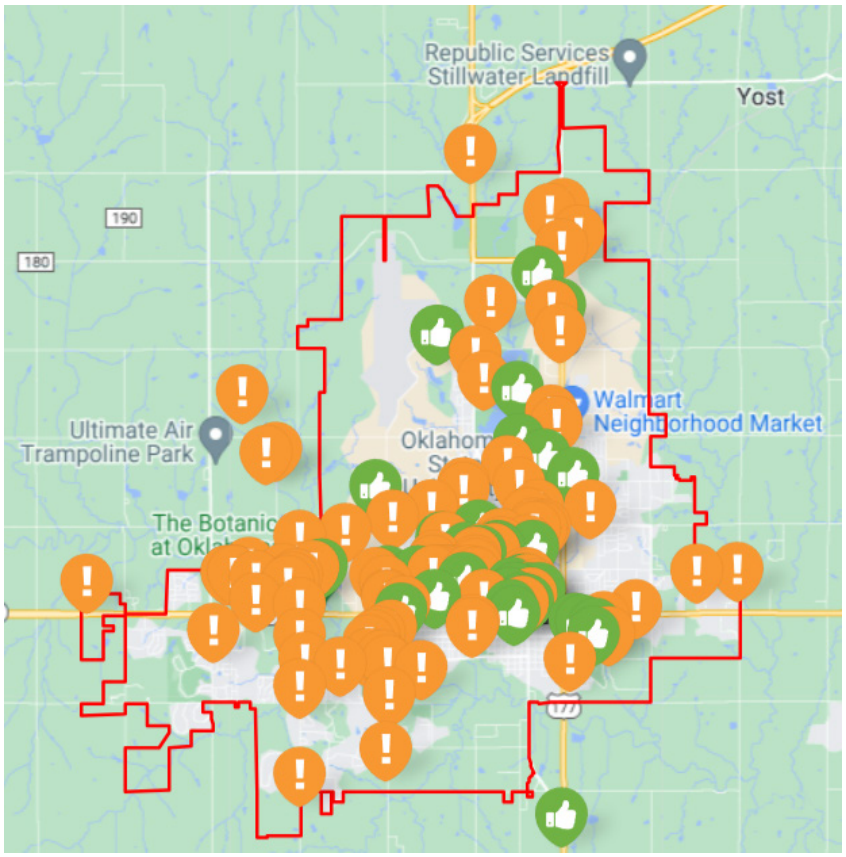
Figure 104. *Online Survey Responses to "How important is it that neighborhoods have convenient proximity and access to essential private services like grocery stores, pharmacies and clinics, childcare, tailors, small cafes, etc.?"*

Interactive Map Results

149 total pins have been placed on the map. Of these, only one makes direct reference to land use.

Insights

While many of the comments specifically addressed topics other than land use, many of the expressed desires and identified challenges are impacted by the future land use plan. One comment did specify the area around downtown on Main Street as an area where mixed-use downtown-style buildings should be prioritized.



Ideas Wall Results

10 ideas were posted that were tagged as Land Use related, and 1 reply was posted to an existing idea.

Insights

3 of these ideas sought to ensure sufficient land was allocated to parks and green space.

3 discussed issues of transportation, one being more relevant to the transportation chapter itself by calling for more robust public transit, and the other two considering the interrelated nature of land use and transportation.

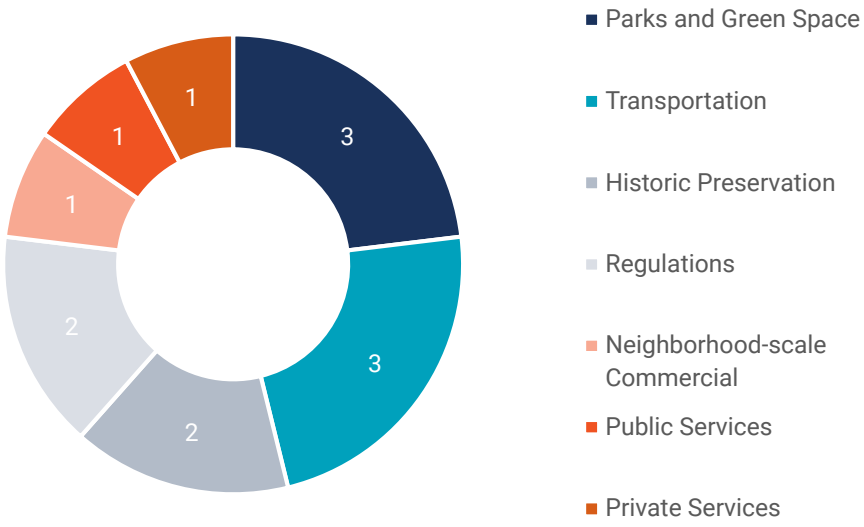


Figure 105. *Ideas Wall comments related to land use*

2 comments urged the preservation of existing neighborhoods, especially those with historic character.

2 comments discussed regulations and their administration, namely zoning and the role of the planning commission in realizing the zoning code.

1 comment advocate for walkable access to commercial services of an appropriate scale and intensity to be sited near neighborhoods, and another suggested siting city services and non-profit institutions along the 12th Avenue corridor.

IN-PERSON INPUT

Public Launch

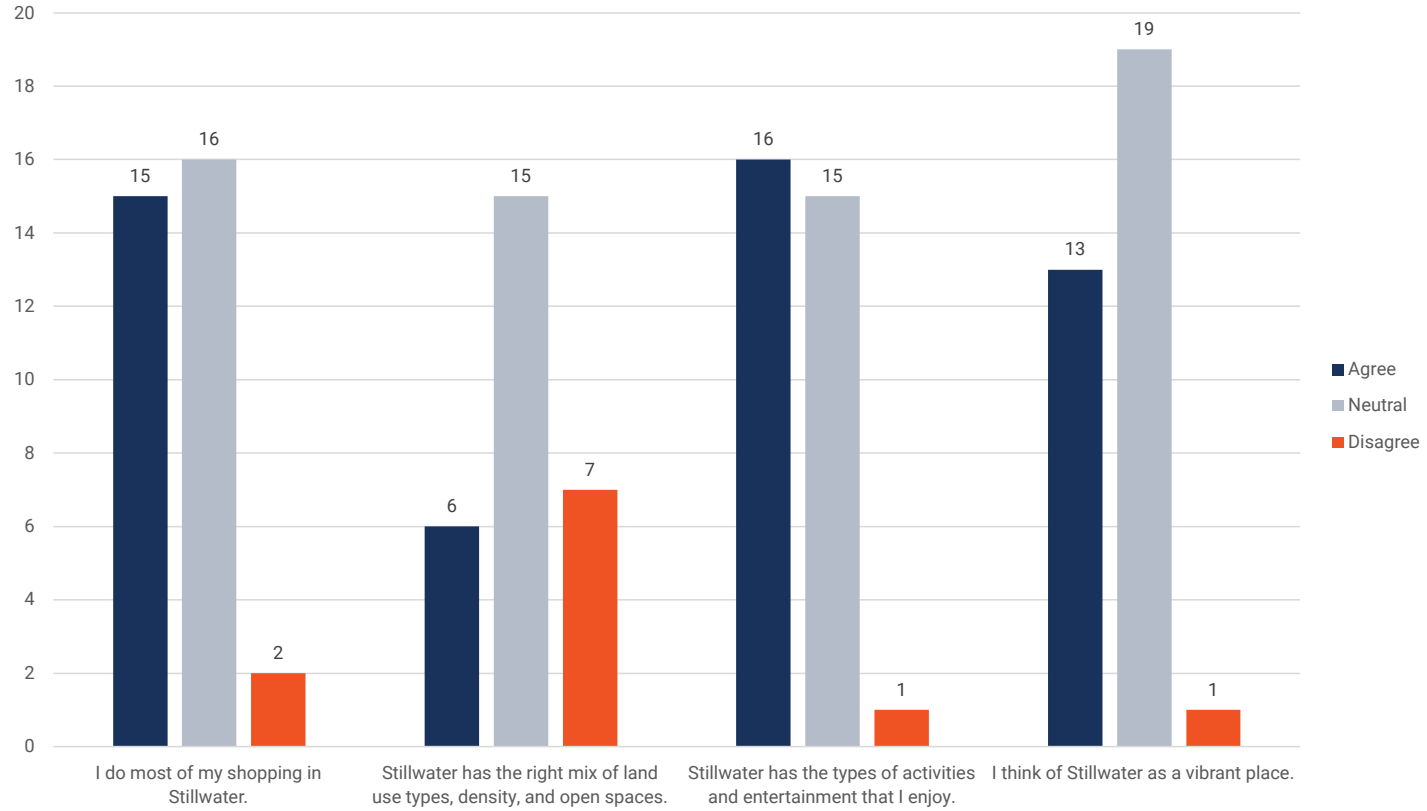
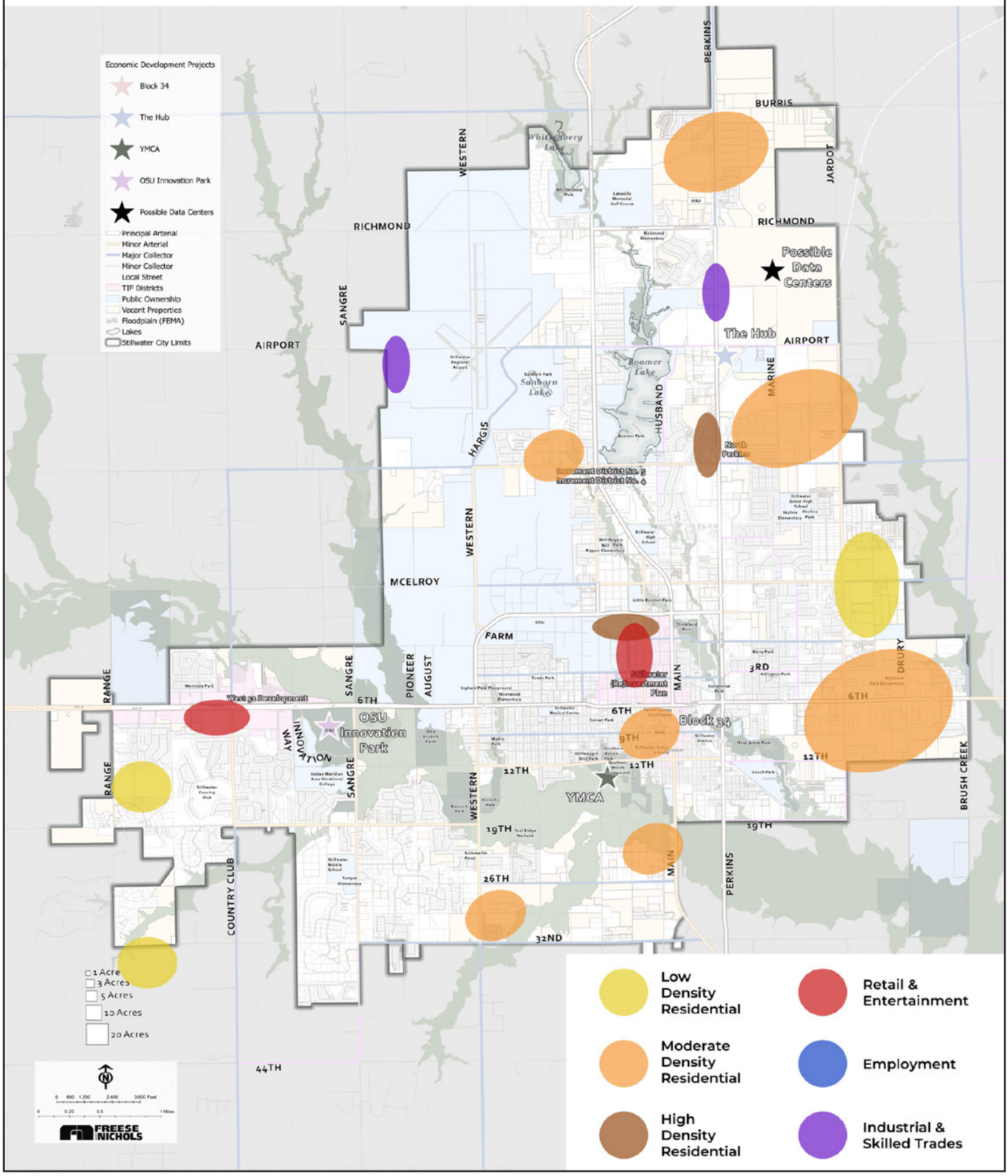


Figure 106. *Results of the Land Use board from the Public Launch*

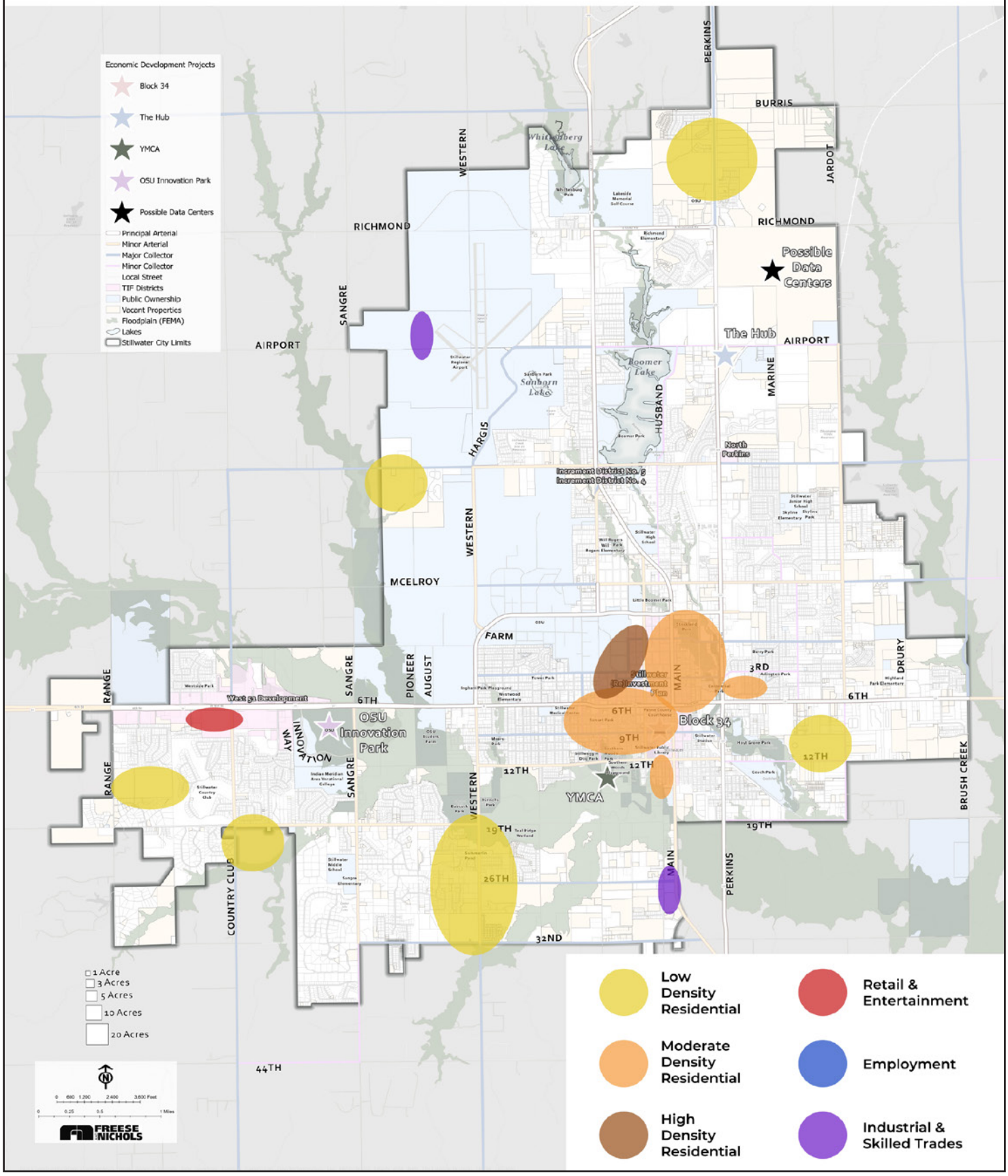
Scenario 1: East Edge Residential

Moderate Density Residential Nodes
Retail-focused Economic Development



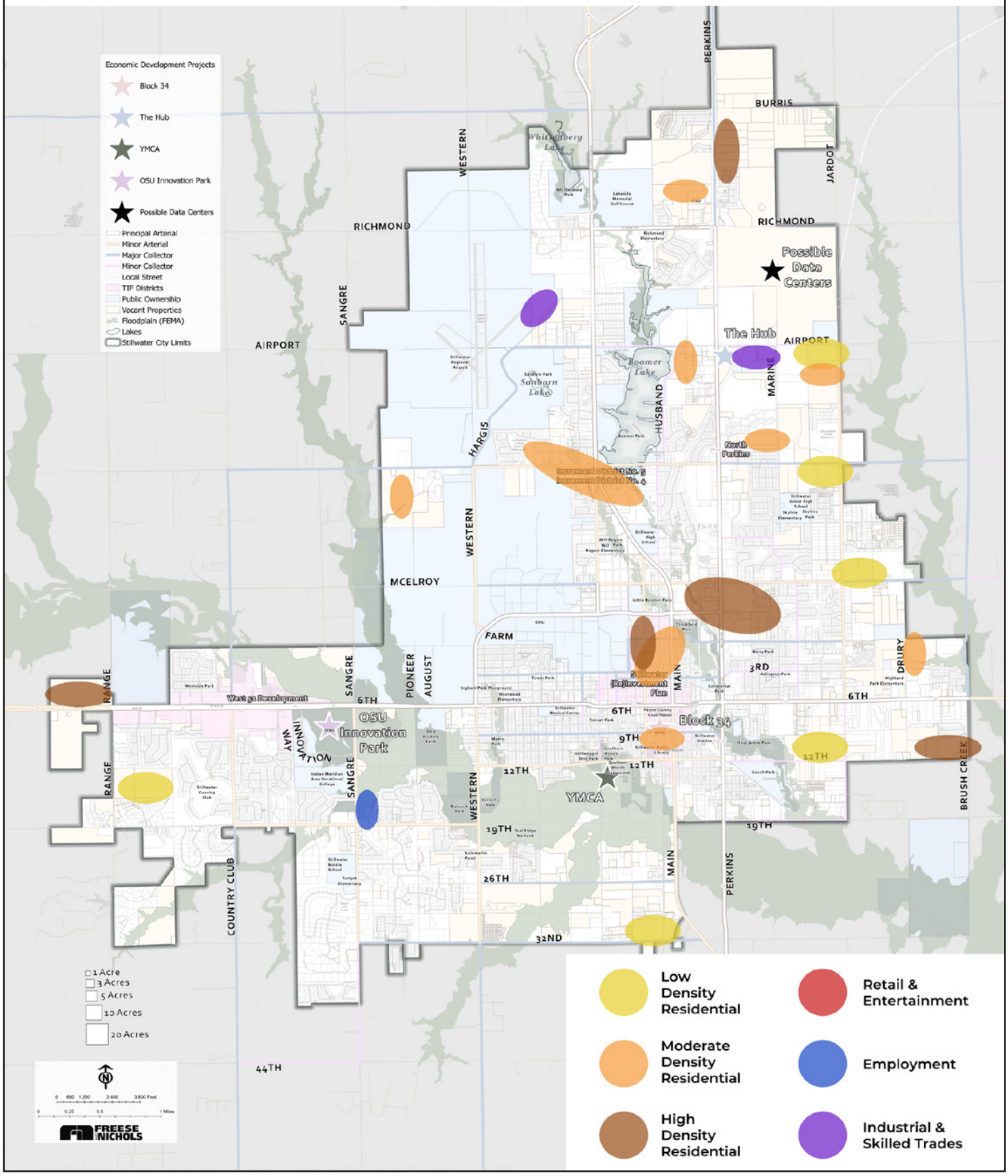
Scenario 2: Center of Mass

Moderate Density Core Redevelopment
Industrial and Trade-focused Economic Development



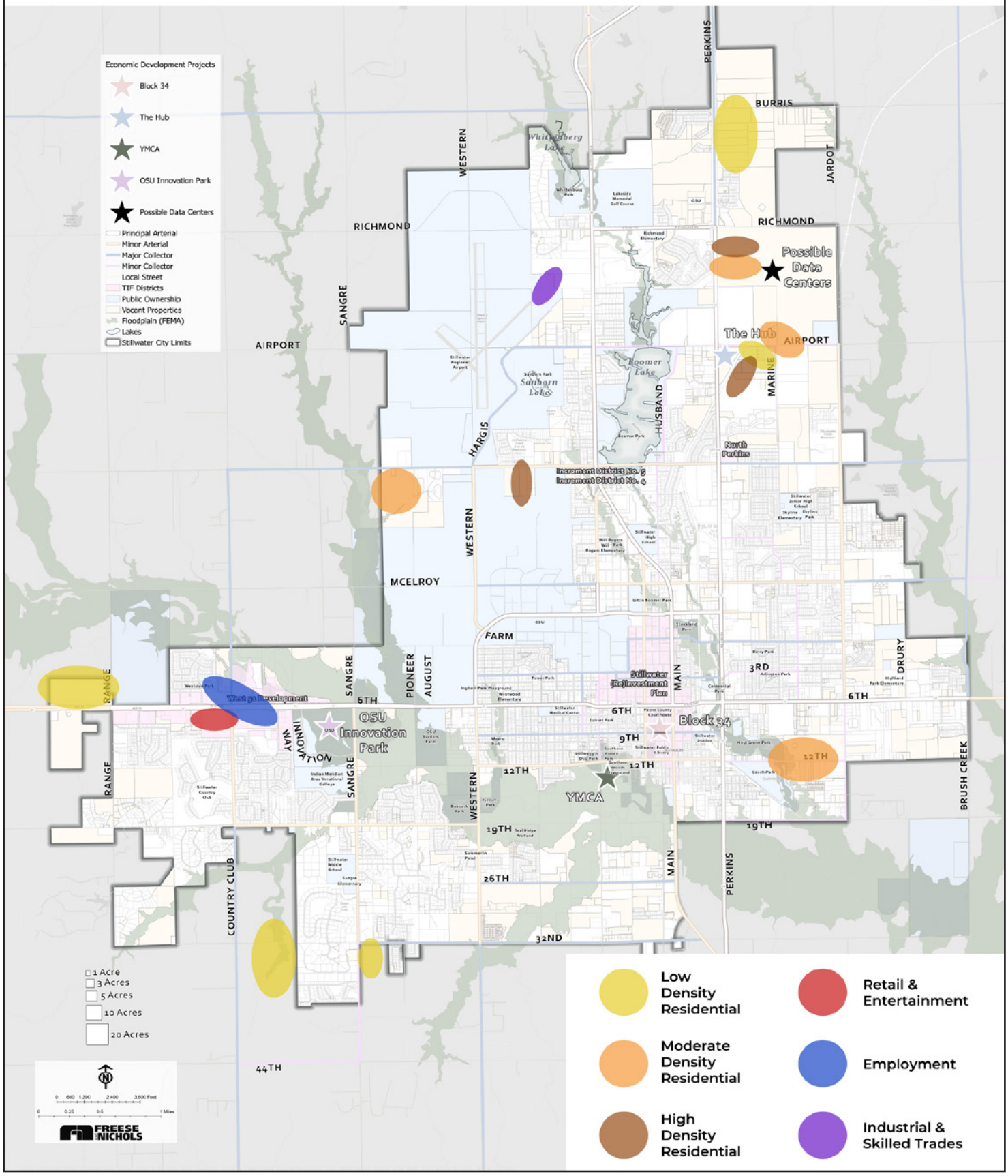
Scenario 3: The Kitchen Sink

Diffuse Residential Development of All Densities
Industrial and Trade-focused Economic Development

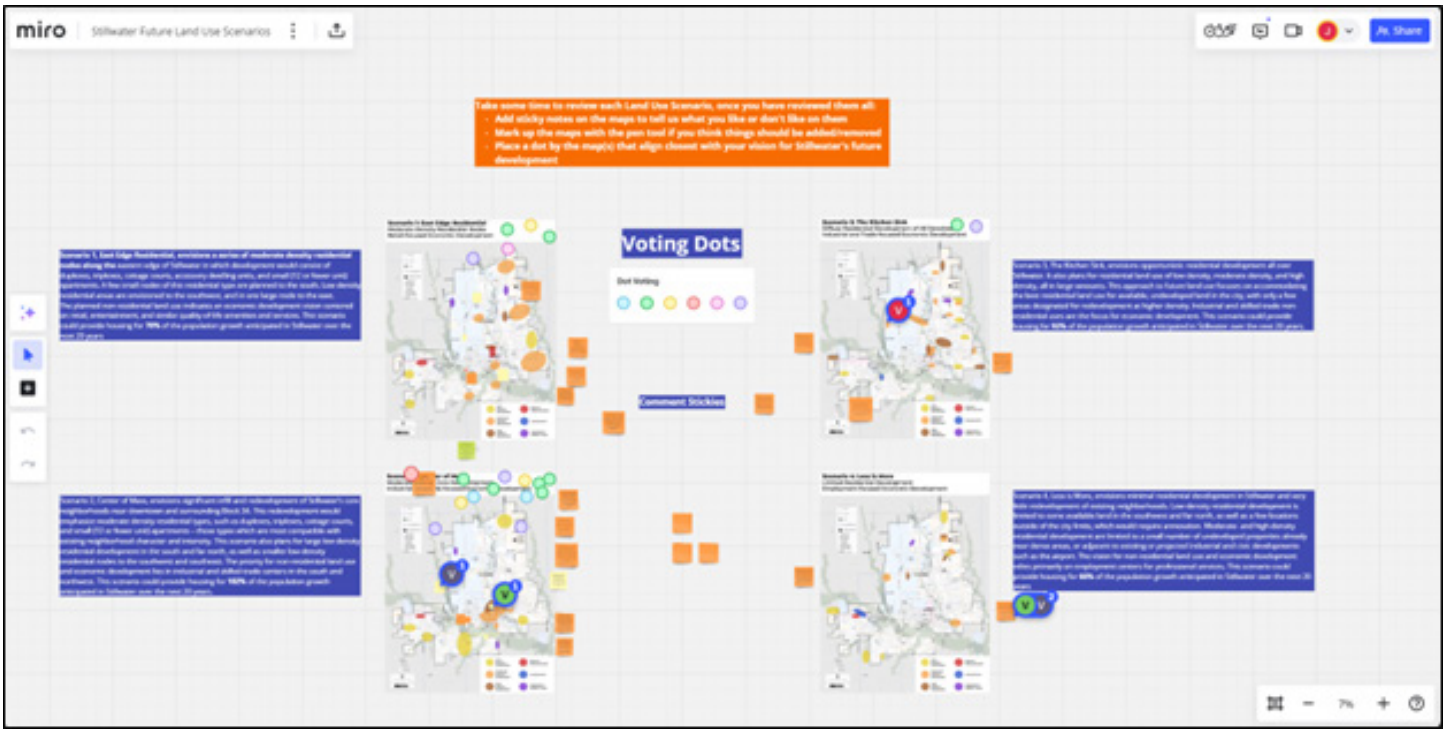


Scenario 4: Less is More

Limited Residential Development
Employment-focused Economic Development



CPAC WORKSHOP



Insights

During the two-hour workshop with CPAC, one exercise related to land use clarified next steps for developing Envision Stillwater 2045's future land use map and plan. CPAC members provided comments and votes on the four land use scenarios created by the public during the workshop, and discussed their thoughts with the project team.

A total of 20 votes were issued, as CPAC members could vote for more than one scenario if they wished to see elements of multiple synthesized with each other. This is clarified in notes and comments.

Scenario 2, Center of Mass, held the most votes with 13. Scenario 1, East Edge Residential, received 5, and Scenario 3, the Kitchen Sink, received 2. Scenario 4, less is more, did not receive any votes.

Comments on scenario 2 were generally positive, noting its responsiveness to housing demand in high-activity, high-growth areas in the center of Stillwater, and the potential this type of development has to support retail and grow the local economy. Concerns include the need for robust transportation planning and possible public transit services to support densification, and the need for commercial redevelopment in the west of town which is not indicated in the scenario.

Scenario 1 received comments noting its plausibility, and also emphasizing that where remaining vacant and greenfield development opportunities exist in Stillwater, especially in large tracts, that land should be used efficiently for medium density development, rather than large lot residential development.

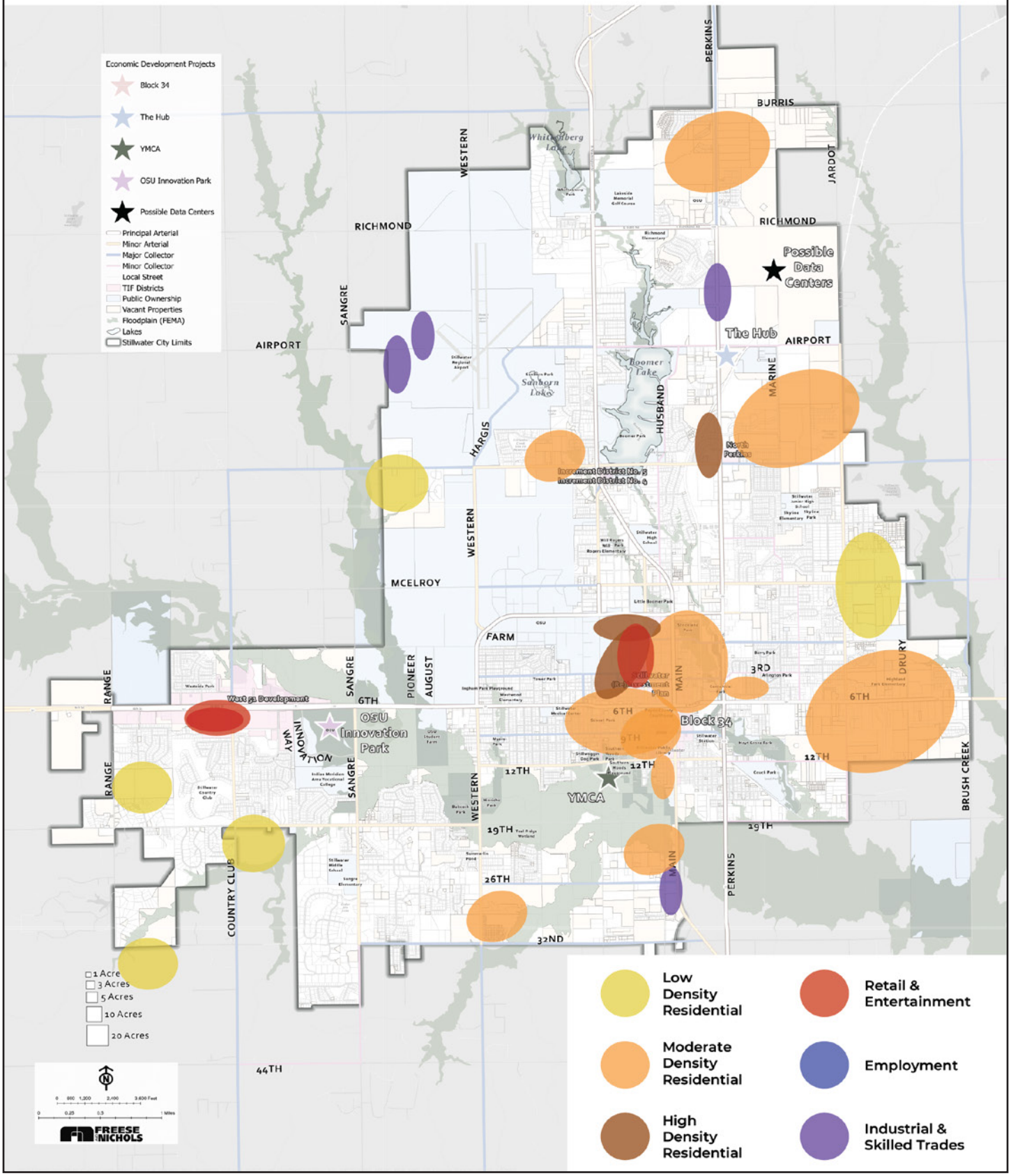
Scenario 3 raised concerns about the transportation impacts of dispersed development, and of promoting high-density residential in some areas at the edge of the city. The Employment land use planned near the Innovation Park and Meridian Tech was well received as a way to achieve the goal of retaining OSU graduates.

The general lack of development accommodated by Scenario 4 raised concerns about meeting population growth and housing demand, but its proposed location of Retail land uses in the far west of town was observed as a sound way to promote growth in a slowly developing area, and meet commercial needs in an area of town with a paucity of such services.

Generally, some combination of Scenarios 1 and 2, with a few elements of Scenario 3 was considered likely to constitute the most desirable future land use map.

Preferred Land Use Model

Targeted Moderate-density Redevelopment; Mixed-use Core Expanded Employment Opportunities



TRANSPORTATION AND MOBILITY

DIGITAL INPUT

Survey Results

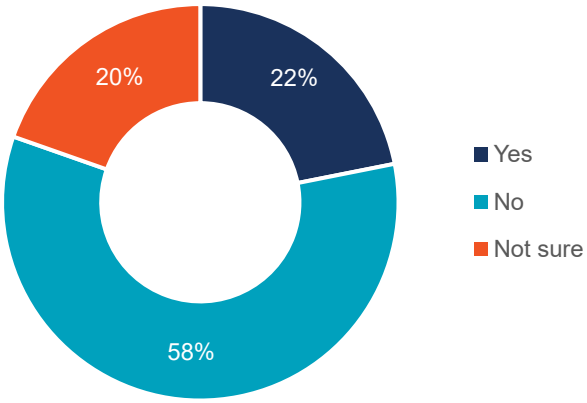


Figure 107. *Online Survey Responses to "Are sidewalks, bike paths, and trails currently of adequate quality and accessibility?*

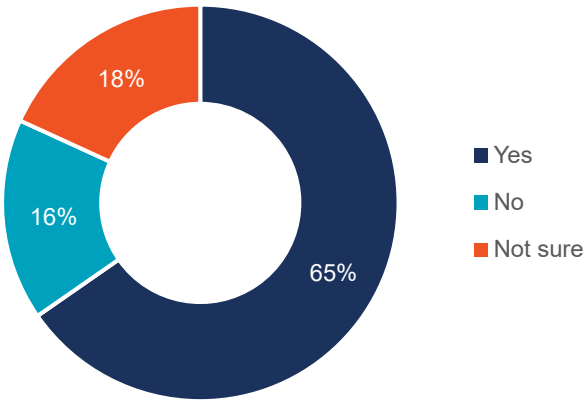


Figure 108. *Online Survey Responses to "Should the City invest in expansion and/or significant improvement of pedestrian and bicycle infrastructure?"*

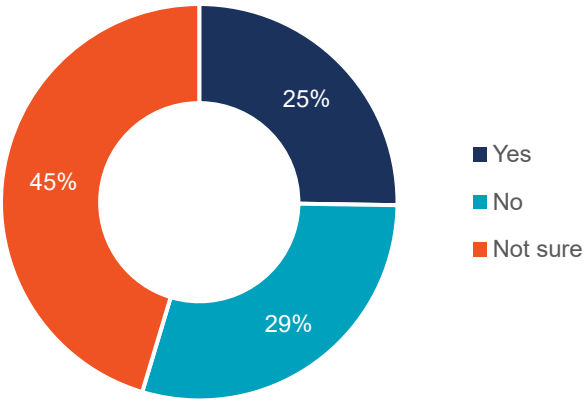


Figure 110. *Online Survey Responses to "Is public transit currently of sufficient quality and usefulness?"*

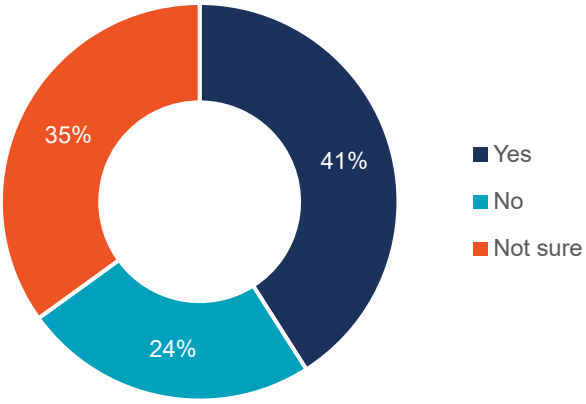


Figure 111. *Online Survey Responses to "Should the City invest in more robust public transportation services and infrastructure?"*

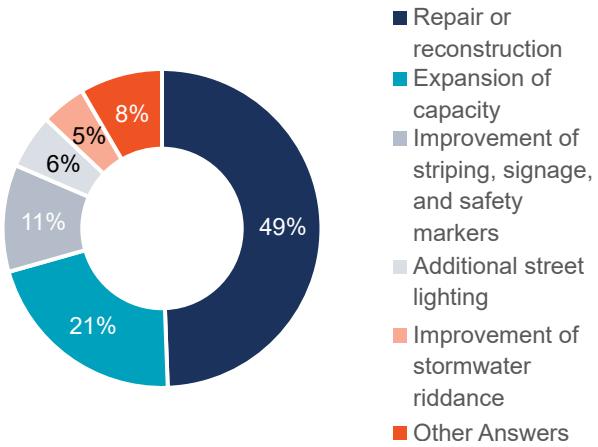


Figure 109. *Online Survey Responses to "Which investment in existing roadways would be most valuable and impactful?"*

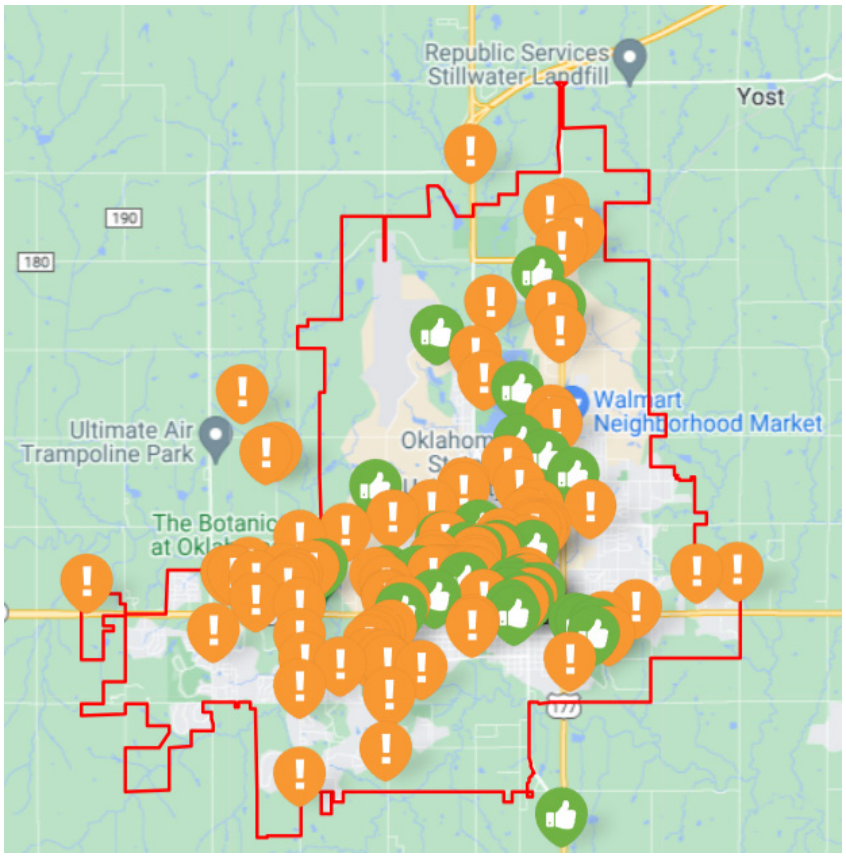
Interactive Map Results

149 total pins have been placed on the map. Of these, 73 comment on issues of transportation and mobility.

Insights

30 of the comments addressing roadways and vehicular mobility indicate areas for improvement. Many of these are specifically addressing intersections, issues with signalization, lighting and visibility, and roadway construction or maintenance issues. Not many indicate a desire for expansion of roadways, even in those cases where traffic or congestion are identified as problems.

31 of the comments addressing non-vehicular mobility and bike/ped transportation are identified as areas for improvement. Many of these indicate a need for crosswalks at specific locations, or for the installation of currently absent infrastructure to improve connectivity for pedstrians and cyclists, which seems to be limited.



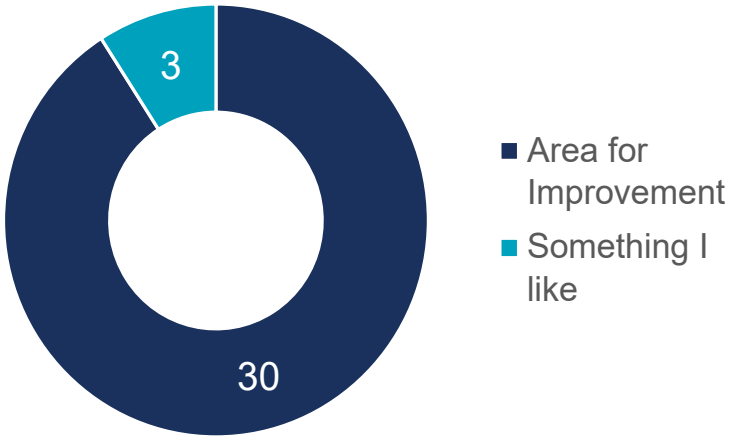


Figure 112. *Interactive Map distribution of Likes and Dislikes for roads in Stillwater*

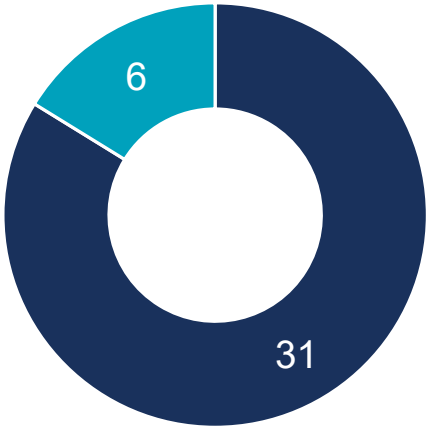


Figure 113. *Interactive Map distribution of Likes and Dislikes for sidewalks and bike infrastructure in Stillwater*

Ideas Wall Results

19 ideas were posted that were tagged as Transportation and Mobility related, and 7 replies were posted to existing ideas.

Insights

8 of these ideas sought improvements to traffic management, including changes to the timing or location of stoplights, stop signs, the presence or absence of turn lanes, the use of one-way streets, and the presence of signage. None of these suggested road widenings.

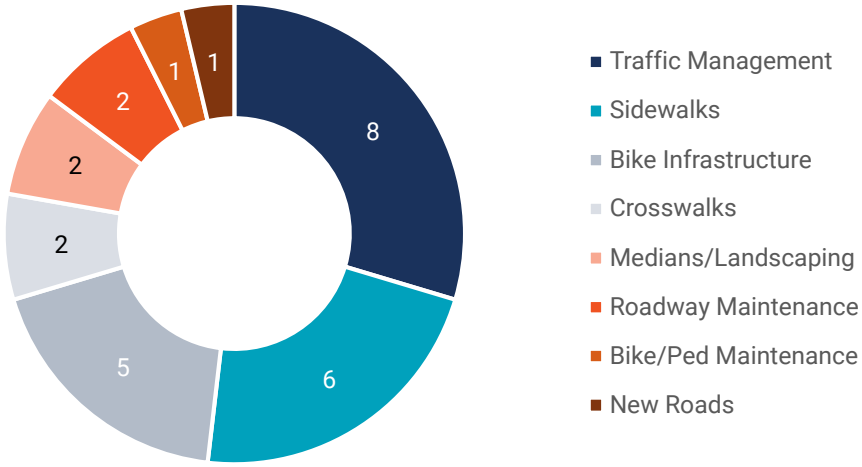


Figure 114. *Ideas Wall comments related to transportation and mobility*

6 proposed additional sidewalk connectivity, as distinct from repair and construction quality of sidewalks. While some of these cited specific locations, the general consensus points toward a desire for greater connectivity across the city.

5 proposed additional bike infrastructure, often in addition to pedestrian infrastructure. There was recognition that without visible and highly protected bike lanes or fully separate trails, many drivers are not great at sharing the road, meaning cyclists end up on the sidewalk, endangering pedestrians.

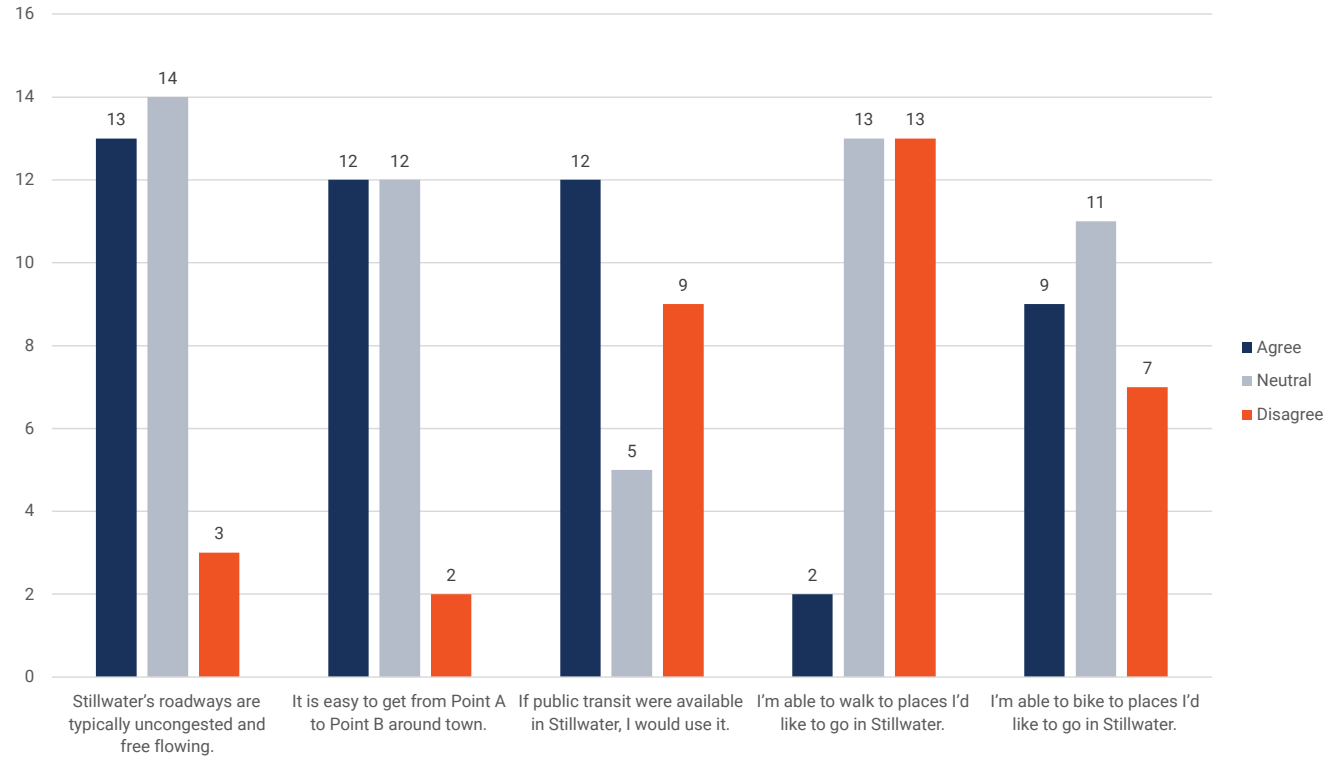
Crosswalks came up twice here, and quite frequently in other engagement tools - it seems that people see a clear need for better pedestrian safety even if connectivity is not at the top of their priorities.

Figure 115. *(Top Right) Results of the Transportation and Mobility board from the Public Launch*

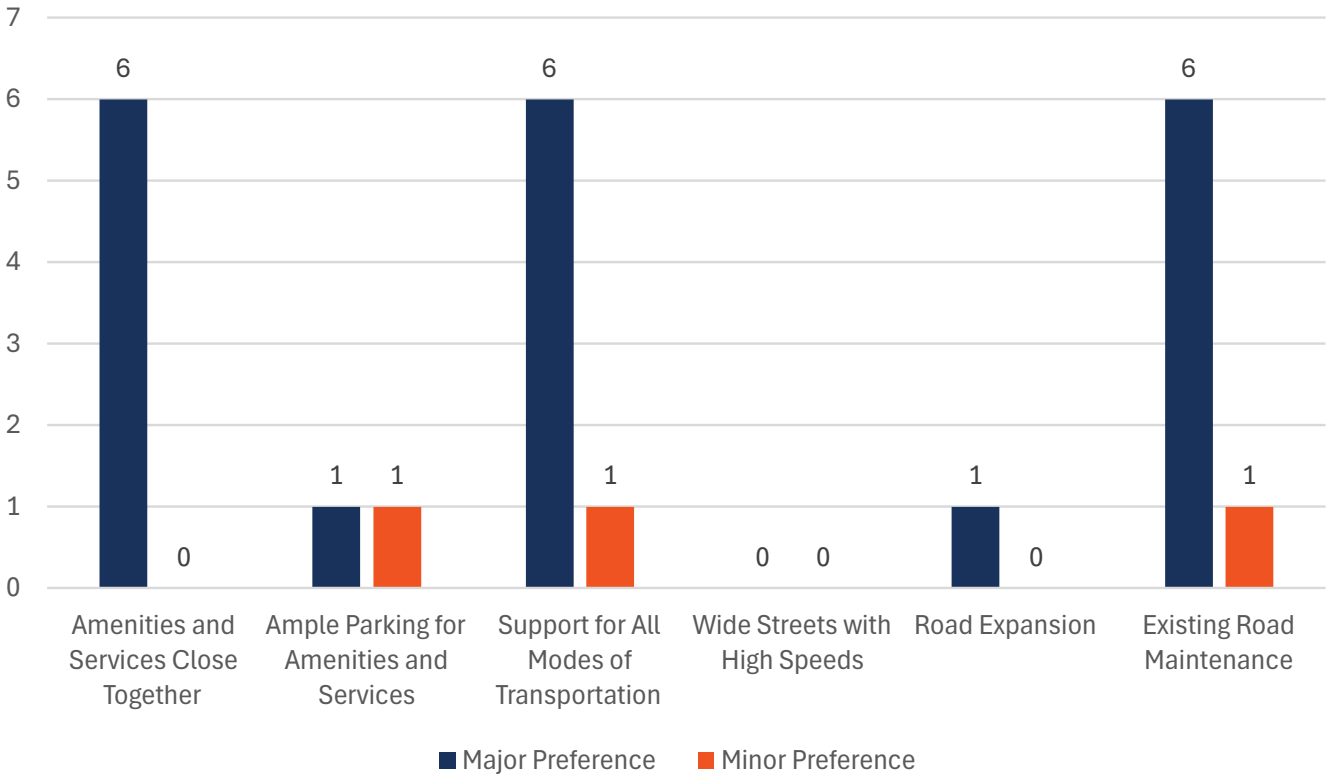
Figure 116. *(Bottom Right) Results of the Transportation and Mobility board from the Land Use Workshop*

IN-PERSON INPUT

Public Launch

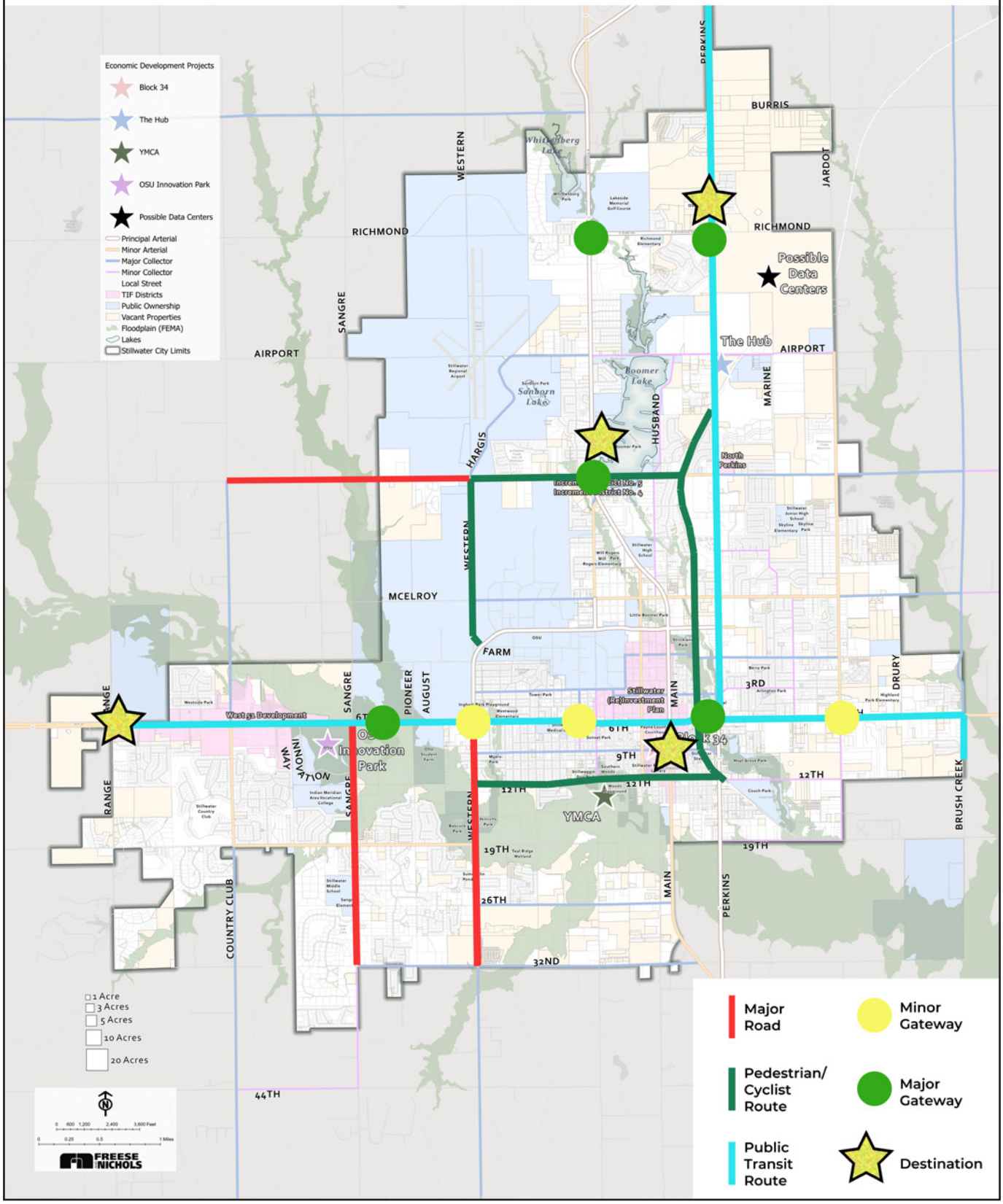


Land Use Workshop



Transportation and Gateways

Incidental Road Expansion, Public Transit Corridors, Central Loop of Greenways



Stakeholder Meetings

8 stakeholder meetings were held through spring, summer, and early fall of 2024, as well as a series of 11 economic development interviews with key professionals working in that space.

Chamber of Commerce

The Chamber wants to ensure that a forthcoming widening of 6th Street by ODOT is addressed, and that the new plan determines exactly what to do about proposed widenings of Western and Sangre that have been discussed for several decades.

Education Stakeholders

Those in education observe several challenges which Envision Stillwater 2045's planning efforts could help to overcome:

- Meridian Tech is "on an island" and difficult to access, with few direct routes
- OSU's buses do not run during the summer
- The evening rush hour commute is very challenging with a high traffic volume
- The trail systems within the city need to connect the proposed Innovation Center with the broader community
- Lake Murtree is not sufficiently accessible to cyclists
- The Children's Museum needs trail access

Neighborhood Stakeholders

Those representing Stillwater's neighborhood organizations note that wheelchair accessibility in the city's sidewalks is insufficient. They also note that the general connectivity of sidewalks needs improvement.

Parks and Recreation Stakeholders

Those representing the city's parks and recreation administrators observe the following challenges:

- Pedestrian and cyclist safety need improvements, and the lack of protected bike lanes is a major deficiency
- People's ability to access parks is not as robust as it should be; crosswalks are needed in many places, and connectivity between parks and recreational facilities and the city's neighborhoods needs improvement
- Multimodal transportation enhancements are needed more generally
- Pedestrian-oriented placemaking is needed

Non-profit Stakeholders

Those representing the city's community of non-profits and mission-driven organizations identify the geographic spread of non-profit services and the lack of public or other non-vehicular transportation between them as a barrier to those in need accessing all of the services they need. They also note that transportation for children of working families, whether through bus routes, walkability, etc. is a major priority for both the enrichment of the children, and as an important economic development tool for attracting some new employers.

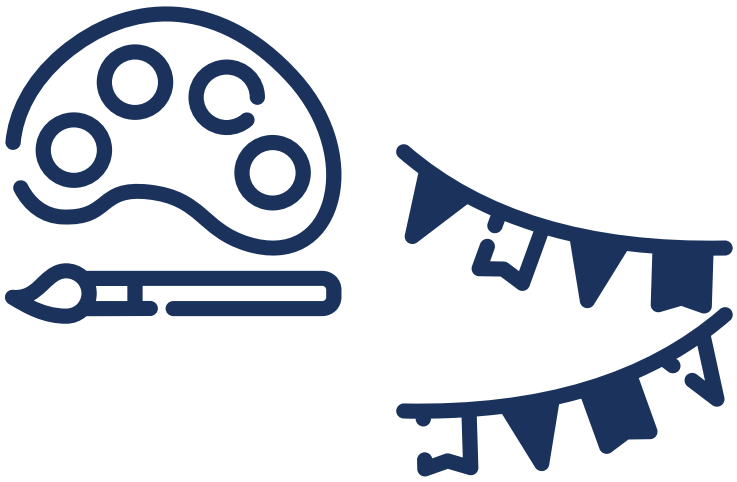
Healthcare Stakeholders

Those representing healthcare providers and resource groups in Stillwater note that transportation, or lack thereof, is a major barrier between providers and many of those they serve. They elaborate that even the transportation options available to those without a car often come with barriers of their own - even if one can get to the bus, navigating and timing it presents its own challenges. Finally, they observe that greater ubiquity of non-vehicular transportation infrastructure could have positive health impacts in itself, and connect people to health-promoting activities like those at parks and recreational facilities, as well as connecting them to healthcare resources.

Arts Community Stakeholders

Those representing Stillwater's artists and public arts programs identified the following challenges:

- Additional wayfinding could be invaluable for the city's branding and identity, as well as economic development - this of course would have impacts on transportation as well
- The forthcoming convention center, while walkable to campus, will not be sufficiently accessible for pedestrians from Downtown
- Bus routes often pass the back of key public facilities, rather than the front, which is both a missed opportunity to showcase these facilities, and a potential accessibility concern
- Reliable public transportation could help people attend and engage with events and festivals
- One priority is transportation that focuses on getting between Downtown and Main Street, and offers more persistent circulation between attractors and residential areas



COMMUNITY CHARACTER, ARTS, AND CULTURE

DIGITAL INPUT

Survey Results

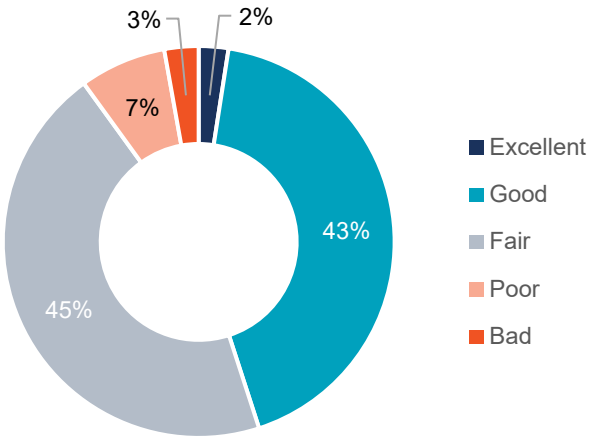


Figure 117. *Online Survey Responses to "How would you rate Stillwater in terms of general appearance?"*

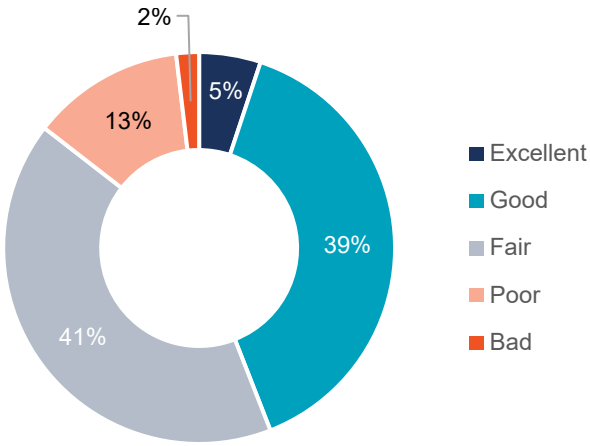


Figure 118. *Online Survey Responses to "How would you rate Downtown in terms of liveliness and things to do?"*

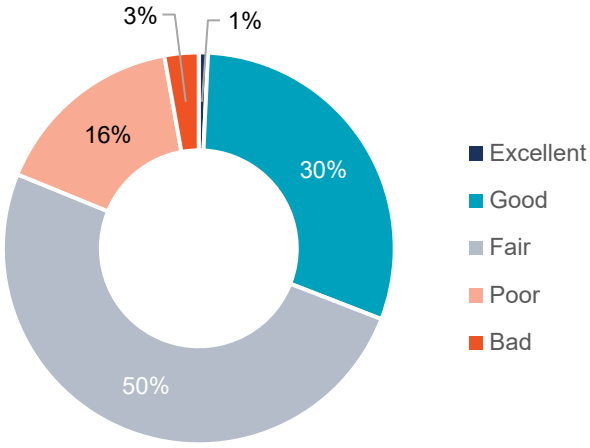


Figure 120. *Online Survey Responses to "How would you rate Stillwater's commercial areas in terms of general appearance and/or attractiveness?"*

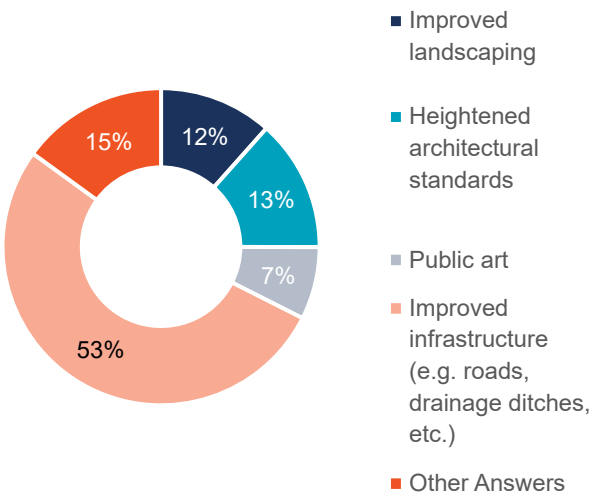


Figure 121. *Online Survey Responses to "What would be the most vauable and impactful investment the City could make to enhance the community's look and feel?"*

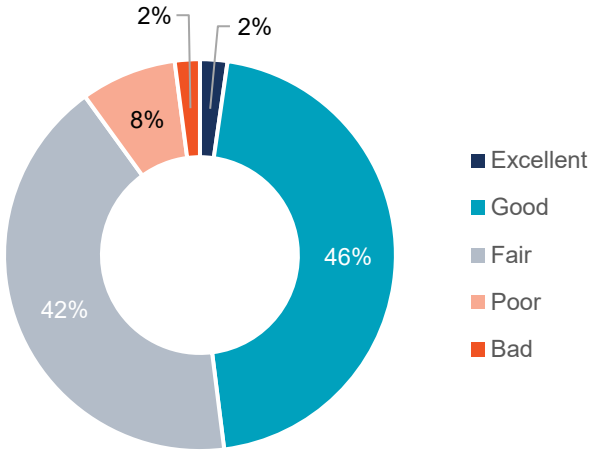


Figure 119. *Online Survey Responses to "How would you rate Stillwater's residential neighborhoods in terms of general appearance and/or attractiveness?"*

Interactive Map Results

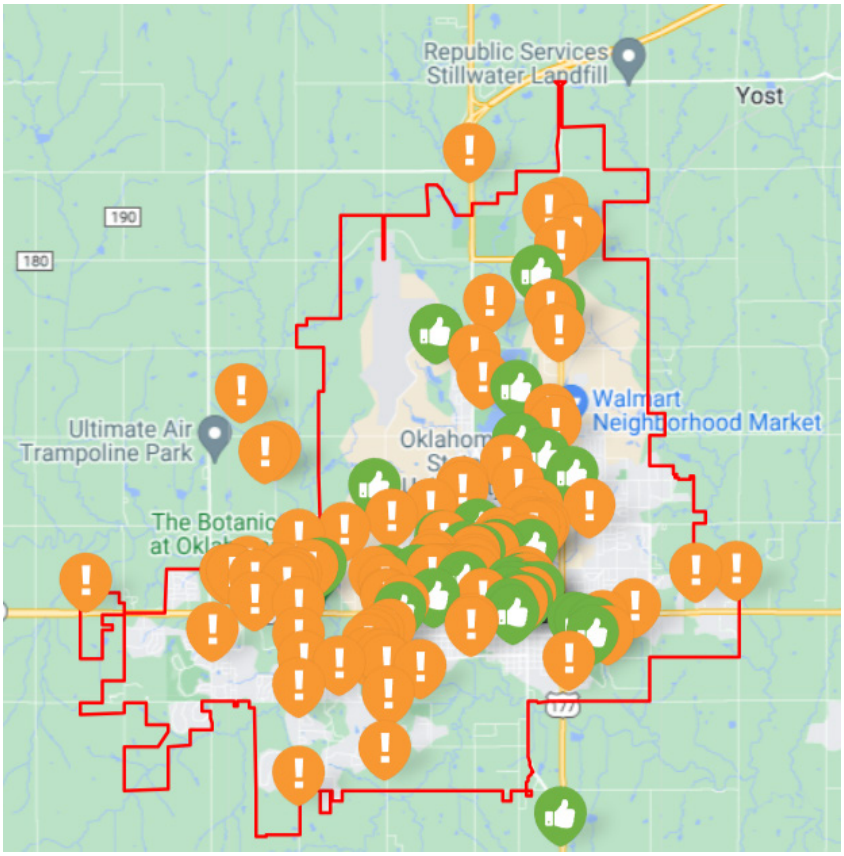
149 total pins have been placed on the map. Of these, 85 comment on issues of community character, arts, and culture.

Insights

Four themes or topics emerged from the comments provided: those discussing the city's physical design, architecture, and civic branding; those discussing non-profits, institutions, and events or festivals; those discussing health, physical activity, and the environment; and those discussing specific districts and placemaking endeavors.

Evident in the responses was an appreciation for the city's non-profit and mission-driven organizations, as well as its festivals and cultural events. Respondents also found much to enjoy about access to health-promoting activities and Stillwater's existing natural assets, street trees, and green spaces.

That said, there seems to be much room for improvement in terms of health outcomes and the city's environment - people want more sidewalks and trails, more trees, and more green spaces including native ecology and wilderness. Similarly, the physical design of the built environment, including both the public realm and the architecture of private buildings, are in need of improvement.



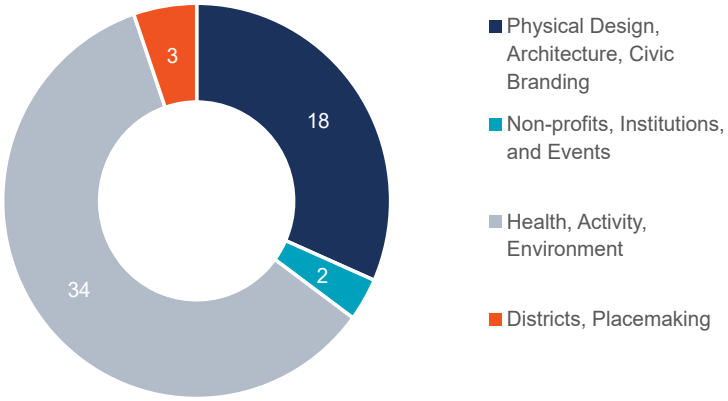


Figure 122. *Interactive Map "Area for Improvement" pins related to community character, arts, and culture*

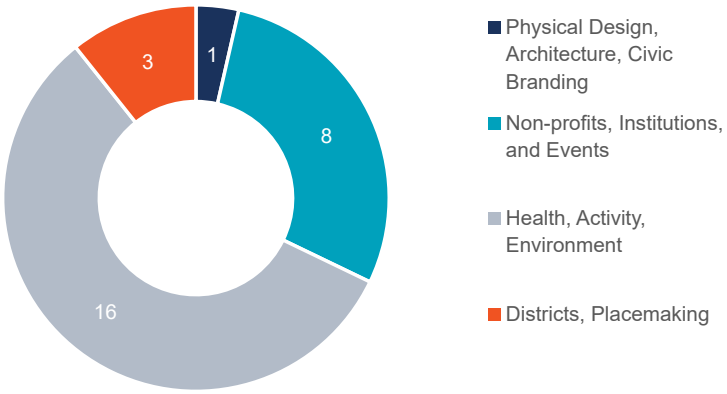


Figure 123. *Interactive Map "Something I Like" pins related to community character, arts, and culture*

Ideas Wall Results

9 ideas were posted that were tagged as Transportation and Mobility related, and 5 replies were posted to existing ideas.

Insights

7 of these ideas proposed that the City pursue greater environmental stewardship and to improve environmental outcomes. This spanned scales from the planting of street trees, to native ecological management of parks, all the way to adopting climate adaptation and carbon neutral policies.

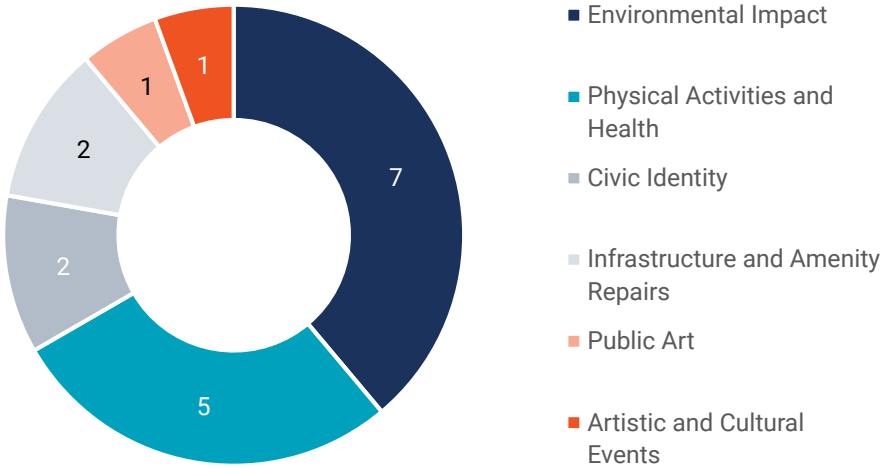


Figure 126. *Ideas Wall comments related to community character*

5 address physical activities and public health with recommendations to maintain green spaces, install exercise equipment, enhance walkability, and construct sports facilities.

2 consider Stillwater's identity and civic branding, such as logos, wayfinding design, and gateways into the city.

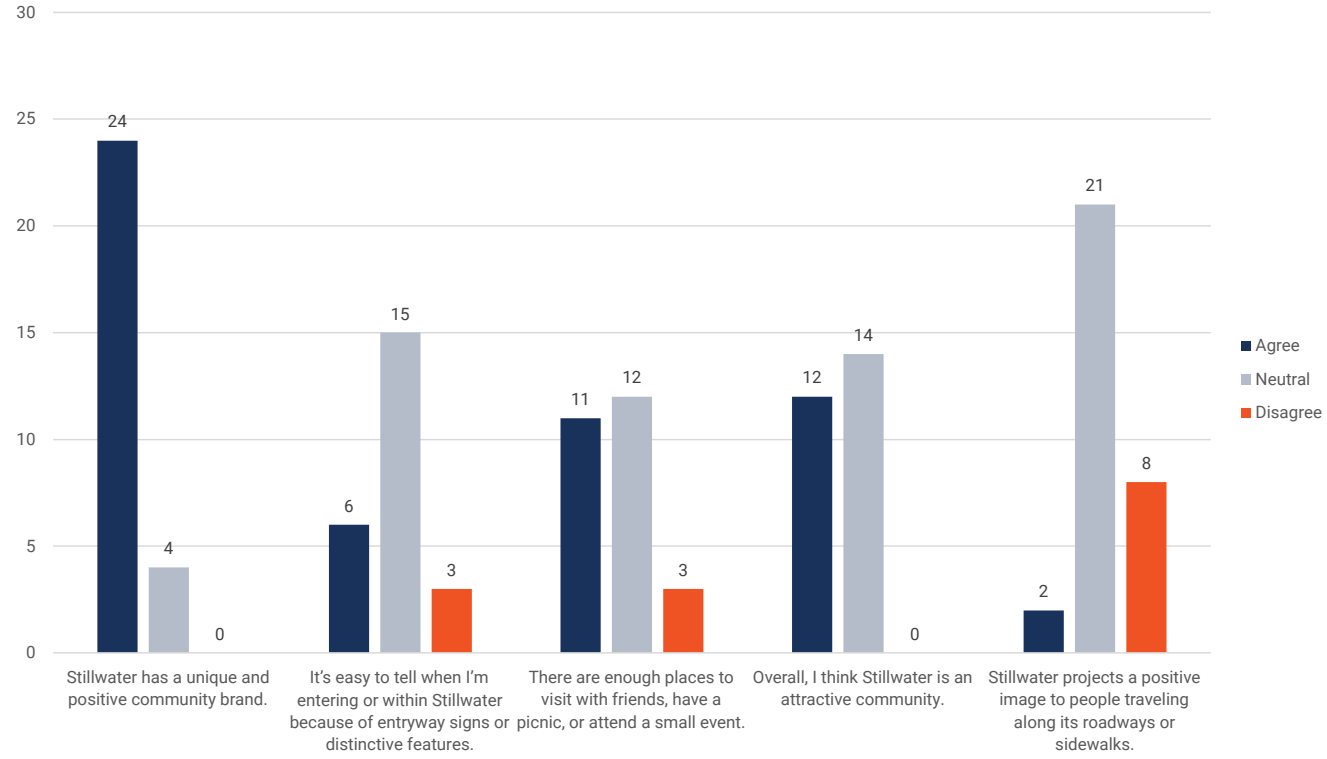
2 emphasize the need for the maintenance of infrastructure and amenities to optimize Stillwater's aesthetic qualities. This includes the surfacing of roads and sidewalks, the installation of adequate signage, lighting, and lane striping, among others.

Figure 124. *(Top Right) Results of the Community Character board from the Public Launch*

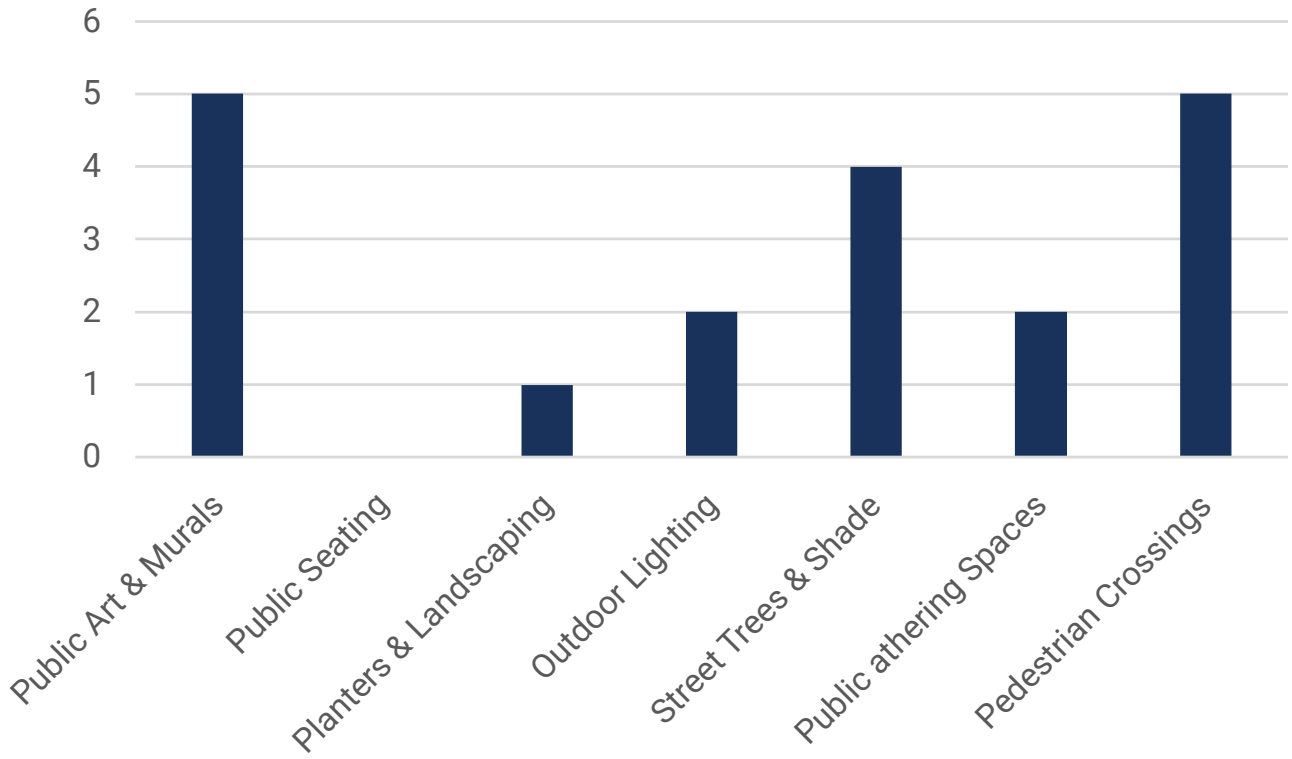
Figure 125. *(Bottom Right) Results of the Public Amenities board from the Land Use Workshop*

IN-PERSON INPUT

Public Launch



Land Use Workshop



Stakeholder Meetings

8 stakeholder meetings were held through spring, summer, and early fall of 2024, as well as a series of 11 economic development interviews with key professionals working in that space.

Chamber of Commerce

The Chamber observes the need for more quality-of-life amenities, especially those that are oriented toward families and children. Further, those which are accessible and enjoyable at little to no cost will be important - such amenities should be inclusive to those with fewer resources.

Education Stakeholders

Those in education indicate that gateways into the city with better branding would be beneficial, as would trail access to the Children's Museum and other community events, festivals, and institutions. Such events need to be accessible for everyone, and while public parks are often already accessible to those who cannot drive, there is still work to be done on this front.

Neighborhood Stakeholders

Those representing Stillwater's neighborhood organizations place high value on the McKnight center, the city's current arborization, and the potential for trails such as the Kameoka Trail.

Parks and Recreation Stakeholders

Those representing the city's parks and recreation administrators observe the following challenges:

- The lack of a centralized baseball complex
- The lack of a centralized indoor basketball facility
- The lack of sanitary facilities at outdoor sports venues, especially soccer fields
- Trails are disjointed and do not offer enough connectivity
- The lack of an outdoor swimming venue
- Both more family-oriented activities and more activities or programs for adults are needed
- More outdoor dining is needed Downtown

Non-profit Stakeholders

Those representing the city's community of non-profits and mission-driven organizations identify the City of Stillwater as the partner with the greatest potential to help them maximize their impact. They seek a centralized database of resources and information which they can use to coordinate efforts with each other, and find new partners in fulfilling their missions. By first recognizing the economic impacts of non-profit work in Stillwater, this community hopes to see the City provide knowledge and communication channels that can help highly specialized and focused organizations improve their reach not through scope creep but through active collaboration with partner non-profits.

Healthcare Stakeholders

Those representing healthcare providers and resource groups in Stillwater note that greater ubiquity of non-vehicular transportation infrastructure could have positive health impacts in itself, and connect people to health-promoting activities like those at parks and recreational facilities, as well as connecting them to healthcare resources. They would also like to see the City promote zero-cost healthy activities utilizing existing public spaces and assets, like walking trail groups or yoga in the park. While there is ongoing collaboration between the healthcare community and the City, a clearer and more robust partnership between the two could create greater opportunity to improve outcomes.

Arts Community Stakeholders

Those representing Stillwater's artists and public arts programs identified the following challenges and opportunities:

- Defining, branding, and advertising some kind of arts district could be impactful; some organizations are already referring to themselves as a "cultural district," and there are emerging activity centers around town, especially near campus, which could be developed in this way
- A more robust public art program will likely become necessary to maintain clarity about the ownership of and responsibility for each piece of public art installed in recent years, and to ensure resources are available for maintenance
- There is a lot of movement in the public art space, but no centralized way to share and understand that information
- Much of the funding for public art in Stillwater comes from Tribal sources, but there has not been much organization around grant seeking. Data collection will need to be overhauled to better equip grant writers with the information they need to draft winning proposals, and the City will likely be the best administrator of such collection and anlysis efforts
- A City-level capital program for art, or a dedication from a TIF district could also be transformative in the creation and installation of public art, and in successfully pursuing grants

Business and Economic Development Stakeholders

Local business leaders and economic development professionals observe the following challenges and opportunities:

- Quality-of-life amenities are required for workforce retention, ranging from the "small things" like proper striping of traffic lanes and general maintenance of public assets, all the way to major ones like large public or private activities for teenagers and young adults
- Enhancements to the public realm can be funded through TIFs or bonds or taxes, the community is ready to invest in these things, but whatever funding strategy is chosen, it must be very specific, and there must be follow-through; "kitchen sink" initiatives are unpopular, and in the past the public has voted for initiatives only for money to be reallocated
- Regionally-attractive events and festivals during the summer could be of great benefit to local businesses that struggle during these months. However, it is important to further promote the message that Stillwater is not a nine-month town - it is not the ghost town it once was from May to August, and when students leave, the rest of the town comes out of the woodwork
- Placemaking will be key - people today are looking for an experience when they go out, for a destination at which they can spend time and participate in a variety of activities, rather than just a single-occupant experience like a restaurant or a store surrounded by parking and not much else

INFRASTRUCTURE AND PUBLIC FACILITIES + SERVICES

DIGITAL INPUT

Survey Results

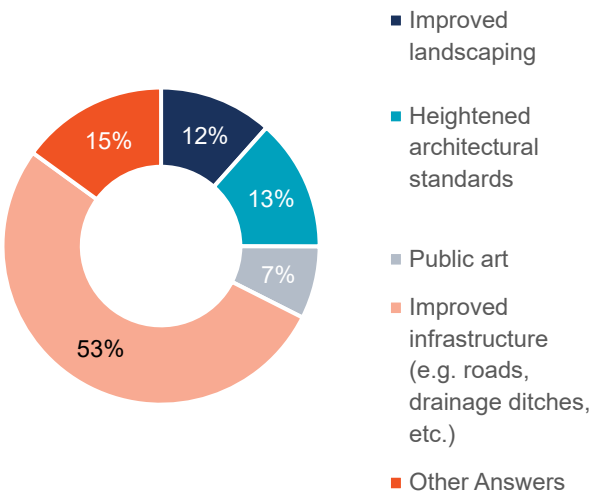


Figure 127. *Online Survey Responses to "What would be the most vauable and impactful investment the City could make to enhance the community's look and feel?"*

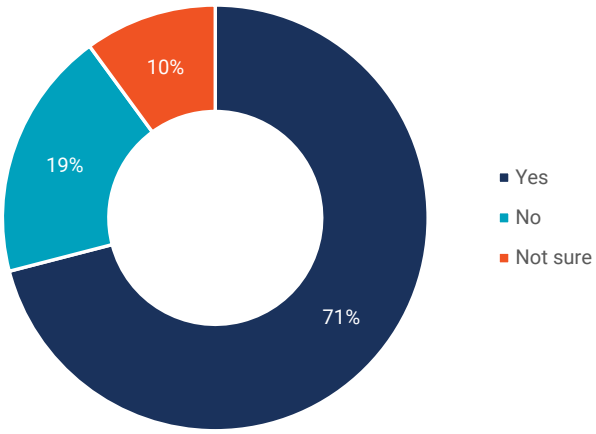


Figure 129. *Online Survey Responses to "Is there a need for more investment in the look and feel of Stillwater's streetscapes?"*

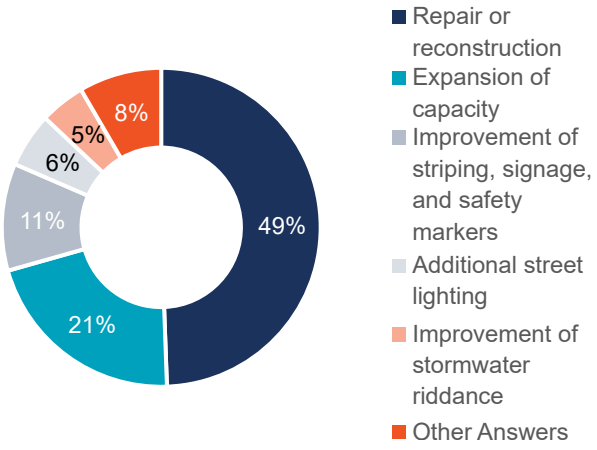


Figure 128. *Online Survey Responses to "Which investment in existing roadways would be most valuable and impactful?"*

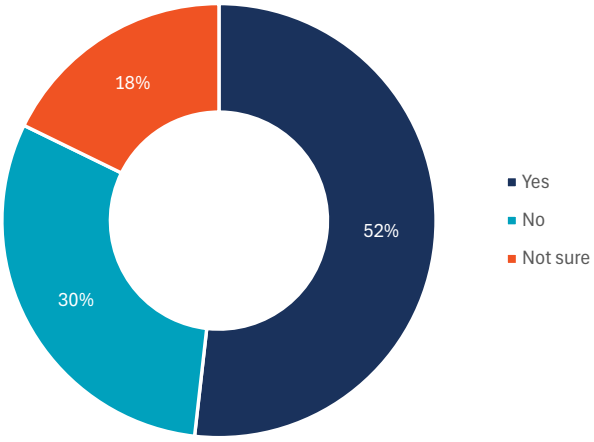


Figure 130. *Online Survey Responses to "Is there a need for more parks and open green space in Stillwater?"*

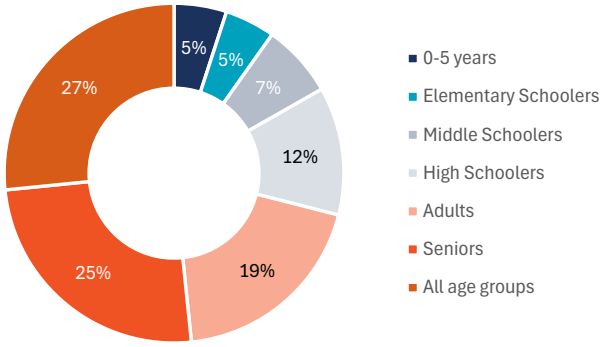


Figure 131. *Online Survey Responses to "What age group is least able to enjoy current parks and green spaces?"*

Interactive Map Results

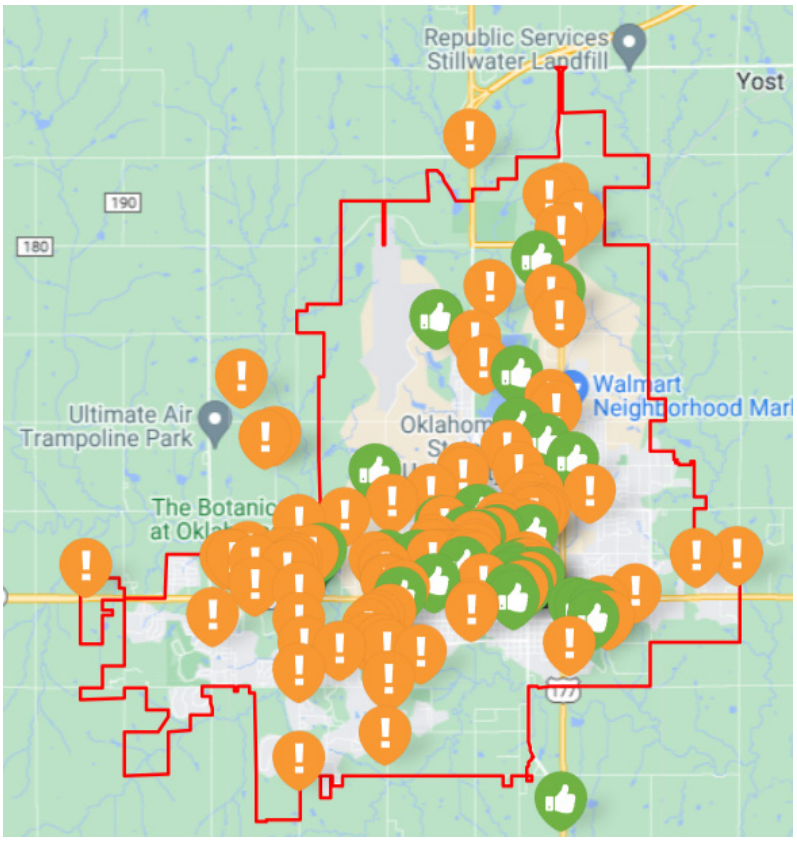
149 total pins have been placed on the map. Of these, 85 comment on issues of community character, arts, and culture.

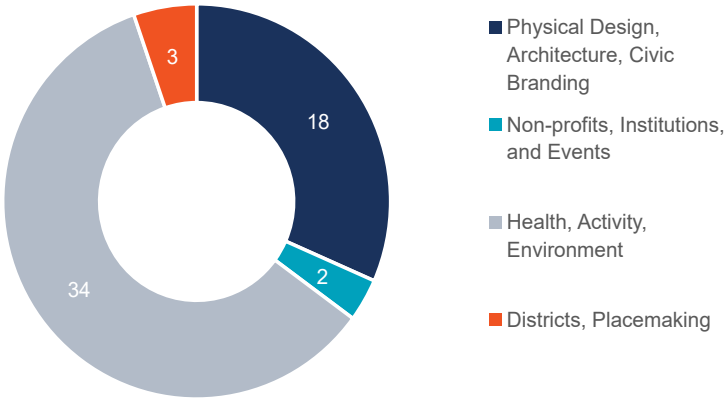
Insights

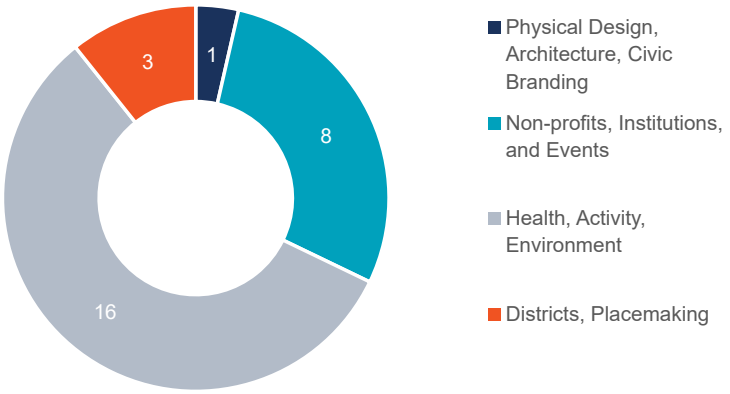
Four themes or topics emerged from the comments provided: those discussing the city's physical design, architecture, and civic branding; those discussing non-profits, institutions, and events or festivals; those discussing health, physical activity, and the environment; and those discussing specific districts and placemaking endeavors.

Evident in the responses was an appreciation for the city's non-profit and mission-driven organizations, as well as its festivals and cultural events. Respondents also found much to enjoy about access to health-promoting activities and Stillwater's existing natural assets, street trees, and green spaces.

That said, there seems to be much room for improvement in terms of health outcomes and the city's environment - people want more sidewalks and trails, more trees, and more green spaces including native ecology and wilderness. Similarly, the physical design of the built environment, including both the public realm and the architecture of private buildings, are in need of improvement.







Ideas Wall Results

9 ideas were posted that were tagged as Infrastructure and Services related, and 5 replies were posted to existing ideas.

Insights

4 of these touch on transportation infrastructure, generally seeking maintenance of roads or improvements to signalization and access management - concepts best addressed in the Transportation and Mobility chapter.

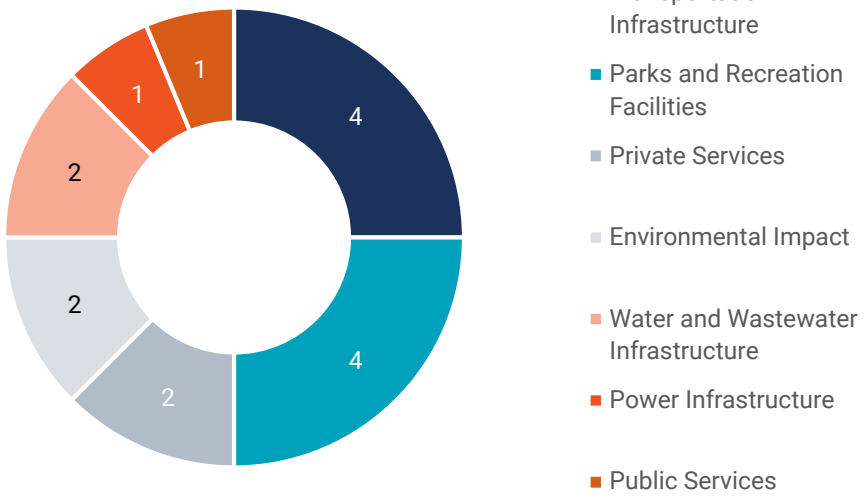


Figure 132. *Ideas Wall comments related to infrastructure and public services*

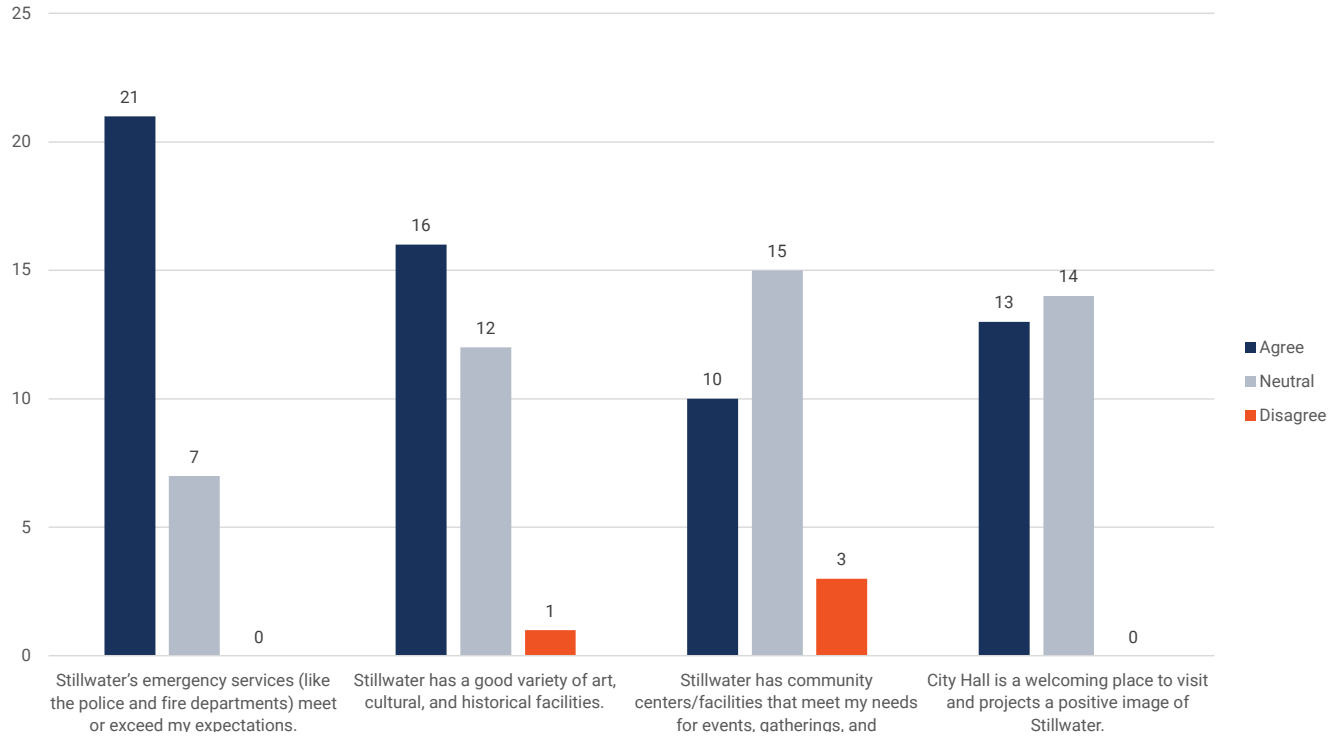
4 address Stillwater's parks and recreational facilities. These mostly express a desire for enhancements to the appearance of these facilities and basic maintenance. Some propose moving toward a greater use of the city's park land for native ecology and wildlife habitat.

2 requested amenities which would be privately owned and administered.

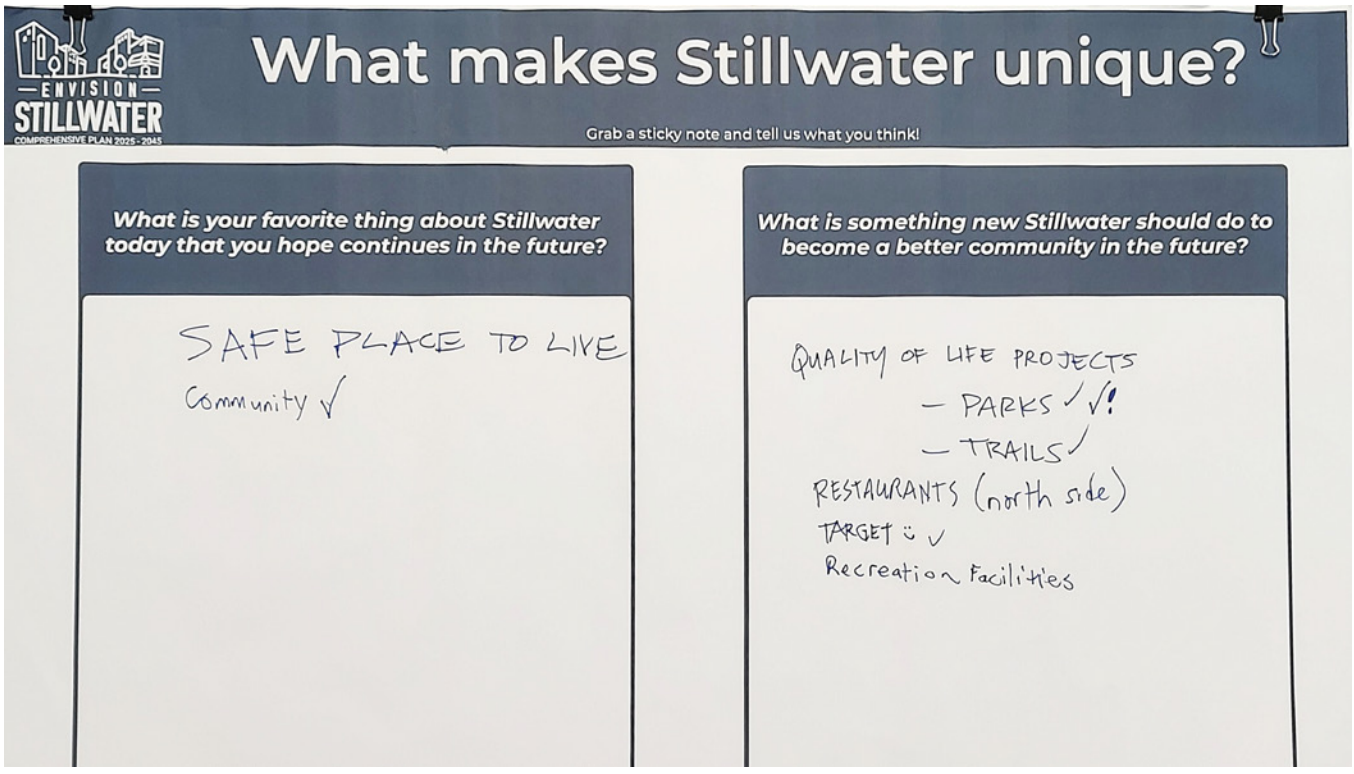
2 proposed improving environmental outcomes, with one proposing energy efficiency increases to public buildings and distributed electrical generation through solar panel installation. Another suggests City-owned vehicles should be replaced with low- or zero-emissions vehicles moving forward.

IN-PERSON INPUT

Public Launch



Land Use Workshop



Stakeholder Meetings

8 stakeholder meetings were held through spring, summer, and early fall of 2024, as well as a series of 11 economic development interviews with key professionals working in that space.

Chamber of Commerce

The Chamber observes that maintaining an adequate and reliable water supply will beone of the biggest issues the city faces over the next twenty years. Currently, distribution and infrastructure for water is in need of enhancement - water comes from one source via one pipe. They also note that the city has quite a bit of utility-connected vacant land, making infill development an important feature of fiscal responsibility. Finally, they relay a widespread desire for more trails, sports fields, and similar public facilities, but contrast this with concerns about the city's capacity to maintain these assets. Neighborhood parks, they contend, can be quite low maintenance.

Education Stakeholders

Those in education indicate that internet infrastructure is a major consideration for Stillwater moving forward, especially in partnership with OSU. The Innovation Center may realize the development of an Internet Exchange Point to attract tech companies. They also prioritize the use of infrastructure to support business growth.

Neighborhood Stakeholders

Those representing Stillwater's neighborhood organizations observe that most of the growth in Stillwater is not actually within city limits, and while the conversation did not directly link this to infrastructure strain, that growth pattern has impacts on the City's ability to supply reliable services.

Parks and Recreation Stakeholders

Those representing the city's parks and recreation administrators observe the following challenges:

- The lack of a centralized baseball complex
- The lack of a centralized indoor basketball facility
- The lack of sanitary facilities at outdoor sports venues, especially soccer fields
- Trails are disjointed and do not offer enough connectivity
- The lack of an outdoor swimming venue
- Sidewalk connectivity is needed, as are more crosswalks at intersections or mid-block crossings
- Park infrastructure is aging and maintenance is difficult due to their geographic distribution
- Most parks consist of large areas of unprogrammed grass - both a different approach to horticulture and to the installation of toys, equipment, or other programming are needed

Non-profit Stakeholders

Those representing the city's community of non-profits and mission-driven organizations identify the City of Stillwater as the partner with the greatest potential to help them maximize their impact. They seek a centralized database of resources and information which they can use to coordinate efforts with each other, and find new partners in fulfilling their missions. By first recognizing the economic impacts of non-profit work in Stillwater, this community hopes to see the City provide knowledge and communication channels that can help highly specialized and focused organizations improve their reach not through scope creep but through active collaboration with partner non-profits.

Figure 133. *(Top Left) Results of the Infrastructure board from the Public Launch*

Figure 134. *(Bottom Left) Results of the What Makes Stillwater Unique board from the Public Launch*

Healthcare Stakeholders

Those representing healthcare providers and resource groups in Stillwater did not identify any clear relationship between their objectives and the City's administration of services or construction of infrastructure. They do note, however, that existing assets like parks and trails present the most opportunity to improve health outcomes over the next twenty years, meaning that maintenance and improvement of these facilities will be key for supporting other public health initiatives.

Arts Community Stakeholders

Those representing Stillwater's artists and public arts programs echo the non-profit community in seeking a centralized database of City resources and greater assistance from the City in establishing and maintaining channels of communication. Further, creating more robust capital programs or including public art dedications within TIFs and other funding mechanisms would be valuable.

Business and Economic Development Stakeholders

Local business leaders and economic development professionals observe the following challenges and opportunities:

- Quality-of-life amenities are required for workforce retention, ranging from the "small things" like proper striping of traffic lanes and general maintenance of public assets, all the way to major ones like large public or private activities for teenagers and young adults
- Enhancements to the public realm can be funded through TIFs or bonds or taxes, the community is ready to invest in these things, but whatever funding strategy is chosen, it must be very specific, and there must be follow-through; "kitchen sink" initiatives are unpopular, and in the past the public has voted for initiatives only for money to be reallocated
- Placemaking will be key - people today are looking for an experience when they go out, for a destination at which they can spend time and participate in a variety of activities, rather than just a single-occupant experience like a restaurant or a store surrounded by parking and not much else

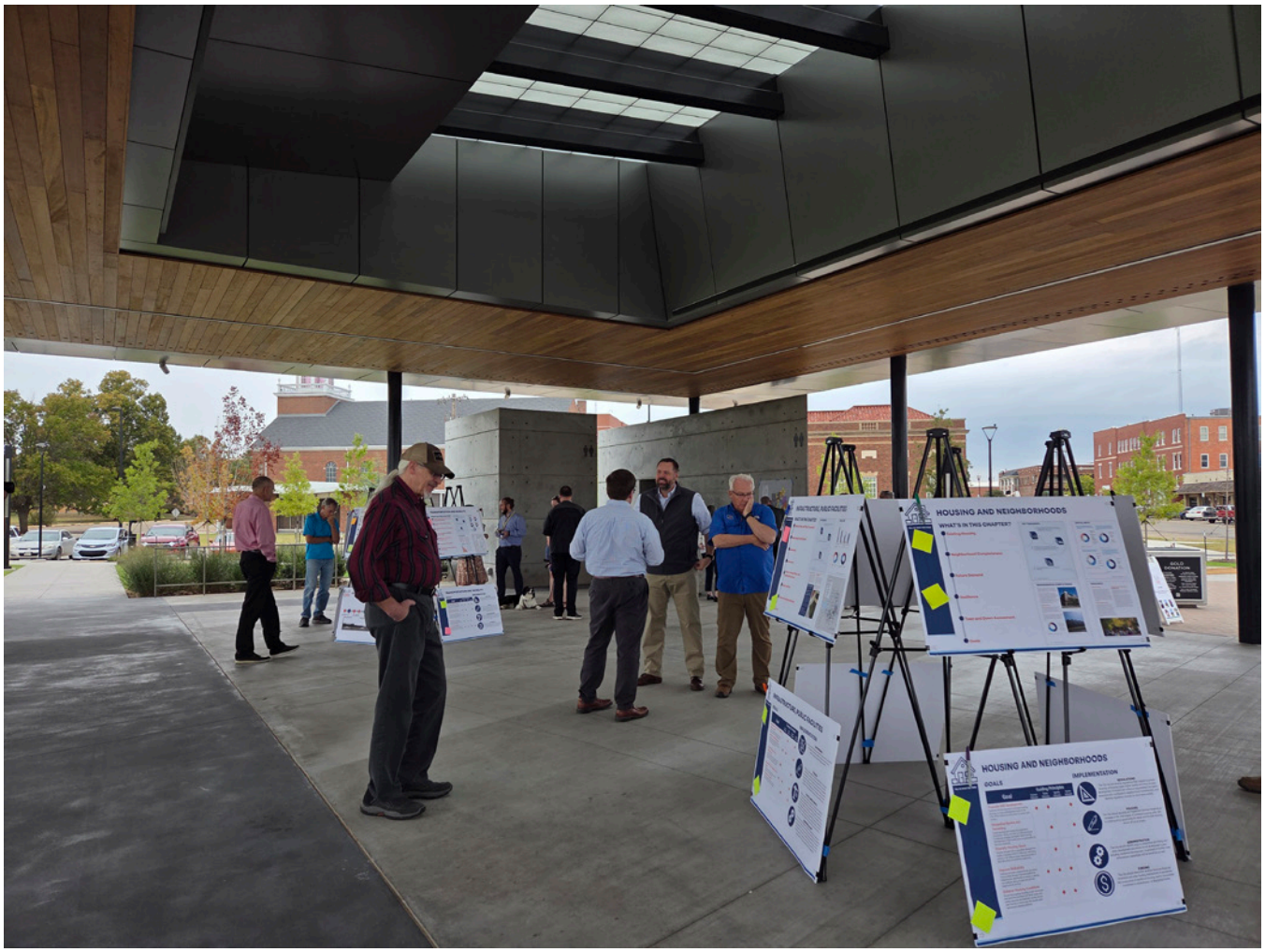
FINAL PUBLIC OPEN HOUSE

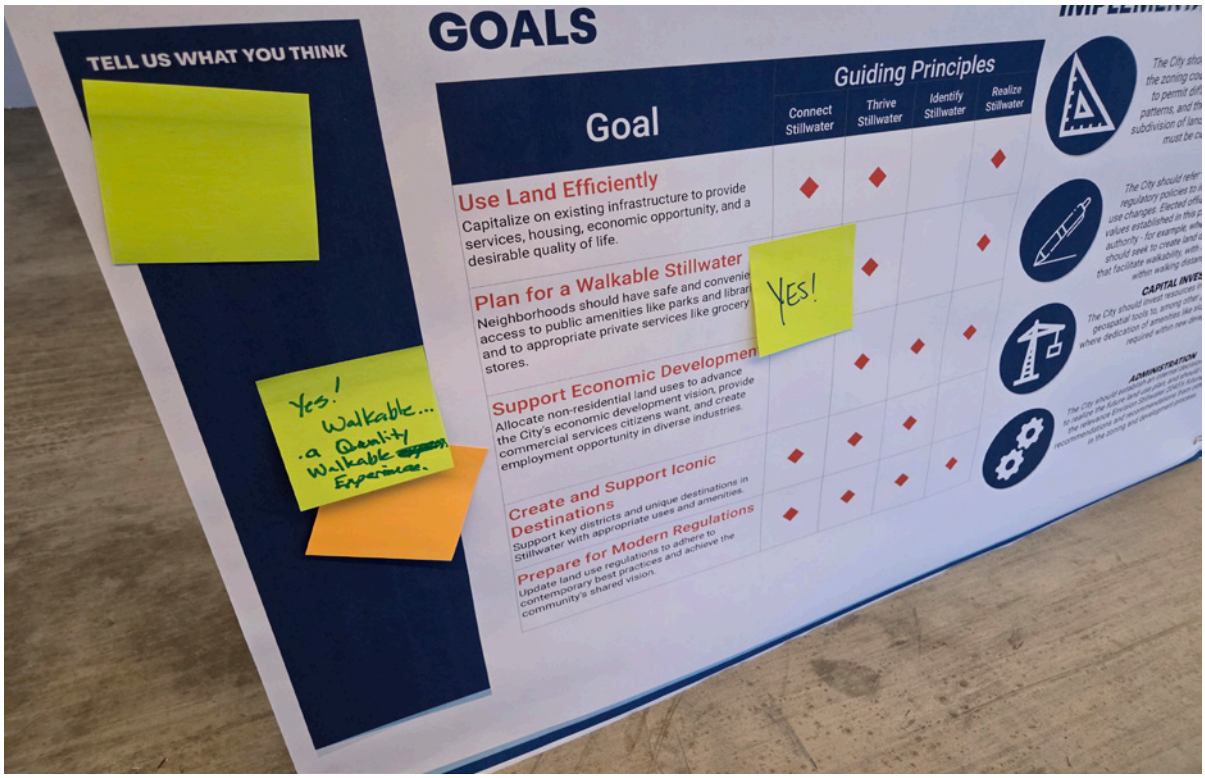
Review of Completed Materials

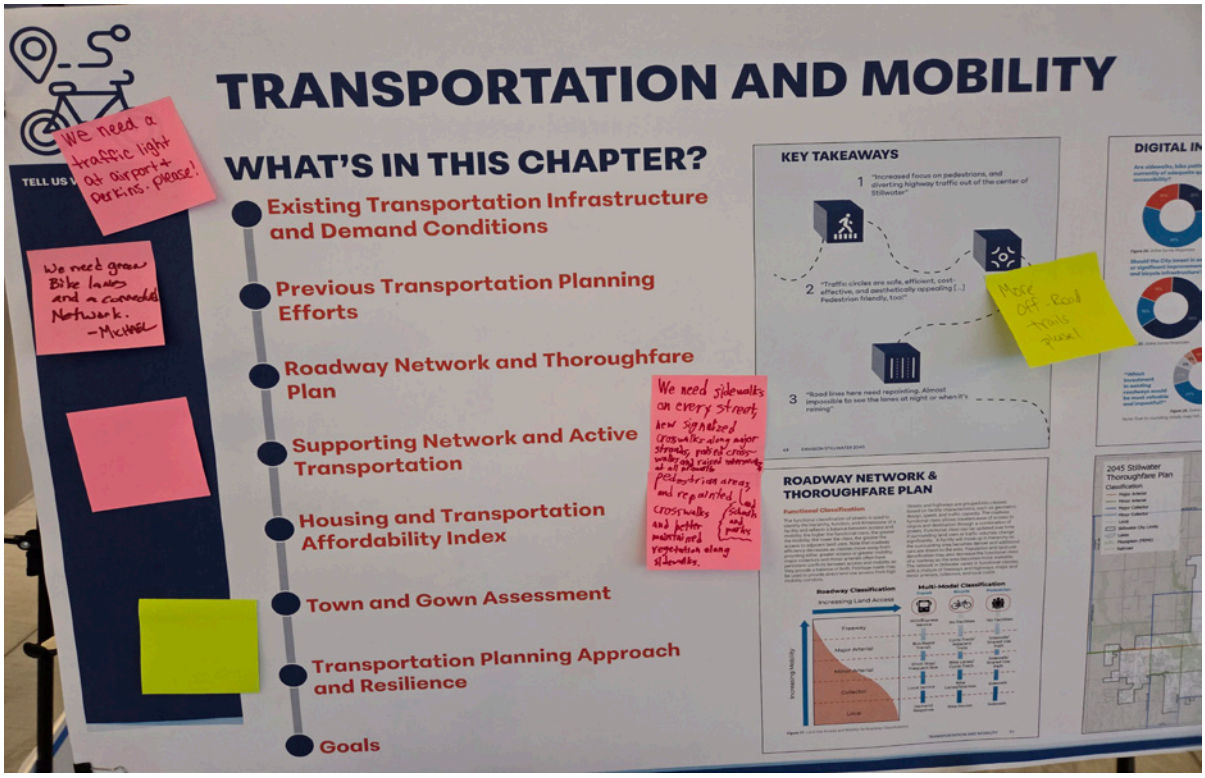
The final public open house was hosted on October 23, 2025, at Block 34. It enabled community members to learn about the completed draft plan and converse with consultants and staff about the plan's development and implementation.

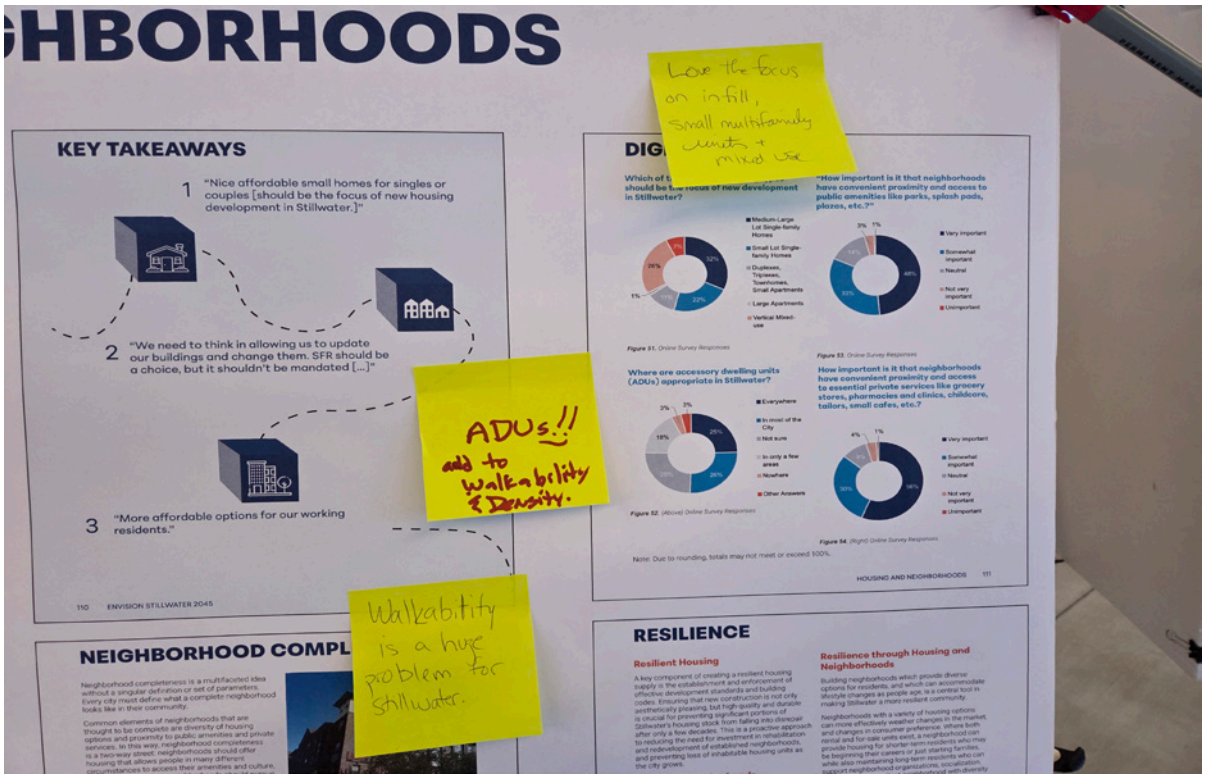
Approximately 21 people attended, and were able to view two boards for each chapter which described the contents of each, depicted some sample content, included the goals for each chapter, and a summary of the implementation action items found in Chapter 8. Materials also included a project timeline, a graphical representation of how Envision Stillwater 2045 was developed and what sorts of next-steps it facilitates, such as capital improvement planning and regulatory updates. The future land use map was also available for review.

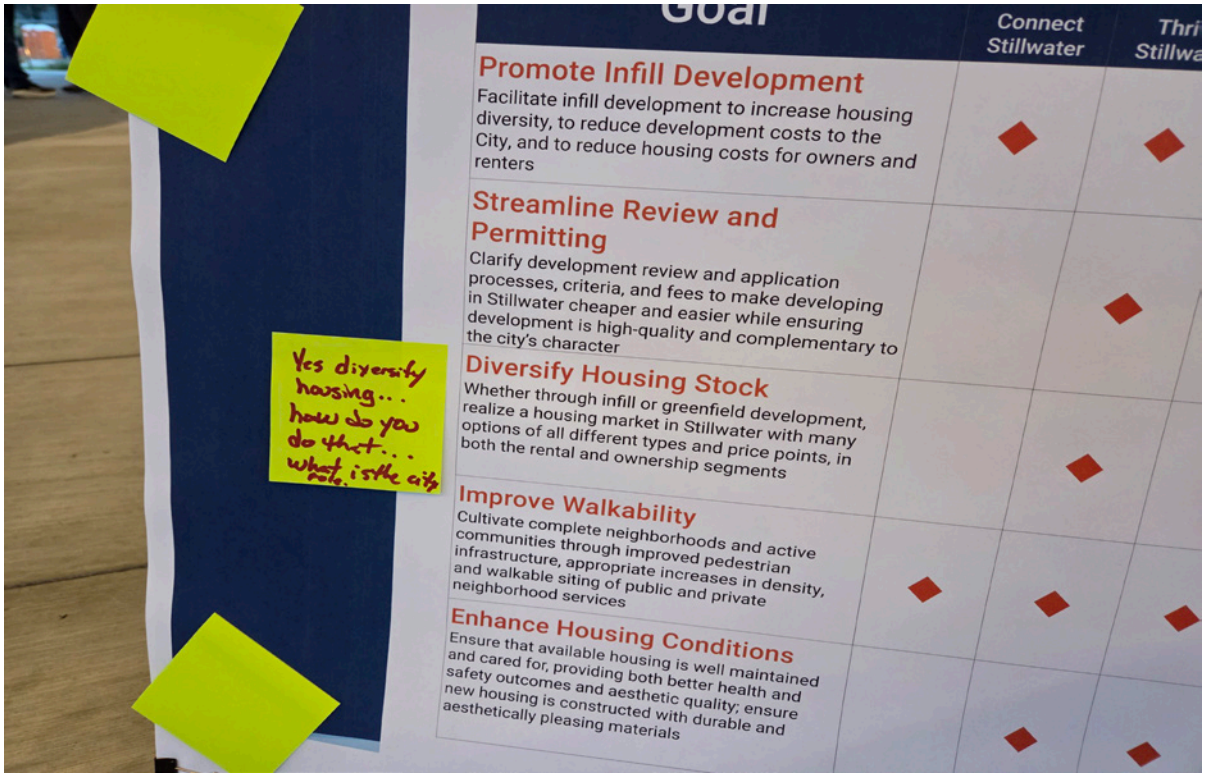
Subsequent pages document all comments received during the open house.

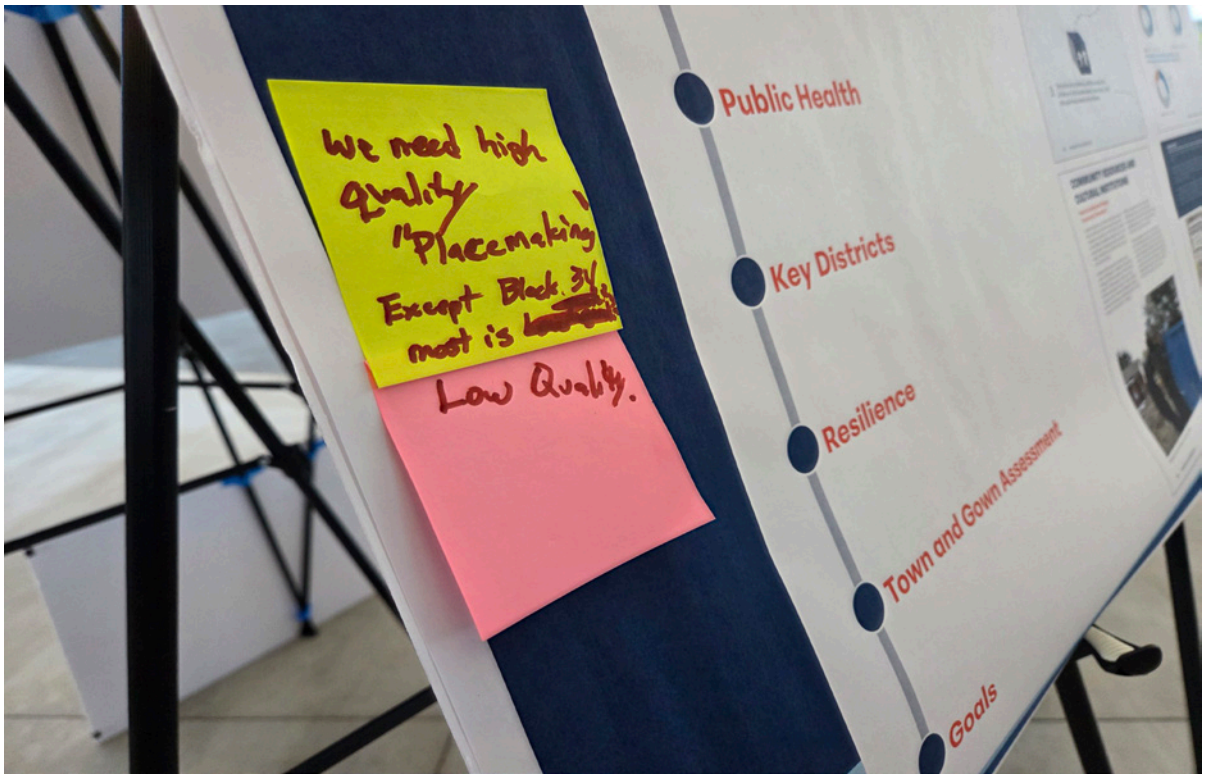



TELL US WHAT YOU THINK
GOALS
Goal
Guiding Principles
Connect Stillwater
Thrive Stillwater
Identify Stillwater
Realize Stillwater
Use Land Efficiently
Capitalize on existing infrastructure to provide services, housing, economic opportunity, and a desirable quality of life.
Plan for a Walkable Stillwater
Neighborhoods should have safe and convenie access to public amenities like parks and librari and to appropriate private services like grocery stores.
Support Economic Developmen
Allocate non-residential land uses to advance the City's economic development vision, provide commercial services citizens want, and create employment opportunity in diverse industries.
Create and Support Iconic Destinations
Support key districts and unique destinations in Stillwater with appropriate uses and amenities.
Prepare for Modern Regulations
Update land use regulations to adhere to contemporary best practices and achieve the community's shared vision.
Yes!
Yes! Walkable... a Quality Walkable Experience.


TRANSPORTATION AND MOBILITY
We need a traffic light at airport & Perkins - please!
We need green Bike lanes and a connected Network. -Michael
WHAT'S IN THIS CHAPTER?
Existing Transportation Infrastructure and Demand Conditions
Previous Transportation Planning Efforts
Roadway Network and Thoroughfare Plan
Supporting Network and Active Transportation
Housing and Transportation Affordability Index
Town and Gown Assessment
Transportation Planning Approach and Resilience
Goals
We need sidewalks on every street, new signalized crosswalks along major streets, paved cross-walks and raised intersections at all streets. Pedestrian areas and repainted crosswalks and better maintained vegetation along sidewalks.
KEY TAKEAWAYS
More off-road trails please!
ROADWAY NETWORK & THOROUGHFARE PLAN
DIGITAL IN
2045 Stillwater Thoroughfare Plan Classification


HBORHOODS
KEY TAKEAWAYS
1 "Nice affordable small homes for singles or couples [should be the focus of new housing development in Stillwater.]"
2 "We need to think in allowing us to update our buildings and change them. SFR should be a choice, but it shouldn't be mandated [...]"
3 "More affordable options for our working residents."
110 ENVISION STILLWATER 2045
Love the focus on infill, small multifamily units + mixed use
ADUs!! add to walkability & Density.
Walkability is a huge problem for Stillwater.
NEIGHBORHOOD COMPL
RESILIENCE
Resilient Housing
Resilience through Housing and Neighborhoods
HOUSING AND NEIGHBORHOODS 111


Goal
Connect Stillwater
Promote Infill Development
Facilitate infill development to increase housing diversity, to reduce development costs to the City, and to reduce housing costs for owners and renters
Streamline Review and Permitting
Clarify development review and application processes, criteria, and fees to make developing in Stillwater cheaper and easier while ensuring development is high-quality and complementary to the city's character
Yes diversify housing... how do you do that... what is the city
Diversify Housing Stock
Whether through infill or greenfield development, realize a housing market in Stillwater with many options of all different types and price points, in both the rental and ownership segments
Improve Walkability
Cultivate complete neighborhoods and active communities through improved pedestrian infrastructure, appropriate increases in density, and walkable siting of public and private neighborhood services
Enhance Housing Conditions
Ensure that available housing is well maintained and cared for, providing both better health and safety outcomes and aesthetic quality; ensure new housing is constructed with durable and aesthetically pleasing materials


We need high Quality "Placemaking
Except Block 3
Low Quality.
Public Health
Key Districts
Resilience
Town and Gown Assessment
Goals

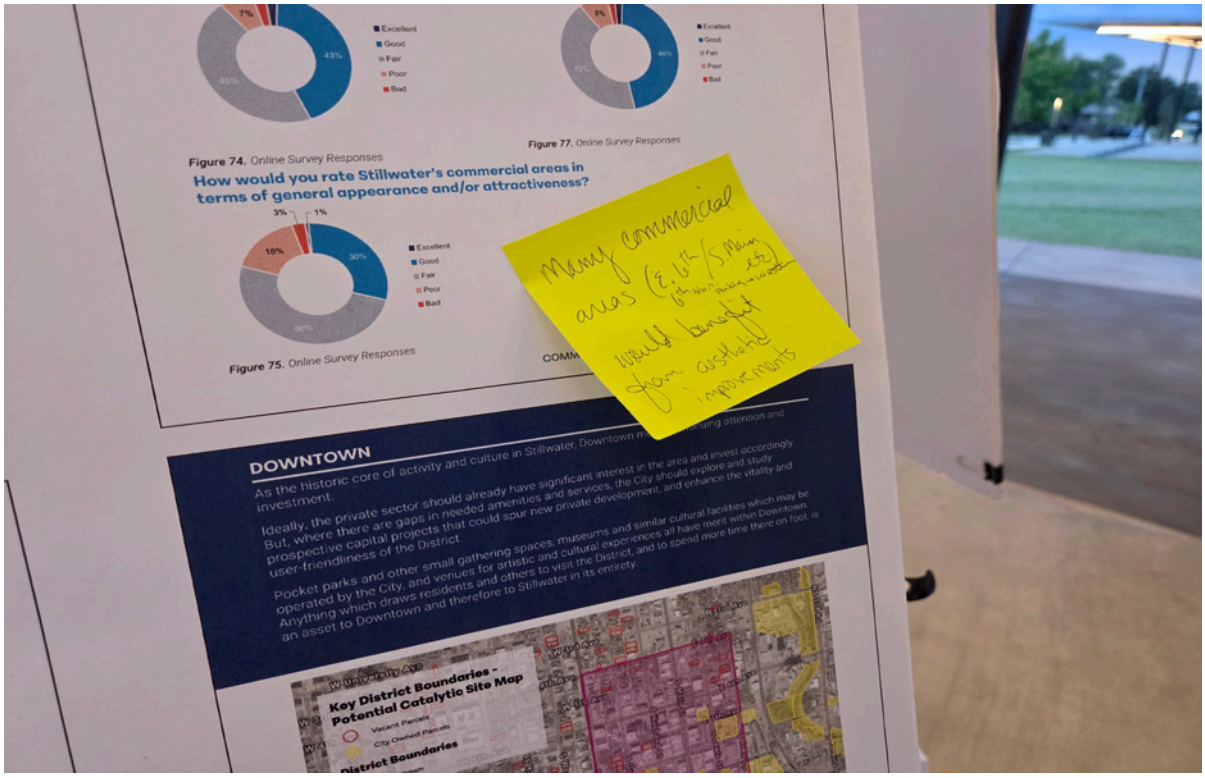
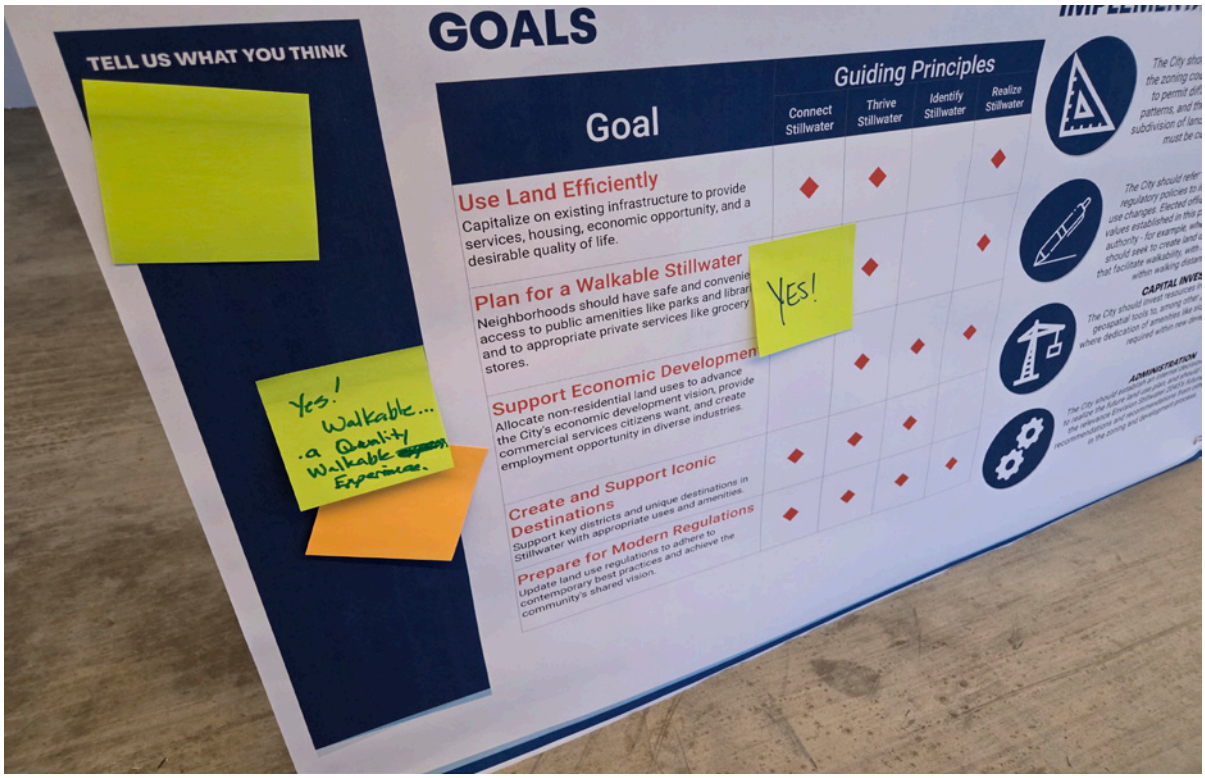


Figure 74. Online Survey Responses
How would you rate Stillwater's commercial areas in terms of general appearance and/or attractiveness?
Figure 75. Online Survey Responses
Figure 77. Online Survey Responses
Many commercial areas
DOWNTOWN
Key District Boundaries - Potential Catalytic Site Map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Future Land Use
Agricultural
Conservation
Employment
High-Density Residential
Industrial and Skilled Trades
Low-Density Residential
Mixed-Use
Moderate-Density Residential
Neighborhood Commercial
Public and Civic
Regional Commercial
Right-of-way
University
Floodplain (FEMA)
Stillwater City Limits
Railroad
Streams
Lakes
* ALL PARKS = GREEN
GOLF COURSE AND GROUNDS = GREEN
→ UPDATE DATA TABLES DISTRIBUTION OF EACH LU CATEGORY
Stillwater Regional Airport
Boomer Lake Park
Oklahoma State University
Couch Park
0
0.5
1
2 Miles
N

ENVISION

STILLWATER 2045

COMPREHENSIVE PLAN

stillwaterok.gov/envision