DRAFT – SEPTEMBER 2026

Land Development Code Diagnostic Report

CITY OF MCALESTER, OK

Contents

Introduction 5

Project Overview 5

Purpose of the Diagnostic Report 5

Overall Process 5

The "Why" 6

Foundational Components 6

Principles 6

Zoning Overview 7

Differing Approaches 7

Subdivision Regulations Overview 9

Summary of Existing Plans and Policies 11

Introduction 11

Moving McAlester Forward Comprehensive Plan 2040 (2019) 11

Vision and Goals 11

Recommendations 13

Master Trails Plan (2012) 14

Overview 14

Relevance 14

Multi-Hazard Mitigation Plan (2010) 14

Overview 14

Relevance 14

Wildfire Mitigation Plan (2013) 14

Overview 14

Relevance 15

Pittsburg County Economic Development Strategy (2018) 15

Overview 15

Relevance 15

Land Development Code Review Memo (2026) 16

Overview 16

Relevance 16

Stakeholder Input 17
Staff Kickoff Meeting 17
Stakeholder Interviews and Workshops 17
Summary 17
Key Points 18
Public Open House 19
Online Engagement 22
Key Themes for the Code Update 23
Analysis of Existing Code Provisions 24
Chapter 62: Land Development, Planning, Zoning, and Subdivisions 24
Article I. In General 24
Article II. Administration and Enforcement 24
Article III. Nonconforming Structures and Uses 25
Article IV. Zoning Districts and District Regulations 25
Article V. Flood Hazard Overlay District 27
Article VI. Off-street Parking and Loading 28
Article VII. Subdivisions 28
Article VIII. Signs 29
Article IX. Public Ways and Easements 29
Chapter 94: Streets, Sidewalks and Other Public Places 29
Article I. In General 29
Article II. Streets 30
Article III. Sidewalks 30
Article IV. Driveways 30
Article V. Street or Public Facility Name Change 31
Other Chapters that May Contain Relevant Provisions 31
Summary of Recommended Revisions 32
General 32
Zoning Districts 34
Uses 36
Development Standards 37
Subdivision Regulations 40

DRAFT

Procedures and Administration 41
Nonconformities 43
Conclusions 44
Cumulative Summary 44
Next Steps 44
Annex A – Outline of New Code 45
Annex B – Consolidated List of Adopted Policy Goals 47
Annex C – Consolidated Public Input 54

DRAFT

Introduction

Project Overview

The City of McAlester currently locates its development regulations in several different chapters of the Code of Ordinances. Chapter 62, Land Development, Planning, Zoning and Subdivisions, is the principal governing document for development within the City, establishing permitted land uses, dimensional standards, site design requirements, signage standards, and the standards and procedures for establishing land subdivisions for subsequent development. Chapter 94, Streets, Sidewalks and Other Public Places, establishes additional standards and processes necessary for the administration of appropriate design, construction, and review of site features, specifically public improvements and infrastructure. Sections of these chapters are dated as early as 1989, while other sections have been updated as recently as 2023.

The City's current Comprehensive Plan, *Moving McAlester Forward*, was adopted in 2019 and articulates a central vision statement for the community's growth trajectory until 2040. It also establishes goals and analytical frameworks for planning subject areas such as land use, housing and neighborhoods, and economic development, among others. Updating these regulations is a critical step toward implementing the vision and goals of the Comprehensive Plan.

Purpose of the Diagnostic Report

The purpose of this Diagnostic report is to outline the key topics identified by Freese and Nichols during a review of McAlester's existing development regulations in the context of its adopted planning policies, studies, and public input priorities. The Diagnostic Report outlines issues and possible solutions to update content within Chapter 62 of the City of McAlester Code of Ordinances – Land Development, Planning, Zoning and Subdivisions.

Another central objective of this Diagnostic Report is to build consensus, ensuring that all parties understand the major issues and anticipated revisions to the regulations before drafting amendments to the Code itself. To this end, comments from stakeholder engagement activities are included to provide context for Freese and Nichols' suggestions and conclusions. While this report intends to provide as comprehensive and specific an analysis and set of recommendations as possible, it is necessary to acknowledge that it is not an exhaustive list of needs for revision, nor a binding final proposal for changes to address these concerns. It serves as a starting point for the project but does not constrain the project team from responding to concerns and issues that may not appear until the project is underway, nor from pursuing alternative code updates or other solutions to address the community's needs.

Overall Process

The development of this report occurred in four steps:

1. Review of the City's existing plans, policies, studies, reports, and regulations.
2. Collaboration with City staff to develop a clear set of project objectives.

3. Collection of input from stakeholders about their goals, preferences, priorities, and experiences related to the City's development regulations.
4. Provision of suggestions for the UDC that reflect the vision and goals of all studied policy documents, and the priorities of the community as ascertained through public engagement.

The "Why"

The renovation of development regulations tends to raise a set of questions from the public, City staff, elected officials, and frequent users of the Code, such as developers. No question these stakeholders may ask is more important than *why*.

So, why is the City updating its development regulations?

- To implement the Comprehensive Plan.
- To facilitate the implementation of other long-range plans and policies.
- To facilitate an increased high-quality housing supply in the community.
- To promote economic vitality.
- To increase connectivity across the City for motorists, Ki Bois Area Transit System (KATS) users, bicyclists, and pedestrians.
- To promote regulatory agility responsive to market interests.
- To provide clarity for property owners, developers, staff, and the public.

The Diagnostic Report further answers the following:

- Why do the City's regulations perform well in certain ways and poorly in others?
- Why are certain changes recommended, as opposed to others?

Foundational Components

In addition to answering the questions above, this report is guided by certain foundational principles.

Principles

Provide a Holistic but Carefully Tailored Series of Development Regulations

The development regulations must provide customized regulations for McAlester and address all the community's different development contexts, such as downtown historic character and redevelopment, protections for established residential neighborhoods, and industrial or employment intensity.

Ensure a User-Friendly Collection of Development Regulations

The code should be easy to use for the public, applicants, and administrators. The code should be logically arranged, easy to navigate, and include language and graphics that are intelligible and clear.

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Development Regulations Should Reflect Community Input

In addition to reviewing and incorporating public input gathered through the comprehensive planning process, the code should reflect the priorities and preferences of the community and key stakeholders, as identified through a dedicated public engagement process.

Development Regulations Should Make Processes Easier

Development that reflects the long-term planning policies of the comprehensive plan should have streamlined processes, with standards that align with preferred development patterns. This includes processes that are efficient and easy for code users to understand. It should seek to remove or avoid bureaucratic hurdles, or "red tape."

Development Regulations Should be Reflective of Best Practices, Oklahoma State Law, and American Case Law

The development regulations should protect the rights of residents, businesses, and other code users, and minimize the potential liability of the City, by adhering to professional best practices, Oklahoma State Law (most notably Title 11), United States Federal Law, and State and Federal case law and judicial precedents.

Development Regulations Should Calibrate Standards and Procedures

Regulations should cultivate development that reflects the community's expectations. Development standards should reflect the needs and market conditions of McAlester for today and the future.

Development Regulations Should Provide Flexibility but Deliver Certainty

While certain zoning approaches, such as form-based codes, tie design to precise standards, overly tight standards can discourage design creativity and diminish preferred development patterns. The code should balance the high quality expected by the community with clear pathways for implementing creative design and project delivery approaches.

The Development Regulations Must be Enforceable

Development regulations are legal documents that provide jurisdictions with the authority to regulate and condition development. However, the regulations must be enforceable to meet their intended purpose. The approach should explore tools to improve enforceability, such as reporting requirements, compliance plans, and improved notification procedures. These processes will align with Oklahoma State Statutes.

Zoning Overview

Differing Approaches

Conventional or Euclidean Zoning

Conventional zoning divides a city into geographic districts that establish permitted, uniform uses and dimensional standards, such as setbacks, height, and density.

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Advantages

Conventional zoning is one of the most common zoning approaches used in American cities. Because of its frequent use, it is widely familiar to zoning administrators and applicants. This approach is effective at controlling the scale of development and keeping uses of different intensity and character separate.

Limitations

While there are some advantages to conventional zoning, there are noticeable limitations to the approach. Conventional zoning does not comprehensively regulate design as it is primarily focused on use alignment. Additionally, segregating uses and excessive building setbacks or height regulations can pose barriers to preferred development described in newly adopted planning goals.

Form-Based

Form-based zoning divides a city into zones where development is regulated by physical design characteristics rather than by use alone.

Advantages

Form-based zoning is beneficial in that it directly addresses site design and provides landowners with greater flexibility through increased use allowances. Because site design is the focal point of form-based zoning, rather than use classification, this approach applies well to urban contexts, such as downtown cores, urban districts, and corridors.

Limitations

Form-based zoning has gained popularity over the past decade. Due to its unfamiliarity compared to conventional zoning, form-based zoning tends to be complicated for zoning administrators and code users. Additionally, form-based zoning is typically limited in scope, as it does not generally address issues such as congestion, suburban corridors, stream corridors, and related concerns.

Composite

Rather than zoning districts having just one component (e.g., a discrete list of permitted uses), composite Zoning provides separate and independent zoning components such as use, site, and architectural characteristics. One of each of these components can then be combined to create a "composite" zoning district.

Advantages

Composite zoning provides a highly flexible approach while preserving the basic standards familiar to most code users.

Limitations

This type of zoning functions like a series of overlay districts, making it more complicated than conventional zoning. Additionally, failure to properly include the various components can leave the City without the tools to enforce desired outcomes and users without clarity on how to move forward with development and construction projects.

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Performance-Based Zoning

Like form-based zoning, performance-based zoning incorporates prescriptive ratio-based metrics to control development impacts. For example, the regulations could prescribe minimum ratios for landscaping and open space, along with maximum impervious surface, building coverage, or floor area metrics for each district.

Advantages

Performance-based zoning provides flexibility to accommodate a wider range of development types and encourages creative site design. It can also produce more predictable community outcomes by focusing on development quality and compatibility rather than rigid regulations.

Limitations

The various metrics and calculations can be complicated. Development ratios tend to have a very weak relationship with design and are largely limited to restricting the scale and footprint of development.

Hybrid Zoning

Hybrid zoning approaches that draw on techniques and characteristics of some or all of the approaches described above are common in contemporary code reforms designed to move away from outdated, conventional or Euclidean codes.

Advantages

A hybrid approach empowers the City with an unconstrained toolkit of methods for regulating development. This type of zoning works well where it is appropriate and desirable to differentiate by land use, where it makes sense to focus primarily on design and aesthetics, and where environmental sensitivity makes performance metrics key. Hybrid zoning can establish and enforce specific outcomes as the primary means of regulating development.

Disadvantages

Hybrid zoning can be complicated for code users in a manner like composite districts – an applicant may need to understand permitted land uses on their property, extensive requirements for design, and limitations to development to meet performance standards for environmental concerns or nuisance mitigation. For administrators, processing applications and ensuring compliance with site standards can require many reviewers.

Subdivision Regulations Overview

Conventional Subdivision Regulations

Conventional subdivision regulations establish the procedures and standards for dividing land into lots, blocks, streets, easements, and other public improvements. These regulations typically address platting procedures, lot dimensions, street design, utility extensions, drainage, parkland dedication, and the construction or assurance of required infrastructure.

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Advantages

Conventional subdivision regulations provide a familiar and predictable framework for reviewing new development. They are especially effective at ensuring that land is divided in an orderly manner, that lots have adequate access to streets and utilities, and that public infrastructure is constructed to minimum municipal standards. This approach also gives the City clear tools to coordinate development with long-term infrastructure planning and to avoid creating lots that cannot be reasonably served.

Limitations

Conventional subdivision regulations often risk reinforcing development patterns that are inconsistent with contemporary planning goals. Standards emphasizing uniform lotting, wide streets, limited street connectivity, and conventional drainage design may contribute to development patterns that are more costly to serve, less walkable, and less adaptable over time. In addition, subdivision regulations that are written primarily as engineering or platting requirements may not adequately address broader community objectives, such as neighborhood character, open space preservation, context-sensitive street design, or the relationship between new subdivisions and surrounding development.

Conservation or Cluster Subdivision Regulations

Advantages

This approach is useful where the City's planning goals call for growth management, environmental protection, rural character preservation, or reduced infrastructure impacts. By concentrating development on the most suitable portions of a site, conservation subdivisions can preserve sensitive lands while still supporting a reasonable development yield. They can also reduce the length of streets and utilities (and thereby the cost) needed to serve a development when designed carefully.

Limitations

Conservation subdivision regulations can be difficult to administer if the code does not clearly define the resources to be preserved, the minimum quality and configuration of open space, and the entity responsible for long-term maintenance. Without strong standards, preserved areas may be fragmented, inaccessible, or composed primarily of land that was otherwise undevelopable. This approach also requires coordination with zoning standards to ensure that lot size flexibility, density, and open space requirements work together rather than conflict.

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Summary of Existing Plans and Policies

Introduction

Land development regulations should always be constructed to reflect a community's adopted policies, embody professional best practices, and harmonize with other key standards, policies, and regulations. Understanding the goals and priorities of McAlester's adopted long range plans, insights garnered through other studies and reports, and key provisions of any design guidelines or technical standards is a necessary first step to enabling this Diagnostic Report to provide useful recommendations for creating a new set of code provisions that will implement the community's development goals.

Moving McAlester Forward Comprehensive Plan 2040 (2019)

Vision and Goals

The Comprehensive Plan establishes the community's shared vision for how the future of McAlester should look, and lays out goals which, when achieved, will bring that vision closer to reality. The vision statement of McAlester's Comprehensive Plan is:

> *"The City will continue to grow from within, enhancing urbanized areas with improved parks, roads, utilities, and civic buildings and spaces. Downtown will become a vibrant regional destination while maintaining desirable characteristics, which appeal to visitors and residents. Employment is experiencing growth and diversity in industry and entrepreneurship, spurred by higher education. Increased job opportunities, expanded housing choices, and development that supports healthy living improves the quality of life for existing and future residents. Walkable neighborhoods are connected by a system of trails to shopping, dining, parks, amenities, and activities for all ages. Open space preserves and protects the integrity of the area's natural resources."*

The Plan indicates that, at least to some extent, goals established in a prior Comprehensive Plan remain relevant to community interests. Those are:

- Ensure economic development will enhance and enrich the quality of life in McAlester
- Plan for and provide public utilities that adequately serve the population; allow for growth; promote and attract economic development; and encourage efficient use of land and fiscal resources
- Develop a central business district that financially benefits the citizens of McAlester and the surrounding trade area
- Implement the comprehensive plan as a working document to guide the future growth and development of McAlester

- Evaluate housing in all residential areas and establish a method to ensure a variety of types that are safe, healthy, served by all public utilities, and have appropriate connectivity to public facilities, schools, and commercial areas
- Provide a framework for sustainable community development to ensure proper growth management
- Provide well-designed and maintained transportation in McAlester, which ensures safety and ease of movement for all residents
- Provide a complete range of public services to the community
- Provide land area, facilities, and activities to service the recreation needs of McAlester
- Provide sufficient land area and facilities to serve the education and cultural needs of all persons in the community, and assure that facilities are conveniently accessible

In addition to continuing to pursue goals established during prior planning efforts, the 2040 Comprehensive Plan identifies several focus areas and lays out new goals organized by the planning topic they address, such as land use and development design, housing and neighborhoods, and others.

The focus areas identified are Downtown, Olde Town, the Main Street Connection, and Wyandotte Avenue/Wade Watts Avenue. Each is given an in-depth analysis and unique goals.

Goals for Downtown include:

- Bolster walkability through the use of street trees, bench seating, and wayfinding
- Encourage pedestrian-oriented traffic flows
- Facilitate active building uses that support safe and viable street edges
- Spur surrounding redevelopment and catalyze well-defined edges
- Establish as the de facto community gathering space
- Reinforce McAlester's identity through gatherings and festivals

Goals for Olde Town include:

- Celebrate rich history through music and themed events
- Identify district edges through design
- Establish as a node for residents immediately surrounding Olde Town
- Fortify unique identity through adaptive reuse of buildings, and new buildings that complement the historical context
- Revitalize streets by implementing pedestrian-friendly sidewalk design and traffic flows

Goals for the Main Street Connection include:

- Identify valid intersections to serve as points of interest for a series of experiences
- Encourage adaptive reuse of viable buildings
- Link segments of Main Street through incremental redevelopment of buildings and infrastructure
- Seek east-west connections between neighborhoods separated by the rail line
- Establish requirements for improved and aesthetically pleasing on-street parking

Wyandotte Avenue/Wade Watts Avenue Goals

- Bolster as a strong transition from Downtown to Highway 69 corridor
- Ensure pedestrian and bicycle connectivity
- Develop as a Complete Street through the implementation of strategies such as well-defined bicycle and vehicular lanes, sidewalks, benches, and signage
- Minimize curb cuts
- Catalyze redevelopment by focusing initial development on key intersections

What is the Relationship between the Plan and the Land Development Code?

In short, the Comprehensive Plan provides the project team with clarity on the kinds of physical development outcomes the community wants to see. It is an aspirational document that provides a policy rationale for elected and appointed leaders to use when considering development applications and legislative actions. It does not establish the rules that govern how things get built in McAlester, but it sets a uniform foundation for understanding what those rules *should be*. The Land Development Code establishes those rules. It turns desired outcomes into regulatory mechanisms that achieve those outcomes – if the community wants more of a certain type of land use, or wants to see greater density in one area and sustained density in another, the Land Development Code empowers the City to realize those goals and respond effectively to the priorities of the community. If the Comprehensive Plan is a blueprint, then the Land Development Code gives the City all of the materials it needs to build.

Recommendations

The Comprehensive Plan lists many individual action items as recommended means of achieving its goals and realizing the vision. These are fully listed in Annex B of this Diagnostic Report. A few examples of recommendations that can be effectively implemented through the land development code update process include:

- Concentrate development in nodes where the mixture of compatible uses and density of development can feasibly support alternative modes of transportation and delivery of community programs and services
- Establish design standards for subareas of the City to conserve and reinforce the distinct character of each place
- Seek opportunities to expand the range of housing options within the community
- Encourage infill development and amenities in existing employment centers
- Promote [the] conservation of open space and natural resources as development occurs
- Improve access management
- Increase mobility for all users

Recommendations like this, in the context of the Plan's goals and vision, will form the foundation for diagnostic conclusions and changes to the code itself.

Master Trails Plan (2012)

Overview

The 2012 Master Trails Plan provides insights into the benefits of trails before analyzing existing conditions, establishing a vision, goals, and objectives, articulating design guidelines, and detailing the proposed future trail network. It also discusses funding sources, an implementation plan, and how to operate, maintain, and manage these assets once constructed.

Ultimately, this plan describes a 51.28-mile network of multi-use trails and on-street linkages to be built in three phases, connecting residential areas, commercial centers, and other key points of origin and destinations.

Relevance

Updated development regulations can be a powerful tool in facilitating and, in some ways, requiring the construction of these multimodal transportation systems. Requirements for the provision of public facilities, typically referring to roads, water, and wastewater infrastructure, and generally established within provisions governing the subdivision of land, can establish requirements for the construction of and connection to infrastructure like the trails described in this plan when new development occurs.

Multi-Hazard Mitigation Plan (2010)

Overview

The 2010 Multi-Hazard Mitigation Plan is wide-ranging in the scope of information it reviews and provides, but, most critically, it identifies a specific list of natural hazards, outlines mitigation goals and objectives, and provides mechanisms for implementing key mitigation goals and keeping the plan updated over time.

Relevance

Not every hazard can be effectively mitigated through updates to the City's development regulations. However, improved and updated standards for building design and construction, to the extent they are regulated outside the building code or referenced in it, may advance goals related to mitigating risks and damage from fires, floods, wind events, and earthquakes. Changes to stormwater management regulations may also improve outcomes related to soil subsidence or expansion.

Wildfire Mitigation Plan (2013)

Overview

The 2013 Wildfire Mitigation Plan provides foundational information about how localities can prepare for wildfires and manage their risk. It assesses existing facilities and assets, and their distribution throughout the community, that are important to the City's ability to respond effectively to wildfire events. It also

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documents an assessment of the eastern part of the City and one of the western parts of the City, conducted by the Oklahoma Forestry Division, of the community's wildfire hazard rating. Each part of the City was found to exhibit an Extreme Risk profile, meaning the community may be destroyed during a wildfire due to its physical characteristics and design.

Relevance

Many of the recommendations in this plan are programmatic or reliant on partnerships with additional entities to manage potential wildfire risks. But the Extreme Risk ratings found in Attachment A of the plan demonstrate room for significant improvements to the design and construction of buildings, infrastructure, and the overall development pattern of the City. The plan recommends that buildings remove flammable siding and shingles, and that property owners create buffer zones around structures, free of vegetation that could enable or accelerate the spread of wildfire. These recommendations can be implemented, at least in part, through updates to the City's design standards and landscape requirements.

Pittsburg County Economic Development Strategy (2018)

Overview

The 2018 Pittsburg County Economic Development Strategy considers a broader scope and a greater complexity of interconnected partners and processes than most other plans reviewed by this Diagnostic Report. Its overall function is to understand the existing economic landscape, ongoing trends, likely future outcomes, and options to change course through policy and investment – the aggregate reality of prosperity and opportunities to pursue prosperity for individuals, businesses, and governments in the region.

Relevance

Many of the proposals within this Strategy focus on business partnership structures that exhibit low relationships to land development regulations. However, the Strategy contains goals to enhance business retention and expansion efforts in the County, which would be advanced in part through updated land development regulations within McAlester's corporate limits. Ensuring zoning and land use permissions facilitate easy yet well-regulated proliferation of business and industry, through both infill development and greenfield construction, is a critical part of this process. Effective provisions for connecting to public infrastructure can ensure that commercial and industrial uses have their utility and infrastructure needs met quickly and cost-effectively. Further, the Strategy explicitly promotes housing construction, especially through infill development, a policy whose successful implementation strongly depends on conducive regulations. Its proposal to continue support for McAlester Main Street and Downtown McAlester is intimately connected to how well regulations can preserve cherished community character while modernizing mixed-use developments responsive to today's business and housing needs.

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Land Development Code Review Memo (2026)

Overview

The 2026 Land Development Code Review Memo, authored by the City of McAlester, acts as a kind of pre-Diagnostic Report; a truncated version of this document in terms of its purpose. That purpose is to connect specific recommendations and other content from the Comprehensive Plan to provisions in the current version of the Code of Ordinances' Chapter 62 and identify changes that must be made to the latter to realize the vision of the former. It references code changes necessitated by other policies and plans, and notes deficiencies in the sign code in the wake of recent case law and court precedents regarding First Amendment protections.

Relevance

The relevance of this document to the Diagnostic process is almost self-evident, as it identifies many proposed changes based on specifically cited policy guidance, just as this Diagnostic Report does. Its contents will be included directly in this Report.

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Stakeholder Input

Staff Kickoff Meeting

During the Kickoff Meeting between City Staff and the Freese and Nichols team, several priorities were identified for addressing through the land development code update process. These included:

- Modernizing land use classifications
- Updating parking requirements
- Right-sizing lot dimensions and setback requirements to reduce nonconformities and variance requests
- Modernizing subdivision standards
- Increasing flexibility for mixed-use development
- Determining allowances for accessory dwelling units (ADUs)
- Improving consistency in the code language
- Modernizing sign regulations
- Addressing building material quality and prefabricated home formats
- Aligning land use and design standard approaches with adopted building and fire codes
- Updating public infrastructure design and connection standards

Stakeholder Interviews and Workshops

Summary

Across three stakeholder meetings on August 6, 2026, involving homebuilders, engineers, surveyors, real estate professionals, downtown and industrial property owners, business operators, and a Choctaw Nation representative, participants described McAlester as a community with substantial development potential but a land development system that often prevents that potential from being realized. Stakeholders pointed to strong demand for infill housing, rental units, duplexes, apartments, tiny homes, live-work spaces, downtown redevelopment, and larger subdivisions, driven in part by current and prospective employers, including the McAlester Army Ammunition Plant's need for hundreds of workers and the possibility of major new industrial investment. However, these positives were overshadowed by a general lack of confidence in the system's predictability, coordination, and proportionality.

The most common complaint was uncertainty: requirements reportedly change or emerge late, different callers receive different answers, departments do not communicate with one another, staff turnover affects interpretation, and applicants may complete construction before learning that engineered plans, sprinklers, retention ponds, or other major improvements are required. Participants described subdivision approval as taking at least a year, said missed details can add significant time for review and approval processes, and criticized the absence of effective predevelopment meetings, preconstruction coordination, redline review, phased subdivision procedures, and clear step-by-step information on the City's website.

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The code itself was characterized as rigid and poorly matched to McAlester's existing development pattern. Minimum lot sizes, setbacks, parking requirements, landscaping rules, construction entrance standards, inspection sequences, and other requirements can be physically or financially impossible to meet on small infill lots or older nonconforming properties. Stakeholders said that additions or alterations can trigger unattainable parking obligations, that rebuilding on historic lots may require variances or be prohibited, and that even the variance process can be ambiguous or unavailable until after work has occurred.

Rezoning was described as effectively non-operational because of cumbersome hearings, inadequate notice, and intense neighbor opposition, especially to duplexes, multi-family housing, and higher-intensity commercial uses. This was seen as directly worsening a shortage of decent, affordable, and rental housing while leaving deteriorated, illegally occupied, burned, or abandoned properties in place.

Downtown projects face additional barriers, including strict fire code compliance, inadequate water pressure for suppression systems, ADA and sidewalk responsibilities, awnings, electrical work, and live-work rules that are technically allowed but often infeasible. Stormwater, floodplain, and drainage requirements were another recurring concern: participants supported addressing drainage but objected to late-stage retention demands, inflexible standards, questionable fees, and limited alternatives, such as fees-in-lieu, green infrastructure, or context-sensitive solutions.

Collectively, clearer and earlier assurances, consistent interpretations, better interdepartmental communication, administrative approvals where appropriate, empowered staff, fewer unnecessary hearings, graduated or threshold-based standards, contextual infill rules, broader housing and live-work permissions, and enough flexibility for the City to approve reasonable projects without exposing staff to liability or sacrificing public interests.

Key Points

Positives

- Responsive and helpful City staff
- Clear and effective property inspections
- Affordable permit and utility-initiation costs
- Strong public parks and green spaces
- Substantial infill and redevelopment opportunity
- Demand for additional housing
- Public investment drives private development

Negatives

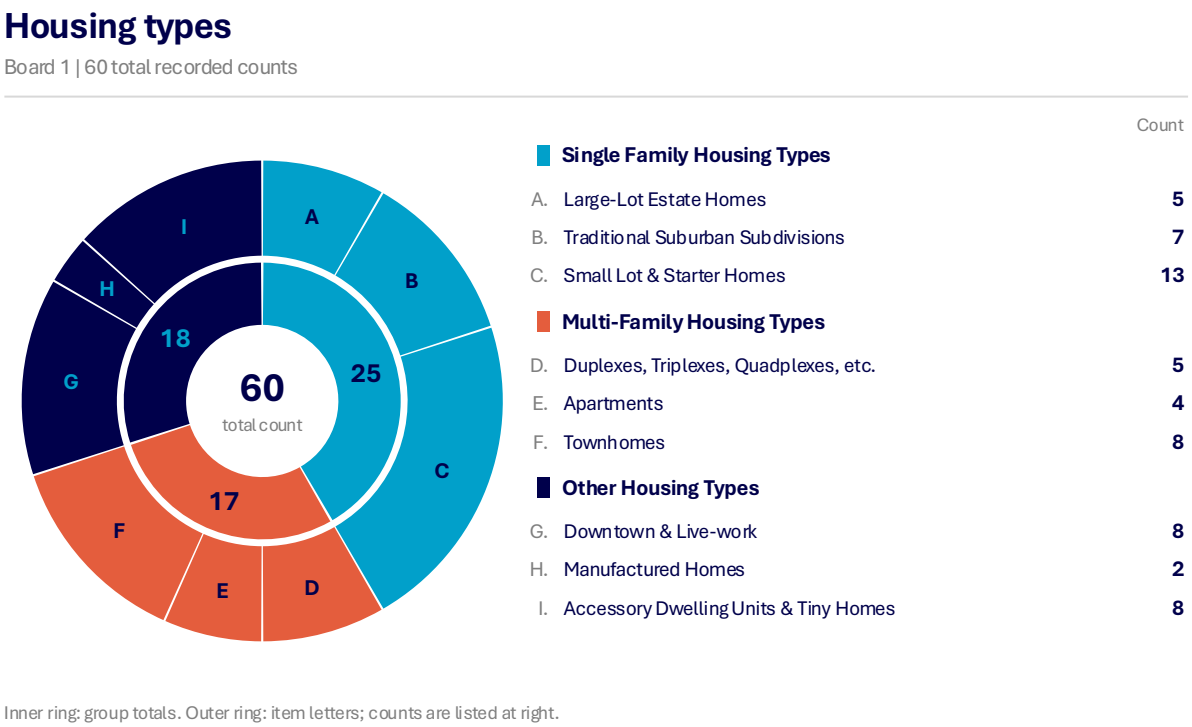
- Development timelines are excessively long
- Requirements are unpredictable and emerge too late
- Interdepartmental coordination in the City is lacking
- Instruction on building and permitting requirements is inconsistent
- The online permitting system is difficult to use
- There is no effective predevelopment or preconstruction process

- The review and revision process is cumbersome and time-consuming
- Phased subdivisions are no longer feasible
- Codes are poorly suited to infill and existing neighborhood conditions
- Nonconforming lots are difficult to redevelop
- The variance process is ambiguous or inaccessible
- Parking minimums are too high and inflexible
- Rezoning is extremely difficult, unpredictable, and excessively subject to volatile public opinion
- The code limits the range of housing types
- Downtown fire-suppression requirements are difficult to meet
- Downtown ADA and sidewalk maintenance responsibilities are unclear
- Stormwater management requirements are inflexible and often disclosed late
- Floodplain permitting is difficult even when buildings are outside of the floodplain

Public Open House

Ten people signed into the Public Open House on August 6, 2026. During this open house meeting, participants viewed a brief presentation introducing the project team, key planning and land development regulation concepts, and insight into the timeline and deliverables associated with McAlester's Land Development Code Update. They were then afforded the opportunity to provide input on exhibit boards and to complete physical copies of the survey or take it online through the project website. The results of the exhibit boards are shown below.

Figure 1: What types of housing would you like to see in McAlester?



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Figure 2: What development standards need improvement?

Development standards

Board 2 | 43 total recorded counts

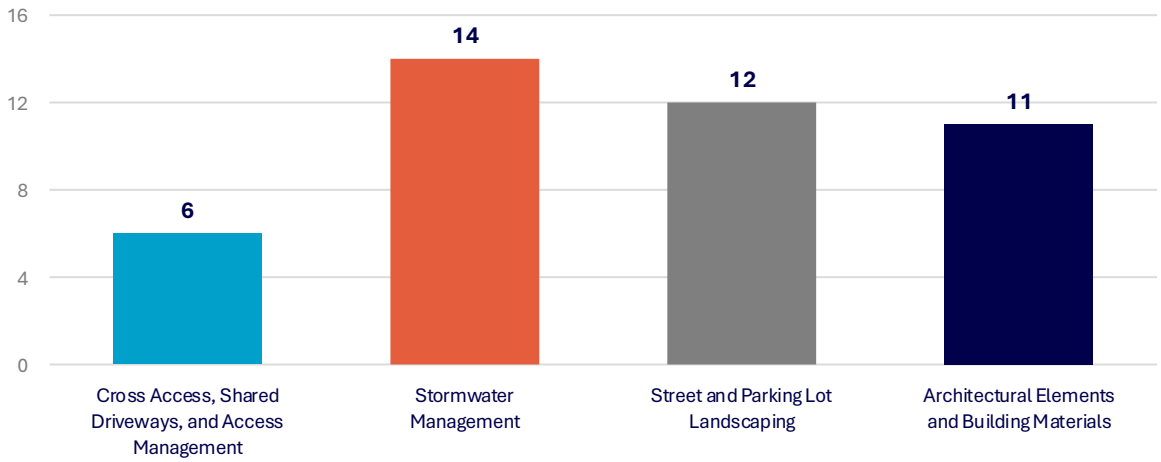
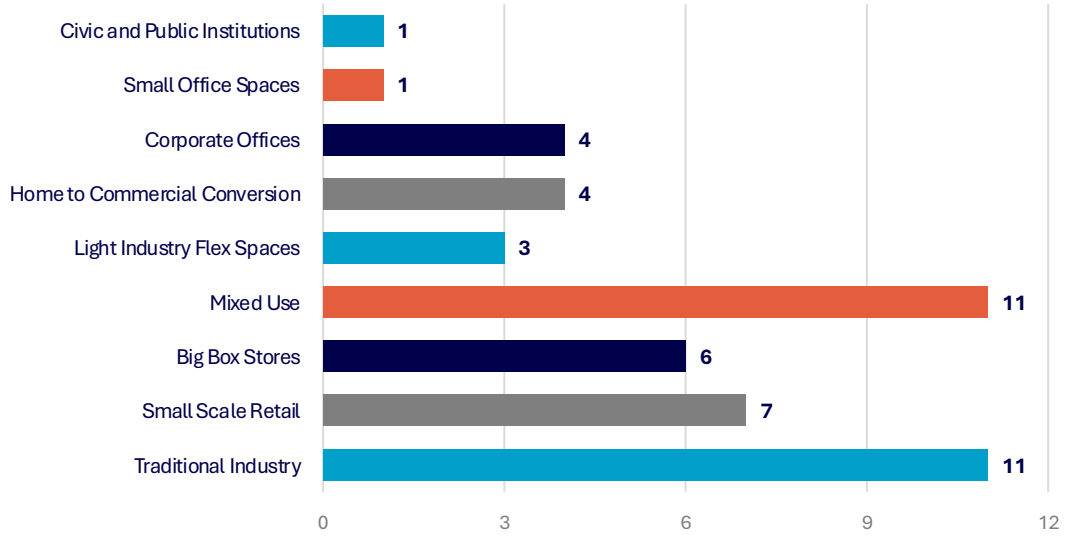


Figure 3: What does McAlester need more of?

Development types

Board 3 | 48 total recorded counts

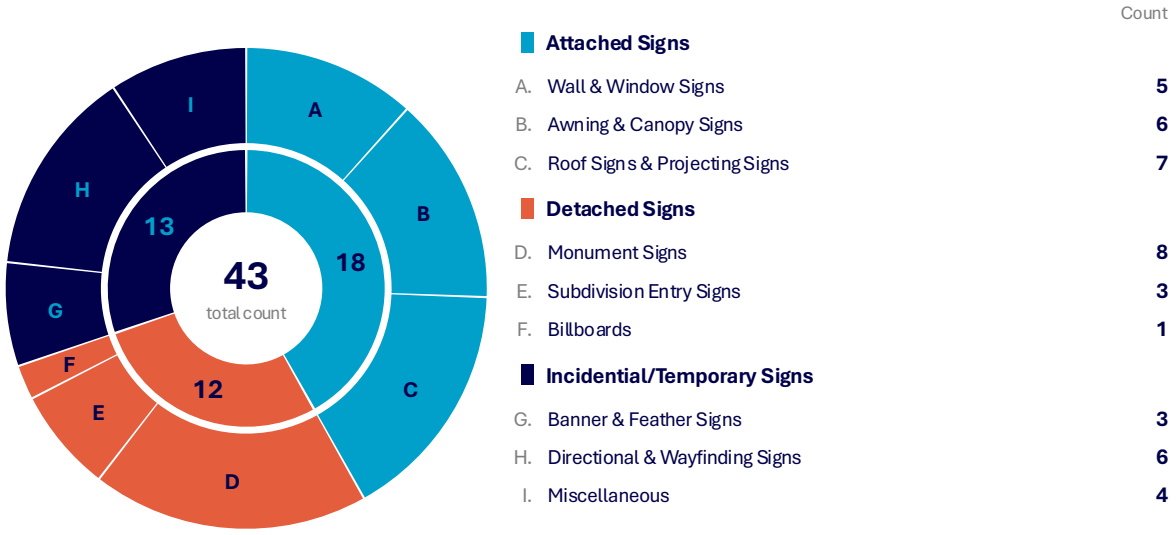


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Figure 4: What types of signs would you like to see in McAlester?

Sign types

Board 4 | 43 total recorded counts

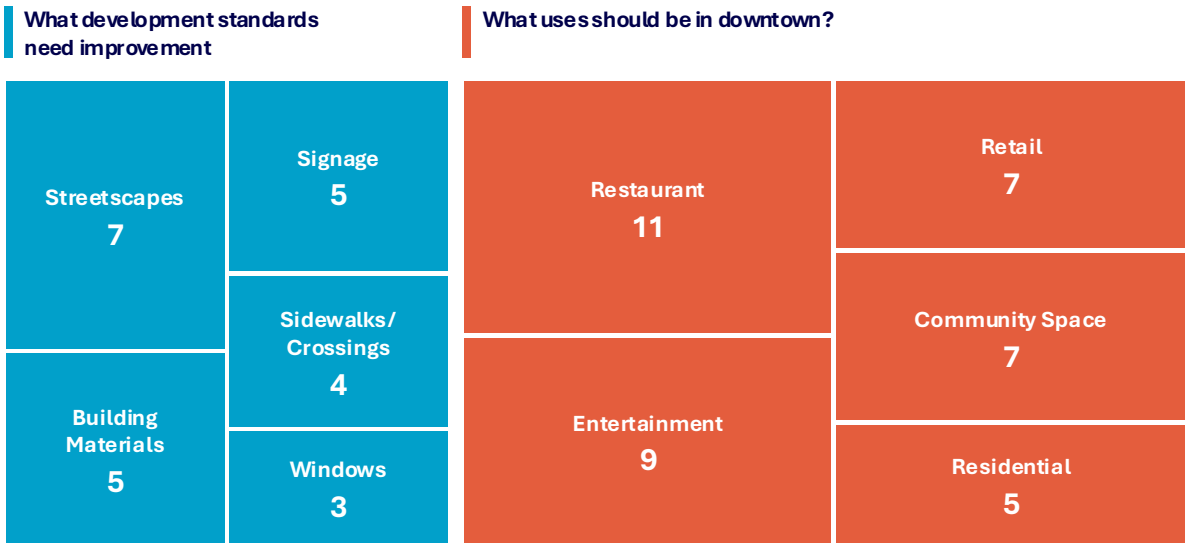


Inner ring: group totals. Outer ring: item letters; counts are listed at right.

Figure 5: Downtown Development

Downtown

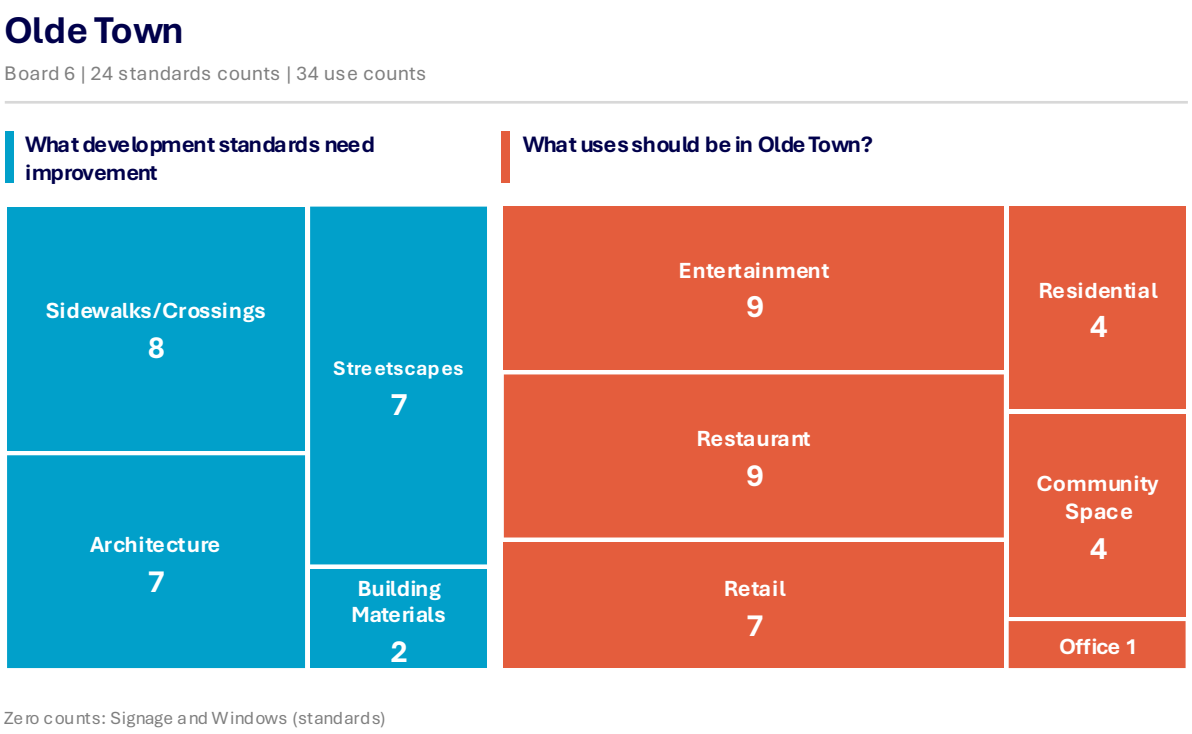
Board 5 | 24 standards counts | 39 use counts



Zero counts: Architecture (standards); Office (uses)

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Figure 6: Olde Town Development



Online Engagement

The project uses a website to host information about engagement opportunities, draft code content, and tools for providing input. Those tools include an interactive map, on which respondents could leave location markers with comments, and a survey, which was open from July 28th to September 9th, 2026.

A few major results include:

1. 66 total responses were submitted, and almost all respondents were residents.
2. Almost 80% of all respondents were age 45 or older.
3. 83% of respondents were residents of McAlester that did not identify themselves as developers, business owners, or any other kind of specialized code user.
4. Almost 26% of respondents had conducted a project that involved the current regulations.
5. Most people felt neutrally about how well the current regulations work to deliver the right development outcomes, but results skewed slightly negative.
6. Over half of respondents want to see more single-family homes and more industrial facilities.
7. Around 40% of respondents want to see more small local shops and more regional shopping centers.
8. The three most frequently identified concerns to be addressed in the code update are drainage issues, enforcement of regulations, and parking requirements.

Detailed results can be found in Annex C of this Report.

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Key Themes for the Code Update

Conversations with staff, frequent code users, and the public have yielded the following key themes as the most central objectives for the code update process:

1. **Improve Up-Front Clarity of Requirements.** Through improved organization, additional detail, and clearer language, code users should be able to initiate a development application with a better understanding of what requirements they must meet and rely less on staff interpretations.
2. **Streamline Procedures.** While added clarity at the beginning of a project should help streamline procedures, this code update process should also reduce review timelines, reduce the number of review processes undertaken per application, and reduce the administrative and time burden for both staff and applicants to complete projects.
3. **Address Nonconformities.** Many of the City's existing lots are no longer compliant with minimum lot widths and areas, and this creates significant challenges to altering or redeveloping these properties. The updated code should reduce the prevalence of nonconformities by adopting updated standards and reduce the difficulty of investing in these properties by streamlining processes.
4. **Modernize Uses.** Multiple conversations revealed demand for live-work units, infill development in mixed-use districts, and a desire to see expanded commercial offerings in downtown and Olde Town, as well as in peripheral areas amenable to regional shopping centers. The code update should be responsive to these market demands and establish use classifications that simplify the application process for these activities.
5. **Unshackle Housing.** The need for additional housing stock is pressing, considering both a national affordability crisis and increased demand driven by the ammunition plant and anticipated employment growth and potential future industrial investment in the region. This demand is present, while issues with abandonment, dilapidation, and accidental destruction of housing units are prevalent, and redevelopment of those homes is often difficult due to nonconforming use regulations. The code update should make it easier to build durable, high-quality housing stock that meets the community's expectations of character and small-town charm, while also creating cost-effective choices for people to live in McAlester.

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Analysis of Existing Code Provisions

Chapter 62: Land Development, Planning, Zoning, and Subdivisions

Article I. In General

Contents

Article I contains definitions, descriptions of violations and penalties, language establishing the cumulative nature of the chapter regarding prior ordinances, a purpose statement, a statement on the relationship between this chapter and any conflicting regulations, a statement referencing the adopting ordinance for the Comprehensive Plan, and regulations for the filling and excavating of land.

Notes

With the general goal of moving content more frequently sought by code users toward the beginning of the document, definitions should be in a separate Article at the end of the UDC.

Violations and penalties should likely be relocated alongside other provisions relating to administration and enforcement.

A severability statement is needed.

The content about the filling and excavating of land is more appropriate elsewhere in the document, likely under certain zoning standards related to site design and development.

Article II. Administration and Enforcement

Contents

Article II contains general establishing language, provisions for the creation, composition, electoral processes, duties, and other attributes of the Planning Commission and Board of Adjustment. It also establishes standards and processes for zoning clearance permits, building permits and certificates of occupancy, and uses requiring discretionary approvals from the Planning Commission. Finally, it contains authority, processes, and noticing requirements for amending the land development code and the zoning map.

Notes

General establishing statements may be useful in the early parts of this article.

Most of this article pertains to the assignment of authority for discretionary review bodies, and the expansion of this content to other key authorities will be beneficial.

An article such as this is often a sensible place to locate requirements for public notice and hearing requirements, and certain procedures not explicitly tethered to the zoning regulations, to the subdivision process, or otherwise located elsewhere in the code.

Article III. Nonconforming Structures and Uses

Contents

This article contains a statement of intent, language permitting the construction of single-family dwellings on lots of record, provisions for the enlargement, destruction or movement of [nonconforming] structures, provisions addressing the nonconforming use of structures and the nonconforming use of land.

Notes

With the general goal of moving content more frequently sought by code users toward the beginning of the document, nonconformities should be located later in the document.

Further exploration of the definitions and specifications of terminology is required, but the distinction between nonconforming uses of structures and of land is unusual and likely to be consolidated.

The section also needs language for nonconforming site improvements and for nonconforming lots.

Article IV. Zoning Districts and District Regulations

Contents

This article contains a list of all established zoning districts, a provision adopting and empowering the zoning map and outlining components of the map amendment process, a statement about annexation and the automatic zoning of newly annexed land, what happens to land within public easements that are vacated, and language addressing the application of use-based standards to higher-intensity uses permitted in lower-intensity districts. It then provides descriptions, permitted uses, and dimensional regulations for each zoning district, and specifies which zoning districts may be established within certain special planning areas and along certain key corridors. Finally, it outlines several supplemental standards for height and placement of buildings, for group housing projects, for industrial pilot plants, and for several other features of land use and development.

Notes

The organization of this article is close to what FNI would recommend, but Sec. 62-220 through 62-223, in addition to any substantive edits to their content, should be relocated.

The approach to zoning newly annexed land needs to be examined and potentially altered.

There are 15 existing zoning districts, plus five special planning areas, which define limitations on which of the other 15 districts may be established within their boundaries. While there is no universally appropriate number of zoning districts, 15 is likely reasonable; this can be more definitively determined by analyzing how well each district is utilized. If some districts only exist on a few properties or are not currently present within McAlester at all, they may be primed for consolidation into other districts.

While the number of districts is not clearly too many or too few, the districts reflect an outdated pattern of land use and intensity separation, that is not aligned with many of the ideas promoted in the Comprehensive Plan. It is likely that, if there must continue to be near-exclusively single-family detached residential districts, no more than one such district is needed, while three such districts exist today. If one or more moderate-intensity districts are needed, the jump from single-family detached districts to those

that permit duplexes, and then to a multi-family residential district, is not aligned with comprehensive plan priorities of promoting infill, redevelopment, the "missing middle" housing types, or general goals of increasing housing variety and availability. A moderate intensity district between single-family homes and multi-family dwellings should be more inclusive and flexible to accommodate potential future innovations in housing design, construction, and tenure.

The non-residential districts would benefit from certain modernizations as well. The existing effort to provide for neighborhood-compatible commercial areas agitates toward best practices and Comprehensive Plan goals of walkability and a community-centered public realm, but needs an updated set of permitted uses and likely updates to its development standards to more adequately situate next to existing neighborhoods or be embedded within neighborhoods where appropriate.

The PUD approach may need notable adjustment – the way it relates to other existing districts may inhibit its ability to serve optimally as a tool for accommodating unique, interesting, and desirable development.

The industrial districts likely only require lighter touches, such as updating the use menu to a more modern format and revising dimensional and design standards to protect neighboring uses from adverse impacts of industrial activity, among other edits. A land use analysis may determine that one of the districts is underutilized, in which case consolidating all industrial activity into a single zoning district may enable the City to more effectively permit desirable economic activity while protecting other uses from undesirable impacts.

The Health Facilities District is likely to be made unnecessary by creating an updated menu and classification method for land uses, and by bolstering development standards that may be needed to protect neighbors from the adverse impacts associated with major medical facilities.

Three of the five special planning areas noted previously are formal overlay districts. A zoning approach will need to be drafted to understand the role these may play going forward, but typical moves toward modernization and efficiency reduce the need for overlay districts in general. The approach to regulating Wyandotte Avenue and the Wade Watts corridor is somewhat complicated and unusual and should likely be amended for efficient and intelligible interpretation by applicants, staff, and elected officials.

Overall, all districts would benefit from having their content reorganized and reformatted, notably with tables for dimensional standards and illustrations to further support those standards.

Land uses should be consolidated into a single, universal table that outlines by-right permissions, discretionary permissions, and prohibitions, and should be in a separate article addressing uses. This article should also contain information on accessory and temporary uses. As such, each district should indicate its use permissions by reference to this table rather than as distinct lists.

Division 3, Supplemental District Regulations, consists of highly varied provisions, many of which will benefit from relocation into other articles or sections of the code. Of those that remain, some may best be tethered to individual uses in the forthcoming Uses article.

Table 1: Zoning District Utilization Analysis

District			Category		
Zone	Acres	Count	Acres	Count	% of Land
A-1	2772	56	2772	56	33
C-1	40	40	1622	1237	19
C-2	19	34			
C-3	71	458			
C-4	69	260			
C-5	1423	445			
H-1	120	70	120	70	1
I-1	485	95	1095	162	14
I-2	610	67			
R-1A	743	279	2739	7579	33
R-1B	1820	7128			
R-2	10	52			
R-3	166	120			
Total	8348	9104	8348	9104	100

Article V. Flood Hazard Overlay District

Contents

This article contains general information, including definitions, a statement of purpose, provisions for compliance and the application of these standards and specifies the areas to which the article applies. It then provides for the administration and enforcement of the article, including permit procedures and variances, before establishing floodplain management standards intended to reduce flood hazards.

Notes

Definitions should be consolidated into the definitions article at the end of the code.

Enforcement, violations, and penalties should be established in detail in a separate article, as described earlier, and referenced here.

The interpretation section could be generalized to the entire code.

The abrogation and greater restrictions section could be generalized to the entire code.

Section 62-341 likely needs to be amended to reflect updates to published flood insurance maps.

Section 62-342 needs to be checked against other provisions for bringing nonconformities into compliance.

Division 2, Administration and Enforcement, can likely be incorporated, at least in part, into a broader administration and enforcement article.

Division 3, Flood Hazard Reduction, contains language that may be best sited in an external technical manual, or dedicated Article for technical specifications.

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Article VI. Off-street Parking and Loading

Contents

This article contains general language on its intent and application, specific provisions for mixed land uses, details on paving and space sizes, and landscaping for parking facilities. Division 2, Space Requirements, outlines the number of parking spaces required for different land uses.

Notes

This article should be included as a section within a comprehensive development standards article.

Parking quantities should likely be established in the unified permitted use table.

Parking quantities should be evaluated against contemporary best practices and long-range policy goals related to walkability, housing affordability, and overall development costs and maintenance capacity. Ratios may be reformatted as maxima or ranges rather than as minima.

Bicycle and EV parking requirements should be established in this section.

ADA-compliant parking facilities should be required by reference to ensure they remain up to date.

Article VII. Subdivisions

Contents

This article contains general information, such as definitions, a purpose statement, provisions regarding its authority and jurisdiction, and an adoption by reference of an ordinance creating standard specifications for storm drainage. It then outlines plat types and their approval procedures, subdivision design standards, and requirements for public improvements.

Notes

Most of the content of this article is salient and should remain within a dedicated article on subdivision regulations.

Definitions should be consolidated into a unified definitions article at the end of the code.

This article establishes a subdivision review committee. This should serve as a template for establishing a broader development review committee to evaluate subdivision applications, site plans, zoning activities as appropriate, and other relevant development actions.

The preliminary and final plat provisions should be reviewed in greater depth to ensure that the required level of detail is provided for submittals and that the application, review, and approval process is clear and sensible.

Additional subdivision-related procedures should be established or relocated into this article, such as plat vacation, replatting, plat amendments, lot splits, lot combinations, and lot line adjustments or minor plats.

Section 62-565, Urban Design Principles, could be expanded to include robust metrics for review, such as neighborhood connectivity indices.

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Article VIII. Signs

Contents

This article contains general information, such as definitions, provisions for the removal and repair of signs under certain conditions, and protections for traffic from distracting signs, among others. It outlines the permitting process for signs, including fees and expiration, and finally articulates design standards and specifications for different sign types.

Notes

Definitions should be consolidated into a unified definitions article at the end of the code.

Sections 62-857, 62-918, and 62-951 appear to be the only provisions within the article that are likely not First Amendment compliant. Further review of recent settled case law, namely City of Austin v. Reagan National Advertising of Austin, LLC (2022), will be needed to render a final determination on this.

Division 2, Permits, should be relocated to a unified procedures article.

A unified method of measurement and calculation section should be included near the beginning of the article to reduce ambiguity in how the sign area and height will be calculated during permit review.

The organization of information among sign types should be more consistent.

The menu of sign types should be modernized for easier interpretation by applicants and easier, more consistent review by the City.

Article IX. Public Ways and Easements

Contents

This article begins with a reserved section for general language, followed by a specific provision for closing public ways and easements, including hearings, fees, and petitioning, and reserves the right of the City to reopen closed public ways and easements. It then establishes provisions for opening new public ways and easements.

Notes

This article should appear within the subdivision regulations. Portions of this article may appear within a unified procedures article, or within a general provisions article related to approval authorities, fees, etc.

Chapter 94: Streets, Sidewalks and Other Public Places

Article I. In General

Contents

This article contains provisions governing the use of streets and sidewalks for various activities that may encroach on or obstruct their typical mobility uses, such as sales and advertising, receipt or shipment of freight, recreational activities, and electric vehicle charging.

Notes

Many of these provisions can be refined, updated, and incorporated into the subdivision regulations, portions of a unified procedures article, and, in some cases, may fit into the zoning development standards.

Section 94-7 should be repealed.

Article II. Streets

Contents

This article contains references to more detailed construction specifications for roadways contained in another ordinance, prohibits median cuts along Carl Albert Parkway, and outlines the requirement for permits to install drainage structures in street ditches. It then establishes the conditions under which "openings" in paved thoroughfares may be made, meaning the destruction of a portion of pavement to access structures, spaces, or materials beneath.

Notes

Much of this information will appear in the subdivision regulations after being updated, and certain provisions should be housed in a unified procedures article. Certain other verbiage would be best located in an external technical manual, or otherwise relocated into a dedicated Article for technical specifications.

Article III. Sidewalks

Contents

This article contains provisions to ensure that plant material does not obstruct or damage sidewalks, explains how civic organizations may place and maintain planters along sidewalks, and establishes the responsibility of property owners to maintain sidewalks abutting their property.

Notes

Some of this content may be best located within zoning or subdivision provisions.

The permitting process for planters and decorations may fall under another permit type established elsewhere in the code, and, regardless, should be an administrative process that does not require City Council approval.

Article IV. Driveways

Contents

This article establishes, by reference, the general design standards to which driveways must be constructed and provides for specific driveway widths, angles to streets, and other design details. It then outlines the permitting process to construct, alter, or repair driveways.

Notes

Driveways are generally governed by the access management standards established in the subdivision regulations. Certain design specifications may make sense within that article, and others may be best adopted by reference to external documents.

The permitting process for alterations should be in a unified procedures article.

Article V. Street or Public Facility Name Change

Contents

This article explains the limitations on and procedure for naming and renaming streets and similar public facilities.

Notes

N/A

Other Chapters that May Contain Relevant Provisions

Some other Chapters of the Code of Ordinances may also be subject to amendment through this process. Those Chapters are included in the table below. The anticipated level of change to their existing content is rated on a scale from one to three, where one means existing content may be relocated or reformatted, two means minor alterations may be made to standards or procedures, and three means major alterations may be made to standards or procedures or they may be completely rewritten.

Chapter Number	Chapter Title	Anticipated Level of Change	Project Scope Connection
22	Businesses	1	Includes language governing outdoor dining, and thus relates to the permitted use list
74	Manufactured and Mobile Homes	2	Manufactured and mobile homes are likely to appear in the permitted use list, and existing standards for their design, construction, and/or location may need to be incorporated into use-specific standards; they may need to be updated to modern best practices as well.
82	Offenses and Nuisances	2	Some situations defined as nuisances within this Chapter may be adapted to the Code's performance standards.
100	Telecommunications	2	Some language governing telecommunications facilities may need to be relocated into the use-specific standards for such facilities within the zoning code.
102	Traffic and Vehicles	1	Some standards for parking and traffic control devices may need to be included in both zoning and subdivision regulations.
106	Utilities	2	Some standards for water, sewers, solid waste, stormwater, and regulations for utility lines and poles may need to appear, appropriately amended, in the subdivision regulations.

Summary of Recommended Revisions

General

Development Goals

- **Attune District Standards –** to promote mixed-use and infill development, revitalize underutilized spaces, facilitate investment in disinvested neighborhoods, to restore housing stock, and to promote middle-density development types.
- **Provide for Housing Variety –** by enhancing design standards, allowing mixed-use, cluster, and conservation subdivisions, adjusting minimum lot sizes and setbacks, allowing accessory dwelling units, and providing for site design flexibility in parking, landscaping, utilities, and infrastructure.
- **Improve Clarity and Consistency from Start to Finish –** by establishing processes and procedures in a well-written, consistently-organized fashion, with application submittal timelines and requirements readily available and intelligible for code users before an application is initiated.

Plan and Policy Connections:

- **Moving McAlester Forward –** LUD-1, HN-2, ED-1, ED-7, ED-9
- **Pittsburg County Economic Development Strategy –** Goal 3.4

What We Heard

- Live-work units and similar mixed-use development are not well accommodated by the current code
- There is considerable demand for additional housing supply today, and regional growth and employment trends suggest more demand in the future
- Infill and redevelopment are difficult in much of the City due to nonconformity regulations
- Development processes often struggle with information about design and construction requirements being relayed to applicants late in the process and without total consistency

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What We Recommend

Organization

- Create a logical order to the UDC that follows the typical development process and provides a uniform structure and appearance.
- Consolidate processes and procedures in one place in the UDC to prioritize regulatory limits from a code-user's point of view.
- Provide purpose and applicability statements for each article and division to better communicate to the user the intent and regulatory application.
- Organize a permitted use chart that includes parking ratios and references to additional applicable requirements, in addition to the districts where listed uses are permitted.
- Revise cross-references between relevant code sections, such as between the zoning, subdivision, and building regulations and the plat, site plan, or building permit stage sections.
- Centralize all definitions into a dedicated definitions chapter at the end of the UDC.

Language

- Review overall language choice for the appropriate use of permissive (e.g., "may," "should") and prescriptive (e.g., "shall," "must") language.
- Simplify technical and legal language to enhance readability.
- Reduce the length of sentences and lean into "outline and bullet" format for enhanced readability.
- Use the active voice to communicate that an applicant, staff, approval body, etc., is performing an action instead of having an action performed on that applicant, staff, approval body, etc.
- Use clear and concise language and well-defined terms.
- Leverage internal linking and cross-referencing.
- Ensure language is gender neutral.
- Provide language that is consistent with State law.

Graphic Enhancement

- Enhanced graphics, including charts, tables, and flowcharts, to explain review procedures and dimensional requirements throughout the UDC.
- Revise existing graphics and tables as needed.

Zoning Districts

Development Goals

- **Expand Areas with By-right Moderate-Density Residential and Mixed-use –** to promote mixed-use and infill development, revitalize underutilized spaces, facilitate investment in disinvested neighborhoods, to restore housing stock, and to promote middle-density development types.
- **Protect Neighborhoods from Non-residential Encroachment –** Established and thriving neighborhoods should be protected from the adverse impacts of commercial and industrial activity through both district and use classifications, as well as additional development standards.
- **Protect Commercial Areas from Residential Encroachment –** Critical sales-tax generating areas should be protected from exclusively residential development to preserve land for construction of key commercial amenities and revenue-positive land uses.

Plan and Policy Connections:

- **Moving McAlester Forward –** LUD-1, LUD-2, LUD-3, LUD-5, LUD-6, LUD-7, LUD-8, LUD-9, LUD-11, HN-1, HN-2, ED-7, ED-9, ED-10
- **Pittsburg County Economic Development Strategy –** Goal 3.2.2, Goal 3.2.3, Goal 3.4

What We Heard

- Some zoning districts are underutilized, and some development activity that should be possible in high-intensity districts still faces significant application hurdles
- Opportunities to construct live-work units, mixed-use developments, and innovative low- to moderate-density housing options should be expanded throughout the city

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What We Recommend

Zoning Districts

- Revise purpose statements to align with the City's long-range planning policies and goals.
- Format dimensional standards and cross-reference to uses and development standards in ways that increase user-friendliness.
- Generally, consolidate underutilized and underperforming zoning districts, particularly commercial and residential zoning districts, to reduce document length and improve usability; this may include renaming zoning districts.
    - Repeal unused, antiquated, or seldom-used zoning districts or incorporate those districts into other districts.
- Allow for mixed-use development in high-density residential districts.
- Allow ADUs, such as garage apartments, in more or all of the city.

Special Districts

- Special districts such as the H-1 District and several overlays may become unnecessary if appropriately integrated into base zoning districts; where possible, overlay districts should be avoided to minimize the complexity of overlapping regulations.
- PUD standards and processes should be modernized – PUDs are rare in McAlester, and the other updates to the zoning districts as part of this process should sustain their rarity, but a pathway to create negotiated zoning regulations accommodating unique and innovative development will remain a useful tool.

Graphic Enhancement

- Enhanced graphics, including charts, tables, and flowcharts, to explain review procedures and dimensional requirements.
- Revise existing graphics and tables as needed.

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Uses

Development Goals

- **Modernize Uses to Respond to Market Conditions for Residential and Non-residential Development –** Update classifications and definitions to better align with contemporary development trends and growth types deemed desirable by the comprehensive plan.

Plan and Policy Connections:

- **Moving McAlester Forward –** LUD-1, LUD-3, LUD-5, LUD-7, LUD-8, LUD-9, LUD-10, LUD-11, HN-2, ED-7, ED-9, ED-10
- **Pittsburg County Economic Development Strategy –** Goal 3.2.3, Goal 3.4

What We Heard

- Demand exists, and greater demand is predicted, for a variety of residential uses, for the redevelopment of existing low-density and single-family residential neighborhoods, and for live-work and mixed-use development.
- There is a desire to see employment and industrial activity integrated into economic development strategies, necessitating modernized industrial and commercial uses.

What We Recommend

Uses and Use Organization

- Define a list of use categories and classifications that group individual use listings
- Establish an article for uses
- Create a consolidated permitted use table
- Update use definitions
- Create and/or modernize language around temporary uses, accessory uses, and uses requiring discretionary approvals
- Establish context-sensitive, use-specific standards to maximize compatibility between adjacent uses and reduce the need for discretionary and conditional approvals.
    - Provide use-specific standards that comply with federal regulations and the First and 14th Amendments.

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Development Standards

Development Goals

- **Expand and Clarify Requirements for Design and Construction –** Applicants should be able to quickly and easily understand what they will need to design and construct for their project, and both applicants and staff have a clear, agreeable foundation during discussions around standards.
- **Modernize Parking Standards –** Parking requirements appear to be excessive, and often impede redevelopment and improvement of distressed structures.
- **Enhance Standards to Protect Established Neighborhoods –** With a greater availability of mixed-use development and more options for neighborhood commercial amenities, standards for screening, fencing, outdoor lighting, and landscaping should mitigate adverse impacts of these uses on surrounding areas.
- **Balance Durable and Aesthetically Pleasing Construction with Manageable Material Requirements –** Redeveloping historic structures, new buildings in historic areas, and new residential construction should all be held to certain standards of aesthetic quality and durable construction, while also respecting the costs associated with development and not discouraging development with unrealistically expensive standards.

Plan and Policy Connections:

- **Moving McAlester Forward –** LUD-6, LUD-7, LUD-9, LUD-11, ED-1, ED-9, ED-10, TR-3
- **Pittsburg County Economic Development Strategy –** Goal 3.4

What We Heard

- Concerns about the community's appearance were prevalent; most of these relate to dilapidation and abandonment, but these are still linked to development standards topics.
- Parking standards were an emphatic point of discussion – the excessive volume of parking an applicant must provide adds to project costs, reduces profit, and can prevent otherwise desirable development activity from making financial sense, resulting in continued disinvestment. Additionally, excess parking can create more stormwater runoff, causing impacts to surrounding properties and the need for the City to address the issues with more and costly infrastructure upgrades.

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What We Recommend

General

- Relocate technical design and construction regulations into a technical manual and adopt the standards thereof by reference.
- Consider moving checklists, applications, and forms into a development manual or other consolidated external document.
- Establish a development standards article and move site design standards into that article.

Parking and Loading

- Review and attune parking ratios.
- Assign ratios to every use in the unified use table.
- Consider graduated thresholds for parking requirements related to alteration/expansion on existing properties.
- Incentivize the use of shared parking and street parking.
- Introduce bicycle parking standards.
- Introduce EV parking standards (or criteria for optional spaces).
- Review and adjust access management standards to adhere to contemporary best practices for driveways and cross access.
- Enhance these standards with graphics where appropriate.

Landscaping, Screening, and Fencing

- Incentivize tree preservation.
- Incentivize tree planting aligned with arboricultural best practices related to native species, species supportive of other wildlife, and drought-resistant species.
- Incentivize shrub and ground cover planting aligned with ecological best practices related to native species, species supportive of other wildlife, and drought-resistant species.
- Prohibit the planting of invasive or otherwise noxious species.
- Create flexibility in the application of landscape standards to respond to highly variable site conditions and layouts.
- Establish landscape maintenance and replacement requirements.
- Provide regulations with clear standards that define screening and deliberately detail acceptable screening requirements, and when they are needed.
- Clarify the applicability of screening requirements.
- Provide graphics that communicate nuanced fencing and screening requirements.
- Evaluate buffer yard approaches and creative design alternatives.
- Add stipulations for by-right alternative screening like setbacks, step-backs and other means.

Outdoor Lighting and Refuse Containers

- Establish a unified outdoor lighting section within the development standards article.
- Sustain and modernize requirements for the use of luminaires that mitigate or eliminate light pollution and light trespass.
- Establish standards for the location, screening, and access to commercial-scale refuse containers.

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Architecture and Design

- Consider establishing architectural and design standards for non-residential and multi-family development.
    - Assess feasibility of such standards in certain zoning districts or only for certain use classifications
    - Balance durable and high-quality construction with financial feasibility.
- Incentivize use of preferred materials and design techniques for residential development.

Signs

- Modernize typologies and regulations to comply with current best practices. This includes realigning sign types to Zoning Districts or use classification, and not by sign location.
- Include matrices and graphics to communicate new sign types and dimensional requirements. The matrices should include physical characteristics like size, setbacks, and location. Other graphics illustrating signs, lettering, and font types will be added.
- Update sign regulations to ensure compliance with case law, specifically content neutrality.
- Sections 62-857, 62-918, and 62-951 appear to be the only provisions within the article that are likely not First Amendment compliant. Further review of recent settled case law, namely Austin v. Reagan, will be needed to render a final determination on this.
- Division 2, Permits, should be relocated into a unified procedures article.
- A unified method of measurement and calculation section should be included near the beginning of the article to reduce ambiguity in how the sign area and height will be calculated during permit review.
- The organization of information among sign types should be more consistent.

Infill and Performance Standards

- Establish tailored residential and commercial infill standards.
- Allow for multiple housing types of residential infill lots, particularly for housing units located near downtown, Olde Town, and along key corridors.
- Create performance standards defining the adverse impacts associated with certain uses against which screening, fencing, and other standards mitigate.

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Subdivision Regulations

Development Goals

- **Create Clear Pathways to Conservation and Cluster Subdivision Design –** For ecological, aesthetic, and economic reasons, use of conservation or cluster subdivision design should be easy for applicants to propose and for staff to review.
- **Clarify Public Improvement Standards.**
- **Facilitate Phased Subdivision Development –** It should be possible to present complete and compliant applications for development of portions of larger subdivisions so that the proceeds from the sale of part of a subdivision may be invested in the continued development of the community.

Plan and Policy Connections:

- **Moving McAlester Forward –** LUD-1, LUD-2, LUD-4, ED-7, PR-2, PR-3, TR-3, TR-5, TR-6
- **Master Trails Plan**

What We Heard

- Phasing subdivision development has become difficult with current City procedures, making development arduous and costly with large upfront design, engineering, and financing burdens.
- Greenspace and vegetation are generally perceived as insufficient throughout the community.
- Meeting standards for the construction of public improvements has presented cost and logistical challenges.

What We Recommend

General

- Article VII of the current code establishes a subdivision review committee. This should serve as a template for establishing a broader development review committee to evaluate subdivision applications, site plans, zoning activities as appropriate, and other relevant development actions.
- The preliminary and final plat provisions should be reviewed in greater depth to ensure the right level of detail is required for submittals, and that the application, review, and approval process is clear and sensible.
- Additional subdivision-related procedures should be established or relocated into this article, such as plat vacation, replatting, plat amendments, lot splits, lot combinations, and lot line adjustments or minor plats.
- Section 62-565, Urban Design Principles, could be expanded to include robust metrics for review, such as neighborhood connectivity indices.
- Public improvement and payment standards need to be reviewed and workshopped with staff within the parameters of existing roadway and other infrastructure design standards.
- Find opportunities to implement trails and green spaces through required open space dedications or fee-in-lieu options.
- Promote the use of nature-based stormwater solutions.

Procedures and Administration

Development Goals

- **Develop clear and consistent development processes to improve user understanding –** How applications are initiated, reviewed, revised, and approved should be clear in the language of the code so applicants know how to navigate procedures from the beginning.
- **Provide alternative compliance pathways and enhance minor modification processes to streamline development –** Recognizing that every site is unique and barriers to development may vary considerably between projects, creating clear and unambiguous pathways for administrative approval of minor deviation from strict compliance with the code can expedite development and reduce costs while maintaining consistency and impartiality in review and assuring high-quality development outcomes.
- **Simplify and streamline review processes to reduce iterations of review and revisions –** Interdepartmental coordination needed for application review and approval at the administrative level should be optimized to reduce communication timelines for both staff and applicants.

Plan and Policy Connections:

- **N/A**

What We Heard

- Information about design and construction requirements, and about application processes and timelines, is not readily available or intelligible, and is often only provided to applicants during or after construction has been completed.
- Finding answers to questions of standards and application requirements is difficult using current communication channels, and the code itself is not a sufficient resource to answer these questions.
- Processes for handling nonconformities and securing variances are opaque, complicated, circular, and difficult to understand.
- There are too few pathways to handle unusual and difficult site conditions and arrive at an approved project.

What We Recommend

General

- Establish a dedicated article for procedures, grouped by zoning procedures, subdivision procedures, site development procedures, relief procedures, and any other procedures.
- Provide flow charts or similar graphics to illustrate how processes move from one step to the next.
- Outline the steps of the process in a consistent fashion.
- Include approval authorities in a separate section.
- Consolidate submittal requirements and checklists into a separate document, such as a development manual.
- Provide an alternative compliance path or minor modification process that allows for staff-level approval for certain application types.
- Require preapplication, predevelopment, and/or preconstruction meetings to coordinate all interested parties before significant work or time has been invested in the formal application process.
- Establish a staff-level development review group to convene and coordinate all departments reviewing applications.
- Enable staff to adopt fee schedules and submittal checklists independent of the UDC.
- Support improved procedures with public-facing materials, especially digital materials like websites and portals, explaining applications, checklists, fees, contacts, and process flowcharts all in one place.
- Proposed procedure template:
    - Applicability – who needs to go through this process?
    - Initiation – how and to whom is an application submitted
    - Completeness – what is required when an application is ready to process?
    - Notice – what noticing requirements apply to a development application?
    - Approval Process – who makes the decision, and how?
    - Standards – what standards apply to the application?
    - Reapplication – if an applicant withdraws or is denied, can they file a new application and when?
    - Appeals – to whom can an applicant appeal a decision, and how?
    - Scope of Approval – what does this approval allow the applicant to do? What is the next step in the process?
    - Recordkeeping – who records the final application and decision documents, and where can they be found?

Nonconformities

Development Goals

- **Seek pathways to incrementally bring a nonconforming property into compliance –** Balance the need to prevent the continuance or expansion of nonconformities with fairness to property owners and the goal of not discouraging reinvestment and redevelopment in established areas.
- **Develop infill standards that account for lot size, setbacks, parking, and landscaping to resolve compatibility issues associated with existing developments seeking redevelopment.**

Plan and Policy Connections:

- **Moving McAlester Forward –** LUD-1, LUD-2, LUD-9, HN-1, HN-2, ED-1, ED-7, ED-9, ED-10,
- **Pittsburg County Economic Development Strategy** – Goal 3.2.3., Goal 3.4.

What We Heard

- Nonconformities caused by subdivision and development prior to existing development regulations create significant hurdles to the redevelopment of distressed or destroyed properties and discourage investment in the creation of new housing stock.
- Certain development standards, such as parking, through the nonconformity designation, create hurdles to continued investment in otherwise successful local businesses and employers.

What We Recommend

General

- Provide flexibility to existing nonconformity regulations by providing nonconformity types with clear and enforceable regulations.
- Provide enhanced infill standards and use those standards as a mechanism to reduce nonconformities and provide pathways to encourage incremental improvement.
- Craft regulations recognizing that the goal should be placing vacant and underutilized properties into productive use, rather than forcing vacancy and resulting in property management challenges.
- Consider amortizing zoning or eliminating "use by right" for non-conforming properties.
- Update zoning district dimensional regulations to reduce nonconformities.
    - Updates to permitted uses and certain development regulations may also end nonconforming site improvements.

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Conclusions

Cumulative Summary

McAlester is a community shaped by its history and focused on its future. Its downtown, Olde Town, and connections to local industries and institutions have helped create a strong sense of place and a close-knit community. As the city continues to grow and change, so do the needs of residents, businesses, developers, and local government. *Moving McAlester Forward* established a vision for addressing those changes, and this land development code update is the next step in putting that vision into action.

McAlester already has many of the resources needed to support future growth, including established neighborhoods, local businesses, community institutions, and people who care about the city's success. However, some regulations and processes make it more difficult than necessary to invest in new housing, businesses, and community improvements. By creating a clearer and more user-friendly development process, the City can help encourage the investment needed to support its future.

The recommendations in this Diagnostic Report will provide McAlester with tools that are better aligned with the goals of Moving McAlester Forward and the realities of today's development market. These updates will help the City support new opportunities for growth while protecting the qualities that make McAlester a unique and valued place to live, work, and invest.

Next Steps

1. Complete the first phase of community engagement.
2. Update this document to reflect final phase one engagement results.
3. Commence drafting of the updated land development code.
4. Iteratively present modules of code content to staff for review and revision.
5. Provide a complete draft of the land development code for staff review and revision.
6. Re-engage the community to review the updated land development code.
7. Present a final, revised land development code to elected leaders for adoption.

Annex A – Outline of New Code

Existing Code Article	Existing Code Section	New UDC Article	New UDC Section
Article I. In General	Sec. 62-4.	Article 1 – General Provisions	1. Generally
	Sec. 62-6.		2. Legal Provisions
Article IV. Zoning Districts and District Regulations	Sec. 62-217.	Article 2 – Zoning Districts	1. Generally
	Sec. 62-218.		
	Sec. 62-223.		
	Sec. 62-255. To Sec. 62-264. Sec. 62-266. To Sec. 62-269.(Specific Districts) Sec. 62-293. To Sec. 62-296. (Supplemental District Regulations)		2. Base Districts
	Sec. 62-265. And Sec. 62-271. To Sec. 62-275. (PUD and Overlays)		3. Special Districts
Article IV. Zoning Districts and District Regulations	N/A	Article 3 - Uses	1. Generally
	Sec. 62-255. To Sec. 62-275. Sec. 62-297. To Sec. 62-298. Sec. 62-301. To Sec. 62-307. Sec. 62-345.		2. Use-Specific Regulations
	N/A		3. Accessory Use Regulations
	N/A		4. Temporary Use Regulations
N/A	N/A	Article 4 – Development Standards	1. Generally
Article IV. Zoning Districts and District Regulations	Sec. 62-223. Sec. 62-293. To Sec. 62-295.		2. Dimensional Standards
			3. Infill Development
Article VI. Off-street Parking and Loading	Sec. 62-429. To Sec. 62-477.		4. Parking and Loading
Article IV. Zoning Districts and District Regulations Article VII. Subdivisions	Sec.62-255. To Sec. 62-256. Sec. 62-258. To Sec. 62-264. Sec. 62-266. To Sec.62-267. Sec. 62-269. Sec. 62-272. Sec. 62-274. Sec. 62-275. (Specific Districts) Sec. 62-306. To Sec. 62-307. (Supplemental District Requirements) Sec. 62-566. Sec. 62-261. Sec. 62-264. Sec. 62-272. Sec. 62-274. To Sec. 62-275.		5. Screening, Fencing, and Refuse Enclosures
Article IV. Zoning Districts and District Regulations Article VI. Off-street Parking and Loading	Sec. 62. 261. Sec. 62-264. To Sec. 62-265. Sec. 62-272. Sec. 62-275. (Specific Districts) Sec. 62-437.		6. Landscape
Article IV. Zoning Districts and District Regulations Article. VI. Off-street Parking and Loading	Sec. 62-256. Sec. 62-261 Sec. 62-264. Sec. 62-266. To Sec. 62-267. (Specific Districts) Sec. 62-459.		7. Outdoor Lighting
Article IV. Zoning Districts and District Regulations	Sec. 62-272. Sec. 62-275.		8. Architecture

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Article IV. Zoning Districts and District Regulations Article VIII. Signs	Sec. 62-256. (Specific Districts) Sec. 62-459. Sec. 62-629. To Sec. 62-952.		9. Signs
N/A	N/A		10. Performance Standards
Article V. Flood Hazard Overlay District Article VII. Subdivisions Article IX. Public Ways and Easements Chapter 94 Streets, Sidewalks and Other Public Places	Sec. 62-508. To Sec. 62-515. Sec. 62-1004. To Sec. 62-1035.	Article 5 – Subdivision Regulations	1. Generally
	Sec. 62-539. To Sec. 62-543.		2. Platting
	Sec. 62-333. To Sec. 62-400. Sec. 62-565. To Sec. 62-566.		3. Subdivision Design Standards
	Sec. 62-596. To Sec. 62-606.		4. Construction of Public Improvements
Article II. Administration and Enforcement Article V. Flood Hazard Overlay District Article VII. Subdivisions Article VIII. Signs	Sec. 62-158. Sec. 62-366. To Sec. 62-368.	Article 6 - Procedures	1. General Procedures
	Sec. 62-127. To Sec. 62-129. Sec. 62-675. To Sec. 62-683.		2. Zoning and Development Procedures
	Sec. 62-511. Sec. 62-513. Sec. 62-539. To Sec. 62-543.		3. Subdivision Procedures
	Sec. 62-96. To Sec. 62-99. Sec. 62-157. Sec. 62-365. Sec. 62-643.		4. Relief Procedures
Article III. Nonconforming Structures and Uses	Sec. 62-185.	Article 7 – Nonconformities	1. Generally
	Sec. 62-186.		2. Nonconforming Lots
	Sec. 62-187. Sec. 62-188.		3. Nonconforming Structures
	Sec. 62-189.		4. Nonconforming Uses
	N/A		5. Nonconforming Site Improvements
Article I. In General Article II. Administration and Enforcement Article V. Flood Hazard Overlay District Article VI. Off-street Parking and Loading	Sec. 62-430.	Article 8 – Enforcement	1. Generally
	Sec. 62-2. Sec. 62-334. Sec. 62-400.		2. Remedies and Penalties
Article II. Administration and Enforcement Article VII. Subdivisions	N/A	Article 9 – Approval Authorities	1. Generally
	Sec. 62-57. To Sec. 62-99.		2. Quasi-Legislative and Quasi-Judicial Bodies and Personnel
	Sec. 62-540.		3. Administrative Bodies and Personnel
Article I. In General Article V. Flood Hazard Overlay District Article VII. Subdivisions Article VIII. Signs Article IX. Public Ways and Easements	Sec. 62-1. Sec. 62-333. Sec. 62-508. Sec. 62-1004. Sec. 62-1031.	Article 10 - Definitions	1. General Definitions
			2. Land Use Definitions

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Annex B – Consolidated List of Adopted Policy Goals

Moving McAlester Forward		
Action Item	**Recommendation**	**Proposed UDC Reference**
LUD-1 Encourage development consistent with Moving McAlester Forward	• Evaluate the Land Development Code (Chapter 62 of the City Code) to determine the need for amendments or rewriting to ensure regulations facilitate development in accordance with the plan.	PENDING FINAL DRAFT OF DIAGNOSTIC REPORT
LUD-2 Grow within the City's current footprint	• Create incentives for redevelopment. • Encourage infill development. • Evaluate the Land Development Code.	
LUD-3 Concentrate development in nodes where the mixture of compatible uses and density of development can feasibly support alternative modes of transportation and delivery of community programs and services.	• Broaden the range of uses and increase density maximums in areas deemed suitable, as shown on the [FLUP]. • Create a mixed-use district that facilitates a horizontal mix of uses, focusing on transitions between uses that increase compatibility, creates usable open space • Create a mixed-use district that facilitates vertical and horizontal mixed-use development [; most appropriate downtown]	
LUD-4 Promote the conservation of open space in areas not currently served by utilities	• Redefine "open space" to ensure land set aside has value. • Establish open space design standards. • [… amend] the Land Development Code for increased development design flexibility, provided higher standards for conservation of valuable natural assets in the area are met. • Allow by-right conservation design for subdivisions that do not exceed the maximum gross density of the zoning district. • Assess buffer yard requirements to ensure a positive transition from existing development to new development and establish project boundary standards that require new lots to be equal to or greater than the size of the lots abutting that project boundary in an existing subdivision. • Encourage new developments near working agriculture to be designed in a way that reduced conflict between future residents and existing agricultural operations.	

	• Require working agricultural lands to be shown on preliminary development plans.	
LUD-5 Protect and strengthen viable business locations	• Discourage or prevent residential development in close proximity to industrial development • Consider an overlay district that minimizes encroachment of new development within a specified distance of industrial sites (existing and zoned). • Locate civic anchors in downtown and other mixed-use nodes.	
LUD-6 Establish design standards for subareas of the City to conserve and reinforce the distinct character of each place	• Delineate character areas and define each based on existing and desired attributes, and create a set of design guidelines for each area.	
LUD-7 Focus on downtown as the heart of the community	• Expand the range of uses • Think beyond retail and allow new forms of first-floor development. • Adopt one or more mixed-use districts to be applied downtown to allow more commercial and residential activity. • Facilitate residential development in the form of units above commercial space, attached units (i.e., townhomes), and multi-family units. • Amend the code to facilitate desired change in the design (scale, form, etc.) of the component parts. • Allow food vendors in designated areas.	
LUD-8 Wyandotte/Wade Watts	• Encourage zoning that allows for many different types of compatible uses, such as retail, service, office space, art galleries, restaurants, etc.	
LUD-9 Olde Town	• Catalyze uses that add value to the social, historical, and financial value of Olde Town • Encourage service-based redevelopment to act as a local node and to support adjacent neighborhoods. • Incentivize redevelopment of existing buildings in a manner consistent with the Olde Town identity. • Develop mixed-use zoning patterns to diversify uses.	
LUD-10 Improve the link between Olde Town and Downtown	• Create ordinances that aid in the organization of properties in an orderly and consistent manner [, such as] parking requirements, on-site storage requirements.	
LUD-11 Encourage bringing the inside out	• In commercial environments, activate the streets by allowing retail establishments and	

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	restaurants to "spill over" onto the sidewalks [;] define spaces within the public sidewalk where merchants can display goods without impeding safe pedestrian movement. • Establish design guidelines for commercial areas to address the design of building facades [, including] transparency [and] door placement and orientation.	
HN-1 Maintain or improve the value of existing homes and neighborhoods	• Increase code enforcement efforts to address poor housing conditions and reduce the number of condemnations annually. • Minimize the encroachment of commercial development into neighborhoods. • Clearly delineate the limits of existing and emerging business corridors. • Amend the Land Development Code and Zoning Map to establish overlay districts for the delineated business corridors.	
HN-2 Seek opportunities to expand the range of housing options within the community	• Expand the variety of housing to appeal to a broader range of people. • In Downtown, encourage residential units to be developed above commercial space [;] facilitate conversions and upfits. • Allow multi-family development in areas close to employment centers [, specifically in areas shown as Multi-family Residential or those identified as Mixed Use on the FLUM.] • Amend the LDC to allow attached single-family and multi-family units in these areas as a by-right use provided they [comply with standards improving compatibility with adjacent uses.] • Consider cohousing development. • Encourage "city homes" in Medium Density Residential, Multi-family Residential and Mixed-Use land use categories. • Encourage attached single family housing units designed to match the scale [and general appearance] of detached single-family homes. • Support the development of smaller units [including cottage courts, pocket neighborhoods, and ADUs.]	
ED-1 Improve the image of the City	• Improve the appearance of the City [;] address dilapidated structures, particularly on sites close to the entrances into the City, through code enforcement.	
ED-5 Attract and help build a community of entrepreneurs	• Appeal to young entrepreneurs who are attracted to urban environments with housing choice, such as downtowns outside of the major	

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	cities [;] promote housing variety as it becomes available, especially in downtown [;] promote the range of activities within and outside of McAlester.	
ED-7 Encourage infill development and amenities in existing employment centers	• Allow a mix of complementary uses around the hospital that help transform it into an accessible, vibrant work environment [;] support rezoning applications for supporting healthcare services, high-density residential development near the hospital [;] commercial development such as dining establishments and personal services. • Encourage usable outdoor space within and adjacent to development. • Modify regulations to require usable open space, particularly where such spaces can adjoin or connect to the City's emerging system of greenspaces and trails.	
ED-9 Support efforts to reinvest in and revitalize downtown	• Utilize the proceeds of Tax Increment Financing District (TIF) to remove barriers for private investment [;] consider assistance for code compliance for historic buildings [including] fire protection [, and a] façade grant program. • Continue supporting incentive programs that encourage businesses to relocate downtown [including] matching grants for investors to remodel and enhance downtown buildings. • Adjust code/permits, continue adjusting ordinances to allow more commercial and residential activity to make it easier and less costly to buy and improve historic buildings. • [Carefully allocate first-floor commercial uses in downtown to resist online shopping attrition.]	
ED-10 Improve Highway 69 corridor as a regional commercial center	• Improve the appearance of the corridor [;] avoid the monotony of the commercial strip by limiting the amount of continuous commercial development. Encourage residential development to have frontage along the corridor, especially where restricted access is less desirable for commercial tenants. • Strengthen existing commercial properties along Highway 69 [and in] downtown by limiting commercial development to existing areas.	
PR-2 Create a network of active and passive recreation areas linked by trails	• Require the provision of active and passive greenspace in new neighborhoods [and] amend the land development regulations to require a percentage of the project area to be set aside as	

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	open space, and a percentage of that to be usable and accessible. The percentages should be scalable to the project type, size, and density.	
PR-3 Promote conservation of open space and natural resources as development occurs	• Following delineation of environmentally important open space, amend the standards in the LDC to ensure development is discouraged and adequate buffers are established. • [Integrate open space allocation and design into the early parts of the subdivision and site design process.] • Encourage privately-owned public open space [and] amend land development regulations to establish eligibility criteria and design standards. • Determine an appropriate legal instrument to employ in establishing privately-owned public open space to ensure the quality of the space and access to it are maintained [in perpetuity, and which binds the City and owners in an agreement about access, location, design, maintenance, the City's right to inspect, liability, and all other components necessary to creating a sound legal environment for privately-owned public open space.]	
TR-3 Improve access management	• [Encourage shared parking and effective cross access] • Implement access control to preserve traffic flow • Use traffic calming techniques	
TR-5 Increase mobility for all users	• Prioritize routes for bicycles and pedestrians by providing sidewalks, multi-use trails and bicycle facilities	
TR-6 Improve pedestrian facilities in new development	• Develop guidelines and standards to which new development must adhere, including cross-sectional widths for roads, planting, strips, and sidewalks for all road classifications • Require sidewalks or greenway connections to existing or future trails, greenways, parks and schools in new development	
HW-4 Foster active living	• Promote active transportation [by amending] the land development regulations to include complete street standards and standards that require new development to provide sidewalk connections to public sidewalks and to adjacent development. • Encourage and support compact, mixed-use development.	

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Master Trails Plan		
Implementation Plan – Public Private Partnerships – Role of the Private Sector	Private developers should be required to construct the trails and linkages identified on the Trail Route Map when a segment is within their proposed development.	
Operations, Maintenance & Management – Public Access Easement Policy	For planned trail corridors within the limits of proposed subdivisions, the City should require that trail easements are provided by the developer during the platting process. For planned trails through those properties which are platted and currently undeveloped, the City should require a public access easement as a part of the site plan review process.	
Operations, Maintenance & Management – Private Construction of Trails Policy	Construction of planned trails within all new development should be considered the responsibility of the developer.	
Operations, Maintenance & Management – Fencing and Vegetative Screening Policy	The City should work with landowners on an individual basis to determine if fencing and screening is required and appropriate.	
Operations, Maintenance & Management – Cross Access Agreements	The City can use cross access agreements to permit private landowners that have property on both sides of a trail corridor access to and use of a trail corridor to facilitate operation and land use activities.	
Multi-Hazard Mitigation Plan		
6.1 Recommended High Priority Action Plan	5. Train/Educate builders, developers, architects and engineers in techniques of disaster resistant homebuilding	
6.1 Recommended High Priority Action Plan	7. Educate residents, building professionals and safe room vendors on the International Codes Council/National Storm Shelter Association's "Standard for the Design and Construction of Storm Shelters" and consider incorporating this Standard into current regulatory ordinances.	
6.1 Recommended High Priority Action Plan	8. Establish an administrative procedure or change in City codes that require builders to check for expansive soils when applying for new residential construction permits, and to consider the use of foundations that mitigate expansive soil damages when in a moderate- to high-risk area.	
6.1 Recommended High Priority Action Plan	20. Continue compliance with, and participation in, the National Flood Insurance Program (NFIP) and the Community Rating System (CRS)	

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6.1 Recommended High Priority Action Plan	21. Implement a Stormwater Utility Fee to pay for the planning, engineering, operations, and maintenance costs of the stormwater drainage system.	
6.1 Recommended High Priority Action Plan	Provide routine trimming of trees to reduce power outages during storms.	
6.1 Recommended High Priority Action Plan	Implement/enforce an administrative procedure/ordinance to require permits for foundation repair.	
Wildfire Mitigation Plan		
N/A		
Pittsburg County Economic Development Strategy		
Goal 3. Community Assets and Infrastructure	3.2.2. Attract new retailers and food services establishments downtown.	
Goal 3. Community Assets and Infrastructure	3.2.3. Promote the development of housing units downtown.	
Goal 3. Community Assets and Infrastructure	3.4. Actively encourage the development of new housing and remodeling of infill housing.	

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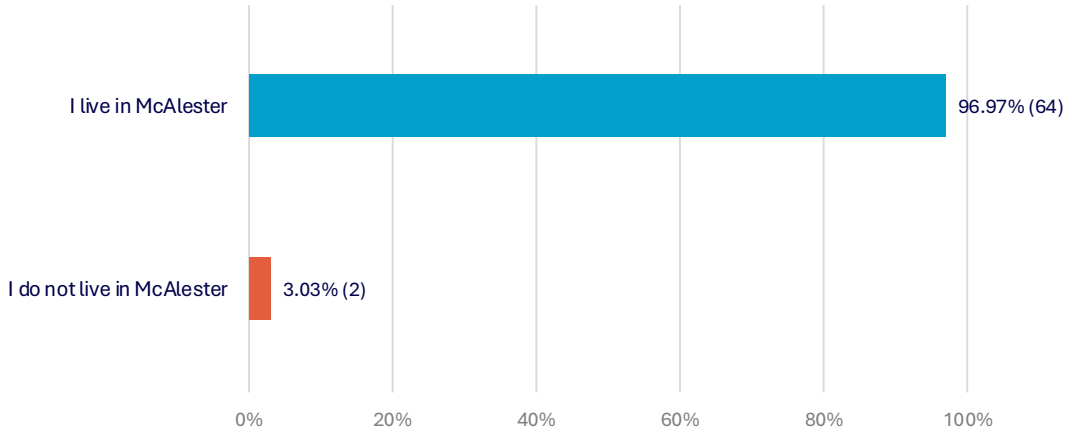
Annex C – Consolidated Public Input

Online Survey

The online survey was open from July 28th to September 9th, 2026. Below are visualizations of the results of each survey question.

Where respondents live

Q1 | 66 answered | 0 skipped

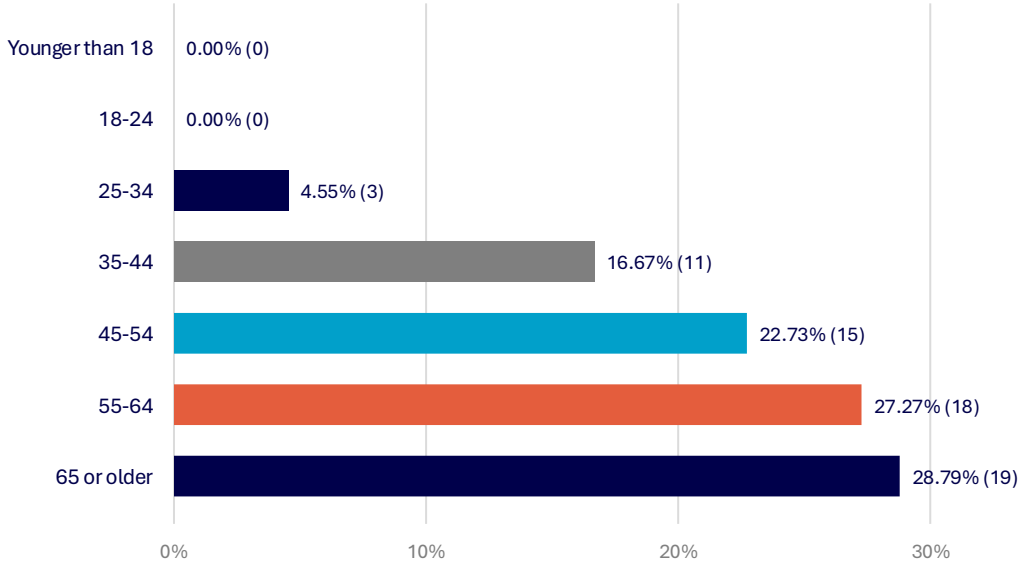


Share of answered submissions. Labels show percentage (count).

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Age of respondents

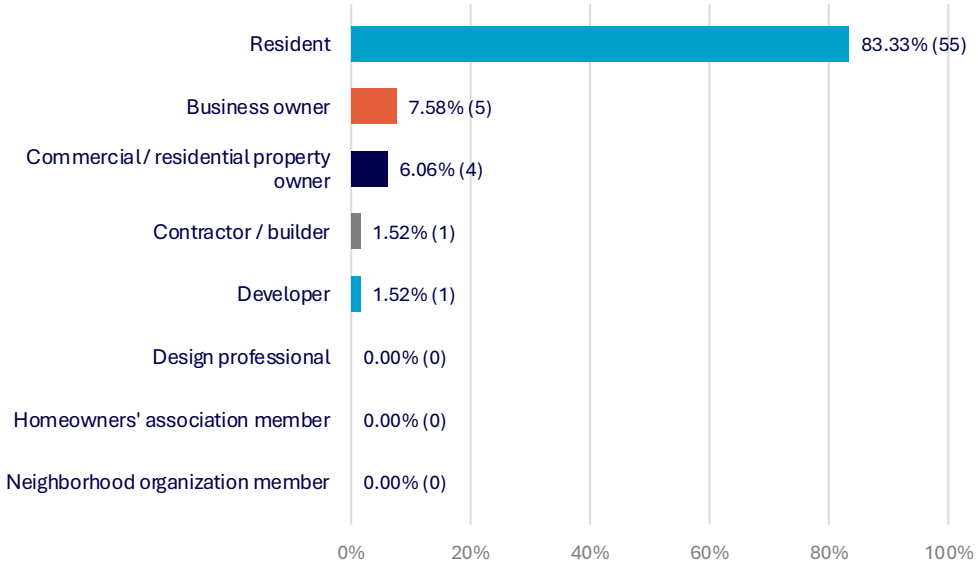
Q2 | 66 answered | 0 skipped



Share of answered submissions. Labels show percentage (count).

How respondents describe themselves

Q3 | 66 answered | 0 skipped

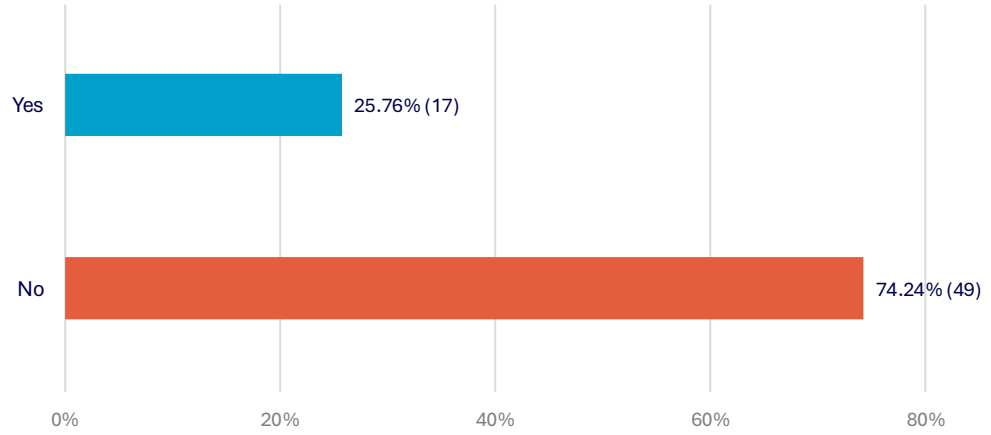


Share of answered submissions. Labels show percentage (count).

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Experience with development regulations

Q4 | 66 answered | 0 skipped



Share of answered submissions. Labels show percentage (count).

When respondents last completed a project

Q05 | 16 written responses

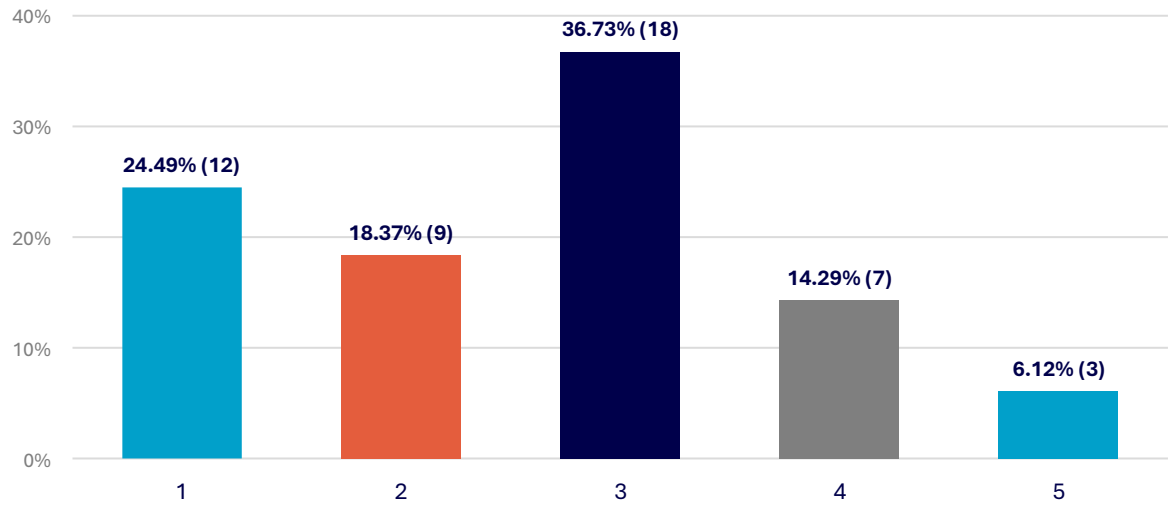
This last year
2024
November 2024
3 years
Five years
Maybe 1-2 years
2.5 years ago
10 years
Within the last 6 years
20 years
6 years ago
A few months ago
Cutrent
4 years ago
2 months ago
10 years ago

Complete timing excerpts; each occurs once. Original wording and spelling retained

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How well do current ordinances work?

Q6 | 49 answered | 17 skipped



1 = Very poorly; 5 = Very well.

Average rating: 2.59 / 5

Explaining the ordinance ratings

Q07 | 32 written responses

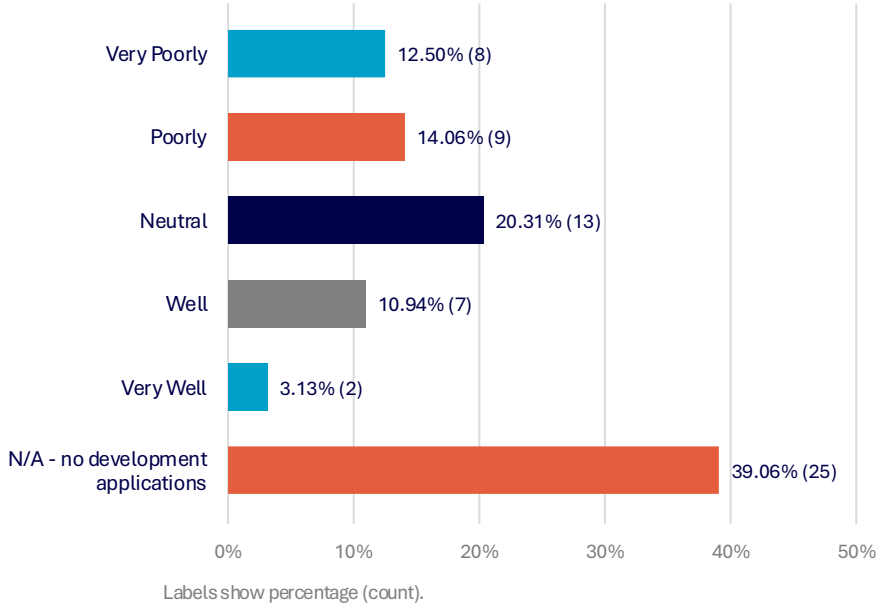


Size = submissions per exact entry; entries may overlap.

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Application and inspection processes

Q8 | 64 answered | 2 skipped



Labels show percentage (count).

Experiences with the development process

Q09 | 21 written responses

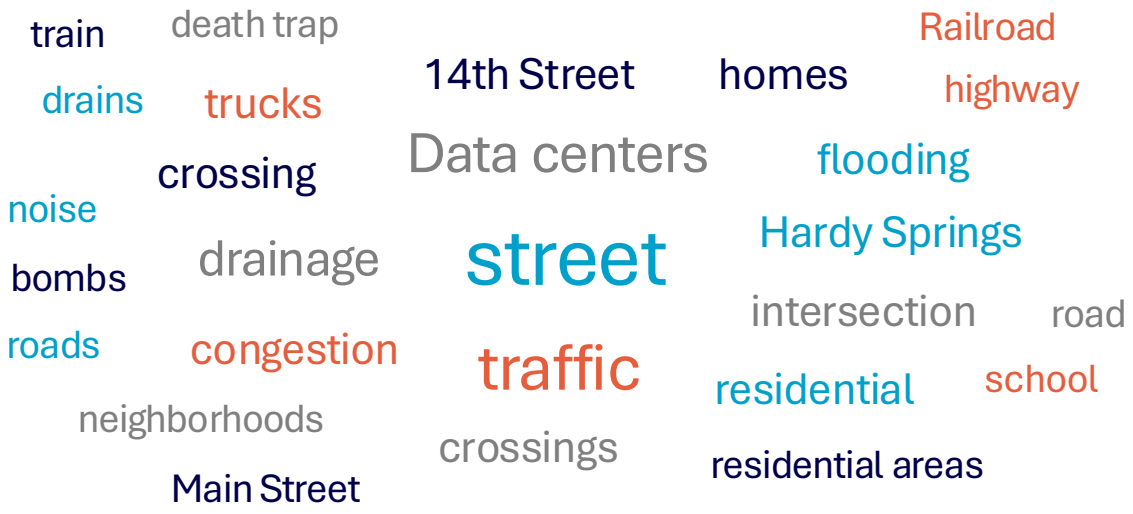


Size = submissions per exact entry; entries may overlap.

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Land uses and their impacts

Q10 | 30 written responses



Size = submissions per exact entry; entries may overlap.

Compatibility between neighboring uses

Q11 | 19 written responses

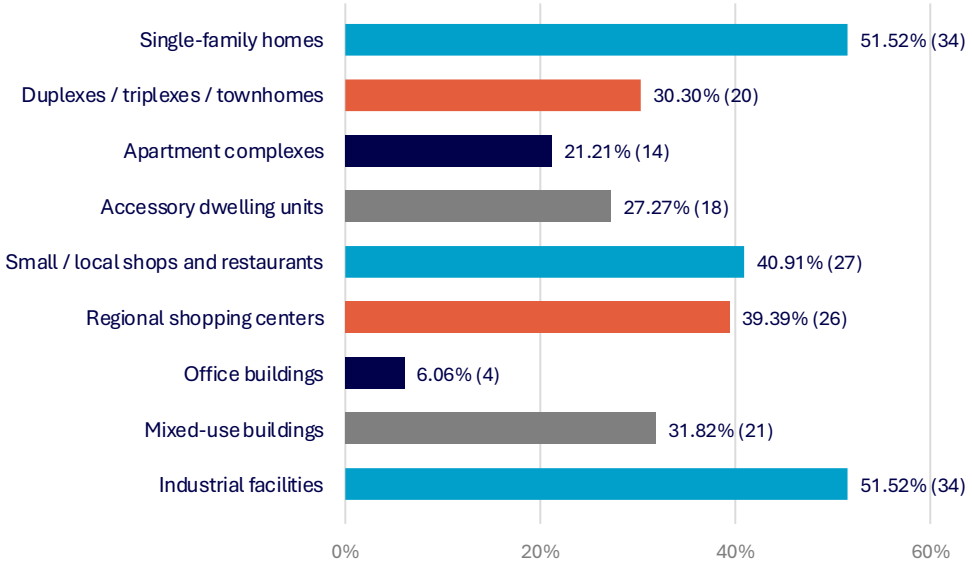


No = complete responses only; other entries are literal excerpts.
Size = submissions per entry; not sentiment totals.

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Development respondents want to see

Q12 | 66 answered | 0 skipped



Multiple selections; percentages use answered submissions, not total selections.

Examples and ideas for good development

Q13 | 38 written responses

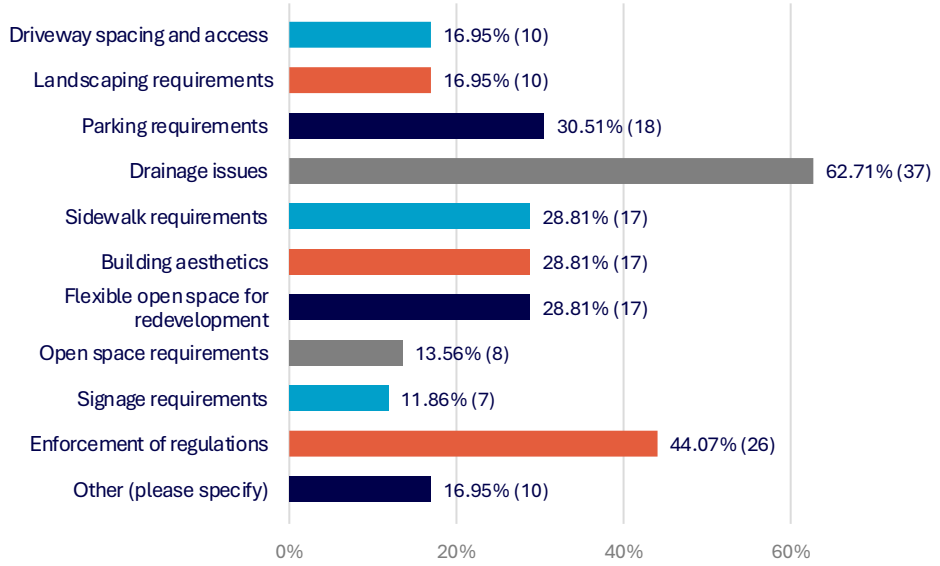


Size = submissions per exact entry; entries may overlap.

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Concerns for the code update

Q14 | 59 answered | 7 skipped



Multiple selections; percentages use answered submissions, not total selections.

Examples behind the code concerns

Q15 | 19 written responses



Size = submissions per exact entry; entries may overlap.

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Support for historic areas

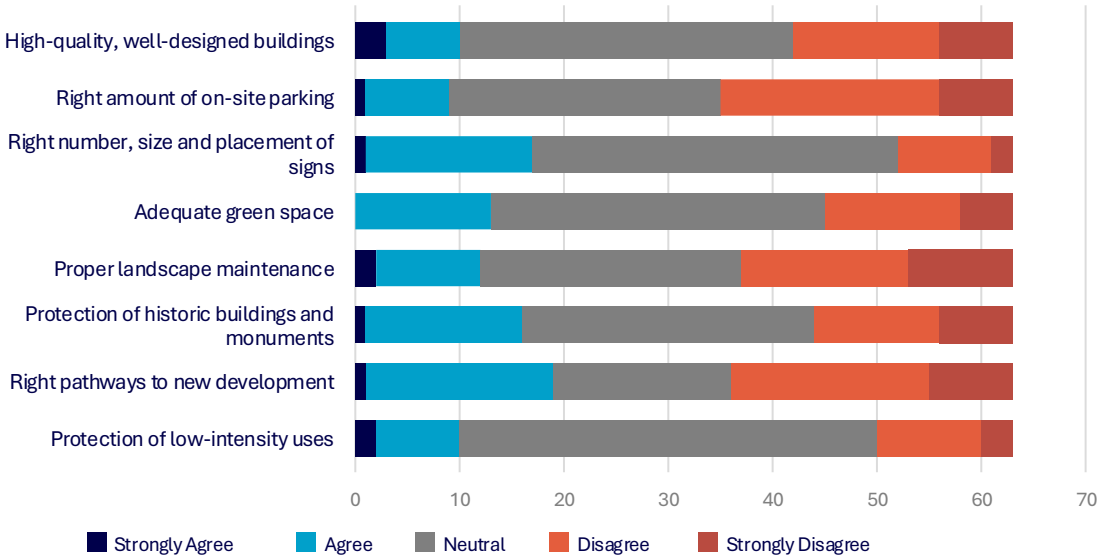
Q16 | 46 written responses



Yes / No / IDK = complete responses only; other entries are literal excerpts.
Size = submissions per entry; not sentiment totals.

Views on current development regulations

Q17 | 63 answered per statement | 3 skipped



Number of submissions.

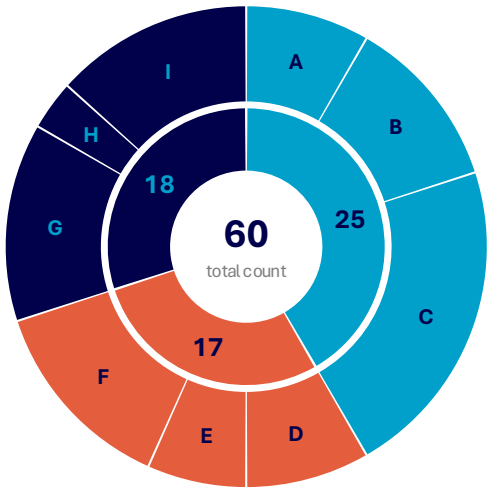
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August 6, 2026 Open House

Below are summary charts for each exhibit board made available during the August 6th, 2026 Public Open House.

Housing types

Board 1 | 60 total recorded counts

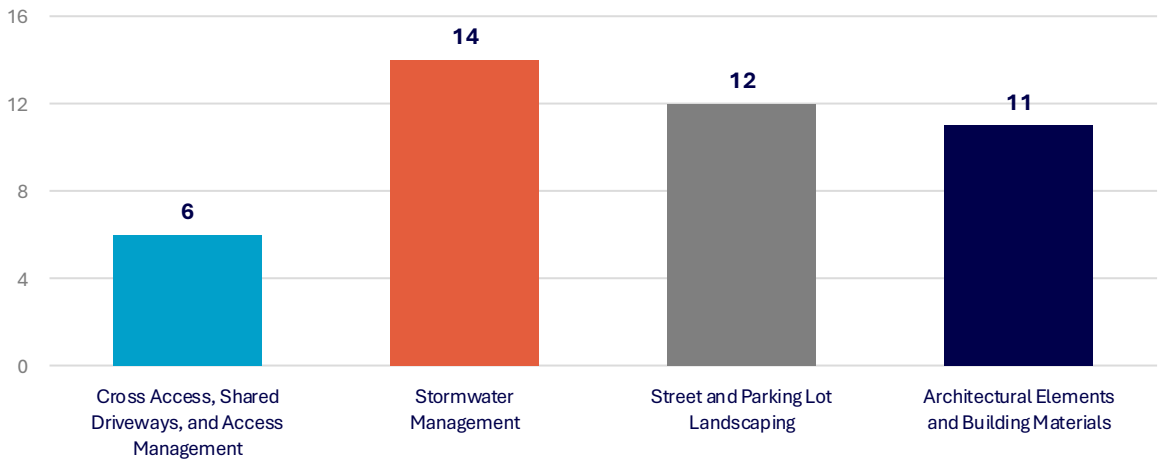


		Count
Single Family Housing Types		
A.	Large-Lot Estate Homes	5
B.	Traditional Suburban Subdivisions	7
C.	Small Lot & Starter Homes	13
Multi-Family Housing Types		
D.	Duplexes, Triplexes, Quadplexes, etc.	5
E.	Apartments	4
F.	Townhomes	8
Other Housing Types		
G.	Downtown & Live-work	8
H.	Manufactured Homes	2
I.	Accessory Dwelling Units & Tiny Homes	8

Inner ring: group totals. Outer ring: item letters; counts are listed at right.

Development standards

Board 2 | 43 total recorded counts

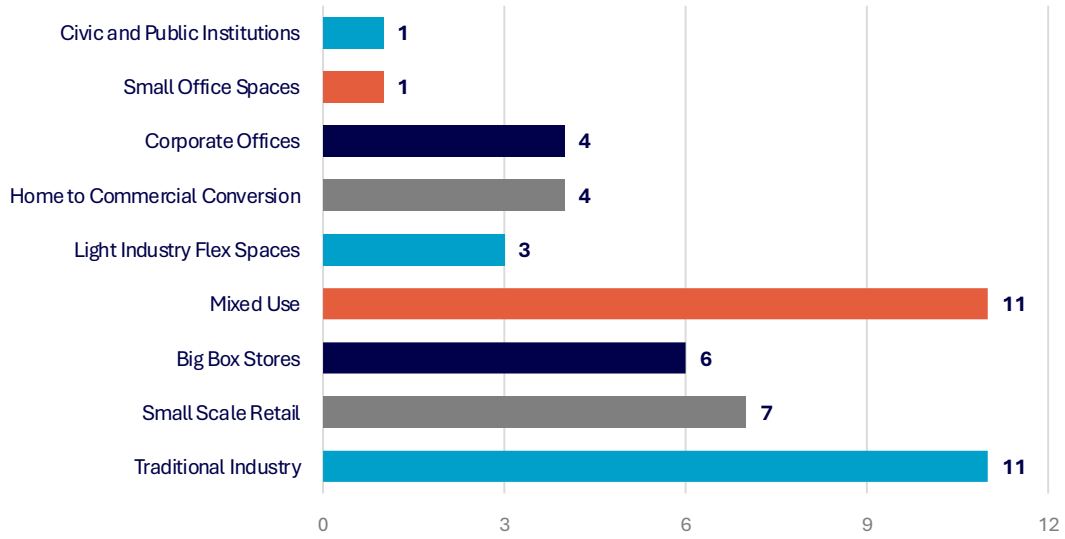


Bar height represents recorded count

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Development types

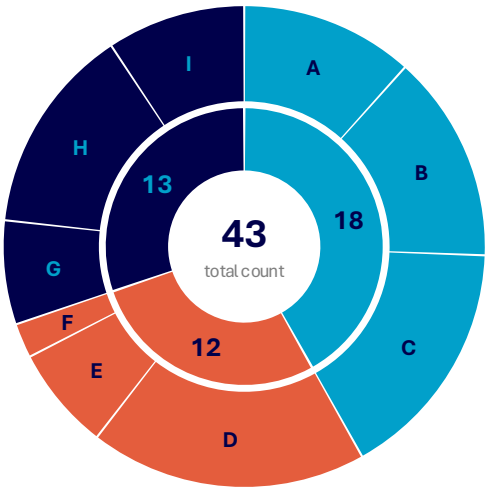
Board 3 | 48 total recorded counts



Bar length represents recorded count

Sign types

Board 4 | 43 total recorded counts



		Count
Attached Signs		
A.	Wall & Window Signs	5
B.	Awning & Canopy Signs	6
C.	Roof Signs & Projecting Signs	7
Detached Signs		
D.	Monument Signs	8
E.	Subdivision Entry Signs	3
F.	Billboards	1
Incidential/Temporary Signs		
G.	Banner & Feather Signs	3
H.	Directional & Wayfinding Signs	6
I.	Miscellaneous	4

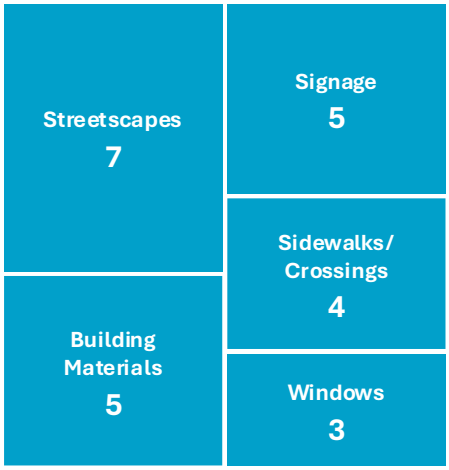
Inner ring: group totals. Outer ring: item letters; counts are listed at right.

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Downtown

Board 5 | 24 standards counts | 39 use counts

What development standards need improvement



What uses should be in downtown?

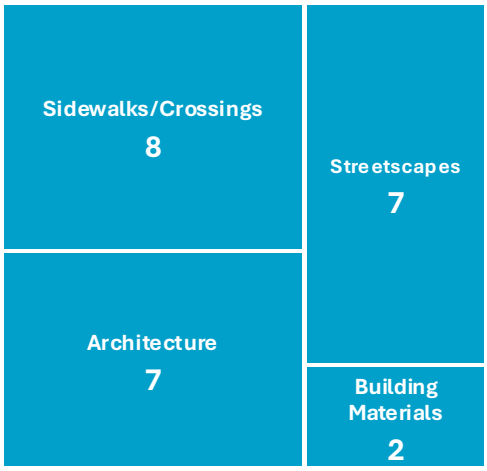


Zero counts: Architecture (standards); Office (uses).

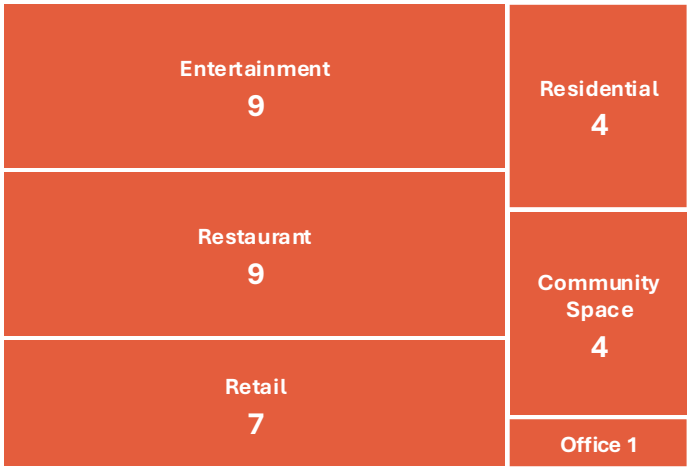
Olde Town

Board 6 | 24 standards counts | 34 use counts

What development standards need improvement



What uses should be in Olde Town?



Zero counts: Signage and Windows (standards).

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