SALLISAW PLANNING COMMISSION
REGULAR MEETING

July 7, 2026

5:30 P.M.

Council Chambers
113 North Elm St
Sallisaw, Oklahoma

A G E N D A

1. **Meeting called to order**

2. **Declaration of a quorum**

3. **Consider approval of regular minutes of May 5, 2026**

4. **Discuss, consider and take possible action on Case No. PC2026-005; preliminary plat presentation for Jerry Powell**

5. **Discuss, consider and take possible action on Case No. PC2026-006; preliminary plat presentation for Apache Addition for Big Mountain Investments, Inc.**

6. **Discuss and take possible action on the Final Plan Document of the City's Comprehensive Master Plan (CMP) by Olsson**

7. **Adjourn**

Posted: **JULY, 1, 2026**
Time: **2:15 PM**
Lisa Gabbert

MINUTES

SALLISAW PLANNING COMMISSION

REGULAR MEETING

MAY 5, 2026

The Sallisaw Planning Commission met in a regular meeting on May 5, 2026, in the Council Chambers, 113 N. Elm Street, Sallisaw. Notice of the meeting was given by emailing to Sequoyah County Times; by posting at city hall on April 30, 2026 at 11:45 am; by posting on the city's website; and, by giving notice to the City Clerk.

Members present:	Tim Brown	Chairman
	Scott Looper	Vice Chairman
	Crystal Sides	Secretary
	Brady Bauer	Member
	Reece Bush	Member
	Beko Rivera	Member
Members absent:	Matt Duke	Member
Staff present:	Keith Miller	Building Development Director
	Chris Carter	Senior Code Inspector
	Lisa Gabbert	Recording Secretary
	Christian Sizemore	Network Manager
	Brian Heverly	City Manager
Others present:	Rich Looper	
	and others	

Meeting called to order

Meeting called to order at 5:30 p.m.

Declaration of a quorum

A quorum was declared.

Consider approval of regular minutes of April 7, 2026

Motion made by Looper, seconded by Rivera to accept the minutes of regular meeting of April 7,

2026 as presented.
Vote: Brown aye, Looper aye, Sides aye, Bauer aye, Rivera aye. Motion carried 5-0.

Discussion and possible action on Case No.PC2026-003; preliminary plat presentation for Jedie Estates by Rich Looper Construction, LLC

Motion made by Bauer, seconded by Sides to accept the preliminary plat of Jedie Estates by Rich Looper Construction, LLC.
Vote: Brown aye, Looper aye, Sides aye, Bauer aye, Rivera aye. Motion carried 5-0.

Discuss and take possible action on Case No. PC2026-004; rezoning request from Agricultural District (A-1) to One-Family Residence District (R-1) by Rich Looper Construction, LLC

Motion made by Sides, seconded by Looper to accept the rezoning request from Agricultural District (A-1) to One-Family Residence District (R-1) by Rich Looper Construction.
Vote: Brown aye, Looper aye, Sides aye, Bauer aye, Rivera aye. Motion carried 5-0.

Adjourn

Motion made by Looper, seconded by Rivera to adjourn the meeting.
Vote: Brown aye, Looper aye, Sides aye, Bauer aye, Rivera aye. Motion carried 5-0.
Meeting adjourned at 5:33 p.m.

Approved this _____ day of _____, _____.

_____
Tim Brown, Chairman

ATTEST:

_____
Crystal Sides, Secretary

AGENDA ITEM COMMENTARY

Meeting Date:	July 7, 2026
Board:	Sallisaw Planning Commission
Subject:	Preliminary Plat Presentation for Jerry Powell

ITEM TITLE: Discuss, consider and take possible action on Case No. PC2026-005; preliminary plat presentation for Jerry Powell

INITIATOR: Kelly Osburn of Osburn Land Surveyors, agent for Jerry Powell

STAFF INFORMATION SOURCE: Community Development Staff

BACKGROUND: Kelly Osburn, agent for Jerry Powell, will present a preliminary plat for the Powell lot. The Powell lot was not previously platted. The lot is located at 115 N Apache.

EXHIBITS:
1. PC2026-005 Application
2. PC2026-005 Preliminary Plat

KEY ISSUES:

FUNDING SOURCE:

RECOMMENDATION:

PC2026-004

PLANNING COMMISSION

APPLICATION FOR PLAT APPROVAL

Application is hereby made to the Planning Commission of a recommendation to the City Council for rezoning of the following described property to a district

~~Apache St~~ Powell LOT

General Location Apache St & Choctaw ST
(Street Address, Legal Description and Acreage: Attach additional sheets if necessary)

Present Use of Property Res.

Proposed Use of Property Res

Record Owner of Property Jerry Powell

If Applicant is other than owner, indicate interest: ☐ purchaser, ☐ lessee,

☐ agent for, _____ ☐ other _____

Are there any Private or Deed Restrictions controlling the use of this property?_____

I do hereby certify that the information herein submitted is complete, true and accurate.

Signed _____ Address P.O. Box 1404

Phone 918-724-4450 Sallisaw, OK

APPLICANT - DO NOT WRITE BELOW THIS LINE

Application Received by: _____ Date: _____

_____ Present Zoning _____

Fee Receipt:: _____ Requested:_____

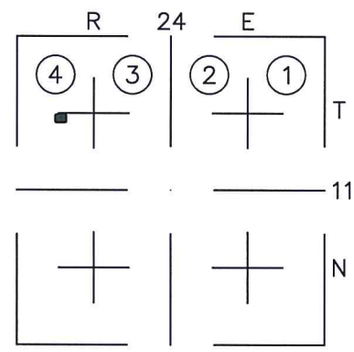
PC Action: _____ Date: _____

City Action:_____ Date: _____

Ordinance No.:_____

LEGEND

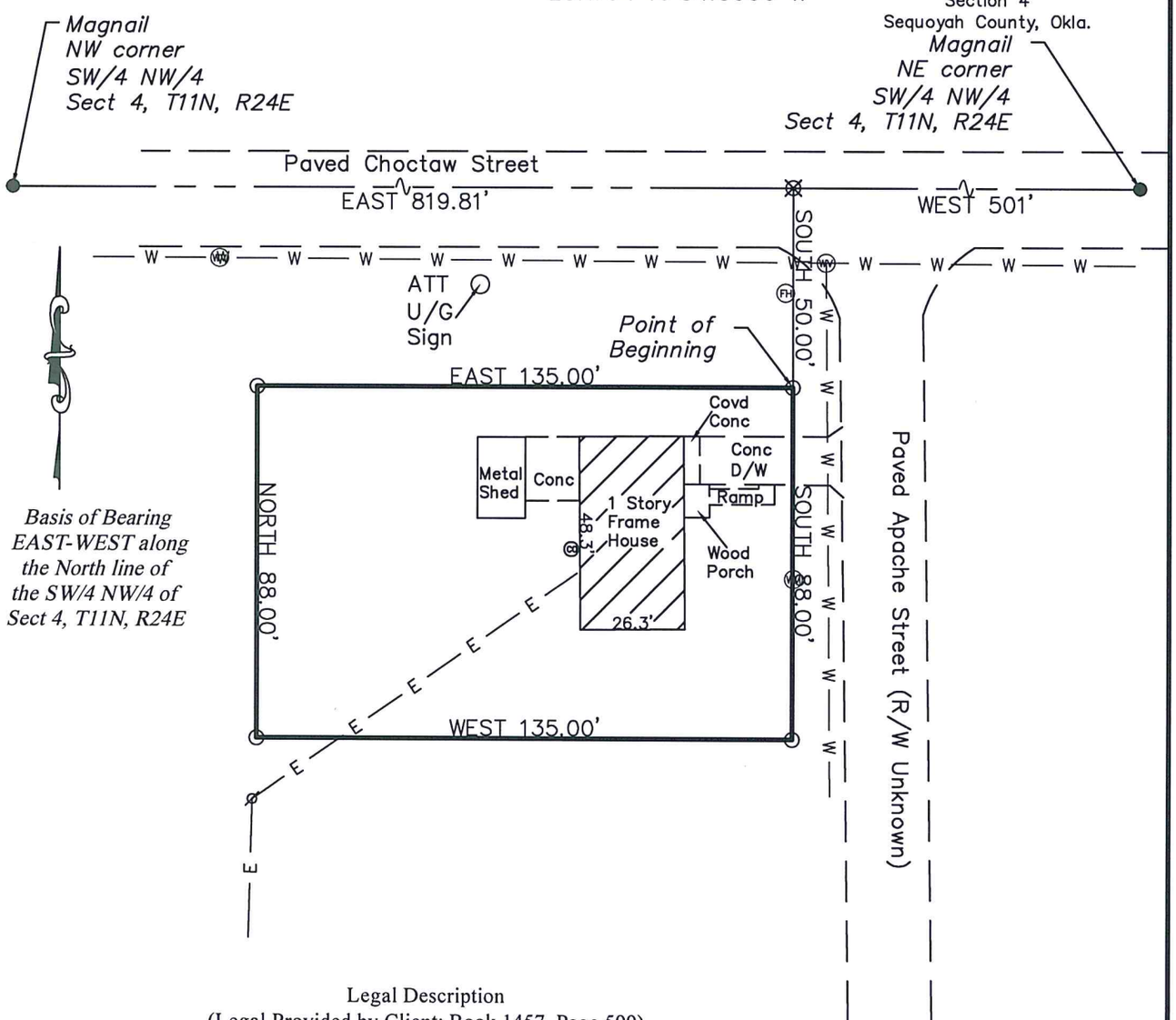
- Water Meter
- Firehydrant
- E — E — Electric Line
- Easement Line
- X — X — Fence Line
- Section Line
- 10 Acre/40 Acre Line
- R/W — Right-of-Way Line
- Cleanout
- Water Valve
- Power Pole
- Stone Monument
- Brass Cap
- Set #3 Rebar w/cap
- Existing Magnail
- Calculated Point



Location Map Scale: 1"=3000'
Section 4
Sequoyah County, Okla.

PLAT OF SURVEY

Center of House:
LAT: 35°27'34.8685"N
LON: 94°46'34.5996"W



Legal Description

(Legal Provided by Client: Book 1457, Page 599)

A part of the SW/4 NW/4 of Section 4, Township 11 North, Range 24 East of the Indian Base and Meridian, Sequoyah County, Oklahoma, being more particularly described as: Beginning at a point 501 feet West and 50 feet South of the NE Corner of the SW/4 NW/4; thence SOUTH 88 feet; thence WEST 135 feet; thence NORTH 88 feet; thence EAST 135 feet to the point of beginning.

Containing 0.27 acres, more or less, less public road right of ways and being subject to any easements of record.

I, Kelly Osburn, Oklahoma Professional Land Surveyor, No. 1628, do hereby certify that the plat hereon correctly represents a survey made on-the-ground under my supervision, and that this survey is based on existing county records and existing survey monuments available at the time of this survey and that the survey and plat hereon was made for the client or clients so named per this plat, pursuant to clients request and for client's specific use and benefits only. No responsibility is assumed herein or hereby to the future landowners or occupants. This survey meets the requirements of the Oklahoma Minimum Standards. Certificate of Authorization, No. 5391, Expires 6/30/25.

SURVEYOR'S NOTE:

1. This Survey was done to mark the corners on the ground and to show observed structures if any. Utilities located, if any, are from above ground inspection. The surveyor makes no guarantee that the structures and utilities shown compromise all such structures and utilities on the property. This survey was done from the description furnished by the client or clients agent named on this plat. No title search was done and record ownership, rights-of-way of road and easements to and across this property must be confirmed by others. Any building setbacks, Lot restrictions or covenants not shown are the responsibility of the land owner. The buyer or owner of this property should satisfy themselves as to the correct owner through a title search or review by an attorney.
2. The Surveyor reserves the right to change the opinion of this survey if any relevant evidence is brought forth in the future.
3. Fences located, if any, are located from the fence corners only. Any meandering of fence line has not been located.



WARNING: If the Seal on this document is not Red and embossed, it is an unauthorized copy which may have been altered or modified, and cannot be used for any purpose without the written permission of Osburn Land Surveying LLC.

Osburn Land Surveyors, LLC.
P.O. Box 1406 3615 W. Cherokee Sallisaw, OK 74955
918.775.9322—Office

SCALE: 1"=40'			SURVEY BY: PB
DATE: 1-16-25	JOB NUMBER: 25-10246	Part of the NW/4 of Sect 4, T11N, R24E, Sequoyah Co, OK	DRAWN BY: ND
LAST SITE VISIT	FOR: Jerry Powell/Cherokee Nation Rehab	APPROVED BY:	CHECKED BY:
1/15/25			

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AGENDA ITEM COMMENTARY

Meeting Date:	July 7, 2026
Board:	Sallisaw Planning Commission
Subject:	Preliminary Plat Presentation for Apache Addition

ITEM TITLE: Discuss, consider and take possible action on Case No. PC2026-006; preliminary plat presentation for Apache Addition for Big Mountain Investments, Inc.

INITIATOR: Kelly Osburn of Osburn Land Surveyors, agent for Big Mountain Investments, Inc.

STAFF INFORMATION SOURCE: Community Development Staff

BACKGROUND: Kelly Osburn, agent for Big Mountain Investments, Inc., will present a preliminary plat for the Apache Addition. Lots were not previously platted. Apache Addition is located on the West side of Apache Street.

EXHIBITS:
1. PC2026-006 Application
2. PC2026-006 Preliminary Plat

KEY ISSUES:

FUNDING SOURCE:

RECOMMENDATION:

PC2026-005

PLANNING COMMISSION

APPLICATION FOR PLAT APPROVAL

Application is hereby made to the Planning Commission of a recommendation to the City Council for rezoning of the following described property to a district

Apache Addl

General Location West Side of Apache street

(Street Address, Legal Description and Acreage: Attach additional sheets if necessary)

Present Use of Property Resid.

Proposed Use of Property Resid.

Record Owner of Property Brad Allen

If Applicant is other than owner, indicate interest: ☐purchaser, ☐lessee,

☐ agent for, _____ ☐ other _____

Are there any Private or Deed Restrictions controlling the use of this property?_____

I do hereby certify that the information herein submitted is complete, true and accurate.

Signed _____ Address P.O. Box 1406

Phone 918-774-4450 Sallisaw

APPLICANT - DO NOT WRITE BELOW THIS LINE

Application Received by: _____ Date: _____

_____ Present Zoning _____

Fee Receipt:: _____ Requested:_____

PC Action: _____ Date: _____

City Action:_____ Date: _____

Ordinance No.:_____

DEED OF DEDICATION

KNOW ALL MEN BY THESE PRESENTS:

That we, Big Mountain Investments INC, being the sole owner of the fee simple and to the following described real estate by virtue of deed filed in Book 1508 at Page 128, situated in the City of Sallisaw, County of Sequoyah, State of Oklahoma, to–wit:

Part of the SW/4 NW/4 of Section 4, Township 11 North, Range 24 East, Sequoyah County, Oklahoma, beginning 501 feet WEST of the NE Corner and 226 feet SOUTH for a point of beginning; thence SOUTH 86 feet; thence WEST 135 feet; thence NORTH 86 feet; thence EAST 135 feet to the point of beginning.
AND
A part of the NE/4 SW/4 NW/4 of Section 4, Township 11 North, Range 24 East, Sequoyah County, Oklahoma, described as follows: Beginning at a point 501 feet WEST of the NE corner of said NE/4 SW/4 NW/4 and 312 feet SOUTH for a starting point; thence SOUTH a distance of 86 feet; thence WEST a distance of 135 feet; thence NORTH a distance of 86 feet; thence EAST 135 feet to the point of beginning.

have caused the same to be surveyed, staked and platted and have caused the same to be named and designated "Apache Addition" an addition to the City of Sallisaw, Oklahoma." I hereby dedicate to the City of Sallisaw, its successors and assigns, all easements and streets as shown on this plat and do hereby guarantee clear title to all land that is dedicated for the purpose of providing an orderly development of the entire tract.

_____
Managing Member–Brad Allen

STATE OF OKLAHOMA
SS
COUNTY OF SEQUOYAH

Before me, the undersigned, a Notary Public in and for said County and State on this _____ day of _____, 2026, personally appeared Brad Allen, to me known to be the identical person who executed the within and foregoing instrument and acknowledged to me that they executed the same as their free and voluntary act and deed for the uses and purposes therein set forth.

Given under my hand and seal the day and year first above written.

_____
Notary

My Commission Expires:

_____

(SEAL)

SURVEYOR'S CERTIFICATE

I, Kelly Osburn, Oklahoma Professional Land Surveyor, being a competent surveyor and a Registered Land Surveyor under Registration No. 1628, do hereby certify that I have carefully and accurately surveyed and staked the property located on a part of the NW/4 SW/4 of Section 4, Township 11 North, Range 24 East, Sequoyah County, Oklahoma, as described on this plat and that monuments have been found or placed at all property corners and that the described plat is a true representation of said survey conducted by me and under my direct suppervision. This survey meets the Oklahoma Minimum Standards for the practice of Land Surveying. The Last Site Visit ?????.

Certificate of Authorization: #5391; Expires 6–30–2027

Witness my hand this the _____ day of _____, 2026.

_____
Kelly Osburn, P.L.S.

STATE OF OKLAHOMA
SS
COUNTY OF SEQUOYAH

Before me, the undersigned, a Notary Public in and for said County and State on this _____ day of _____, 2026, personally appeared Kelly Osburn, to me known to be the identical person who executed the within and foregoing instrument and acknowledged to me that he executed the same as his free and voluntary act and deed for the uses and purposes therein set forth.

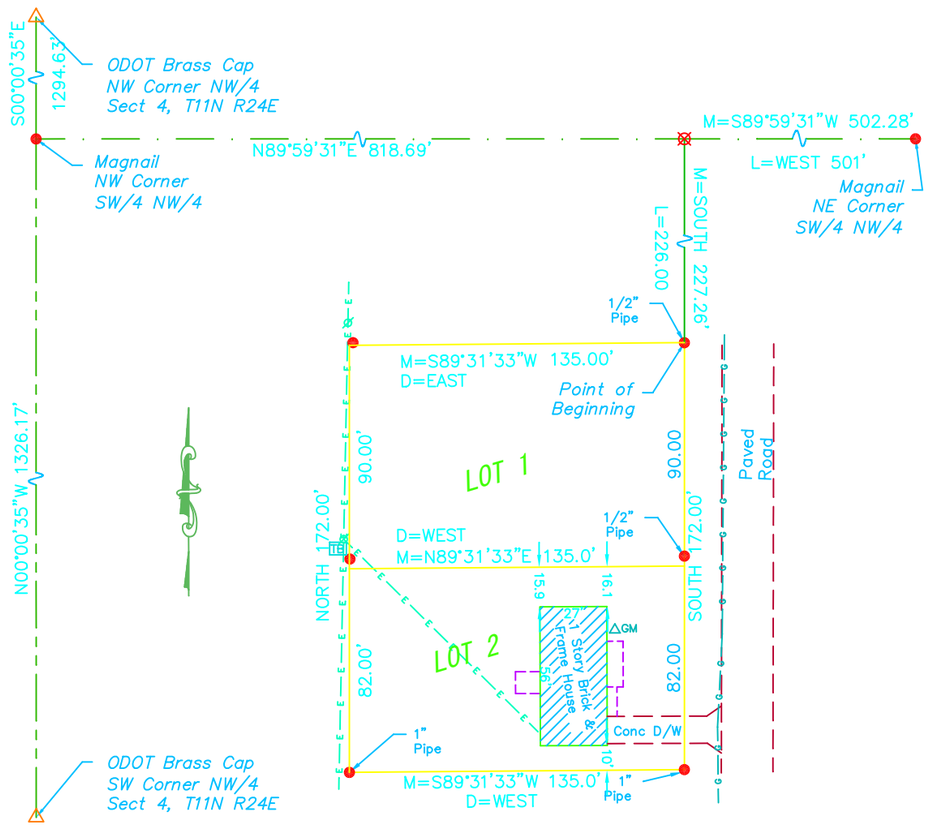
Given under my hand and seal the day and year first above written.

_____
Notary

My Commission Expires:

_____

(SEAL)



APPROVAL OF PLAT

The Board of Commissioners of the City of Sallisaw, Oklahoma hereby approve this plat of "Apache Addition", an addition to the City of Sallisaw, Oklahoma, and accepts the streets and easements shown therein.

Dated this _____ day of _____, 2026.

CITY OF SALLISAW

_____
MAYOR

ATTEST:

_____
CITY CLERK

(SEAL)

The Planning Commission of the City of Sallisaw, Oklahoma recommends approval of plat "Apache Addition", an addition to the City of Sallisaw, Oklahoma and the easements as shown therein.

Recommended Approval on _____day of _____ 2026

_____
CHAIRMAN

_____
SECRETARY

TREASURER'S CERTIFICATE

I, Angela Gist, as Treasurer of Sequoyah County, Oklahoma, do hereby certify that all taxes on the property hereon platted and described have been paid or cash bond placed to secure the same.

Dated the _____ day of _____, 2025.

_____
COUNTY TREASURER

NOTES:

Basis of Bearing is Assumed N00°00'35"W along the West line of the NW/4 of Section 4, Township 11 North, Range 24 East, Sequoyah County, Oklahoma

All Lot measurements are to Lot Corners.

Easements affecting this property that have NOT been provided, either written or implied, have not been shown.

Prelimary

Apache Addition

An addition to the City of Sallisaw, being a part of the SW/4 NW/4 of Section 4, Township 11 North, Range 24 East Sequoyah County, Oklahoma.

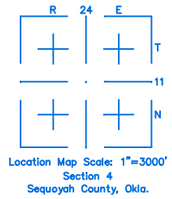
Date: 1–2026 Scale: 1"=30'

Owner/Developer: Big Mountain Investments INC

—Osburn Land Surveyors, Inc.
3615 West Cherokee P.O. Box 1406
Sallisaw, OK 74955
Office – (918) 775–9322

Set ⌀3 Rebar w/cap
Existing Monument (As Labeled)
Calculated Point
Set Magnail w/washer
Fence Corner Post

30 15 0 30 60 90
SCALE IN FEET



Location Map Scale: 1"=3000'
Section 4
Sequoyah County, Okla.

Basis of Bearing
S89°54'29"W along the
North line of the SW/4 of
Sect 4, T11N, R24E

AGENDA ITEM COMMENTARY

Meeting Date:	July 7, 2026
Board:	Sallisaw Planning Commission
Subject:	City's Comprehensive Master Plan (CMP)

ITEM TITLE: Discuss and take possible action on the Final Plan Document of the City's Comprehensive Master Plan (CMP) by Olsson

INITIATOR: Olsson

STAFF INFORMATION SOURCE:

BACKGROUND: Olsson will be presenting the final draft of the city's Comprehensive Master Plan (CMP) for approval.

EXHIBITS: 1. 26-06-30_Sallisaw CMP_Pages

KEY ISSUES:

FUNDING SOURCE:

RECOMMENDATION:



SALLISAW OKLAHOMA

COMPREHENSIVE MASTER PLAN

DRAFT / JUNE 30, 2026

INTENTIONALLY LEFT BLANK FOR RESOLUTION

Acknowledgments

Thank you to all who contributed their time, energy, and passion to creating this vision for the future of Sallisaw. This Comprehensive Master Plan could not have been created without the input of the community and the following groups and individuals.

Mayor and City Council

- Marley Abell, Mayor
- Kenny Moody, Council Member – Ward 1
- Josh Bailey, Council Member – Ward 2
- Julian Mendiola, Council Member – Ward 3
- Brad Hamilton, Council Member – Ward 4

Planning & Zoning Commission

- Tim Brown, Chairman
- Scott Looper, Vice Chair
- Crystal Sides, Secretary
- Matt Due
- Reece Bush
- Brady Bauer
- Beko Rivera

Core Project Team

- Brian Heverly, City Manager
- George Bormann, Economic Development Director
- Keith Miller, Community Development Director
- Jessica Del Carpio, Business Support Manager
- Kim Jamison, City Clerk
- Robin Haggard, Director of Finance

Technical Committee

- Chris Carter, Code Inspector
- Terry Franklin, Chief of Police
- Anthony Armstrong, Fire Chief
- Tom Haning, Sallisaw Municipal Airport Manager
- Jarod Vinson, Water Treatment Superintendent
- Jamie Phillips, Sanitation/Landfill Superviser
- Les Walters, Parks Supervisor
- Blakely Smith, Electrical Department Director
- Bryan Hyler, Streets Department Director
- Matt Morris, Water/Sewer Department
- Clint Smith, IT Director
- CJ Eppler, Wastewater Director
- Gene Martin, Fleet Maintenance Director
- Ernie Martens, Former Mayor

Stakeholder Committee

- Marley Abell
- Robin Akers
- Josh Bailey
- Rat Baker
- Steve Barrett
- Brady Bauer
- Julie Becker
- Bill Buckner
- Matt Caldwell
- Stacy Callahan
- Austin Carrigan
- Eric Carter
- Nick Carter
- Larry Crowe
- Matthew Duke
- Jacky England
- Lisa Gabbert
- Marty Green
- Treye Girdner
- Kayle Griffin
- Devin Guthrie
- Brad Hamilton
- Jim Harris
- Jaime Henson
- Lacey Horn
- Larry Horn
- Katie Horton
- Jennifer Jones
- Tyler Knoke
- Julie Klineline
- Daryl Legg
- Sherry Lennington
- Scott Looper
- Tami Martin
- Todd Martin
- Beth Mayo
- Meghan McHale
- Mike Meece
- Poncho Mendiola
- Raymond Merrill
- Michelle Mings
- Lance Montgomery
- Kenny Moody
- Rhonda Nicholson
- Rick Nicholson
- Steven Padgett
- Gus Perry
- Margaret Perry
- Bobby Qualls
- Dandra Randolph
- Jeannie Richardson
- Beko Rivera
- Jessica Robertson
- Gary Schaefer
- Zach Schaefer
- Crystal Sides
- Stephanie Six
- Colt Spencer
- Dwight Spencer
- Nan Stites
- Tom Stites
- Frank Sullivan III
- Tricia Wall
- Lacey Wallace
- Bryan Warner

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Section 1

INTRODUCTION

Section 1 provides the foundation on which the Comprehensive Master Plan (Plan) is based. This section sets the scene for the Plan and answers why this planning process and the resulting document are necessary, how this document is used, and what the planning process entails.

PLAN OVERVIEW

This Plan serves as a guide for the identification and implementation of Sallisaw's vision for its future. It builds upon the community's values and points Sallisaw in the direction of its shared goals using a variety of tactics. The Plan addresses critical topics that will shape the way continues to develop, including:

- Future land use recommendations based on input from stakeholders, the public, Planning Commission, City Council, city staff members and the findings from the Economic and Market Analysis (see ***Appendix D***).
- Future housing options and opportunities to balance and diversify the existing housing stock.
- Economic development strategies to encourage a vibrant and healthy mixture of revenue generation sources.
- Transportation and mobility opportunities that enhance connectivity and mobility for residents and visitors.

The planning process took place over the course of a year and culminated in an integrated Plan that seeks to reflect the needs and desires of the community. The Plan should be used as a daily resource to guide decision-making as it relates to the development, redevelopment, transportation and connectivity, and the provision of community services and amenities.

What is a Comprehensive Master Plan?

A comprehensive master plan – sometimes referred to as a general plan, master plan, or land use plan – is a vision for the future on a community scale. Comprehensive master plans are created by and for the community to record shared goals and desires for themselves and their fellow community members. A comprehensive master plan examines what a community is, and where it came from, and crafts a coordinated road map for the future. This road map guides the growth and development of the community for the next 10-15 years and is revisited often to ensure its relevance. Effective plans are grounded and provide measurable, achievable action items for reaching shared goals. Communities can also use comprehensive master plans as a factual and objective basis to justify future decision-making.

DRAFT

PLANNING AREA

The City of Sallisaw encompasses approximately 12.9 square miles and is located within the Green Country region of eastern Oklahoma, at the southern edge of the Ozark Plateau. Sallisaw serves as the county seat of Sequoyah County and is centrally located, providing regional access to surrounding communities.

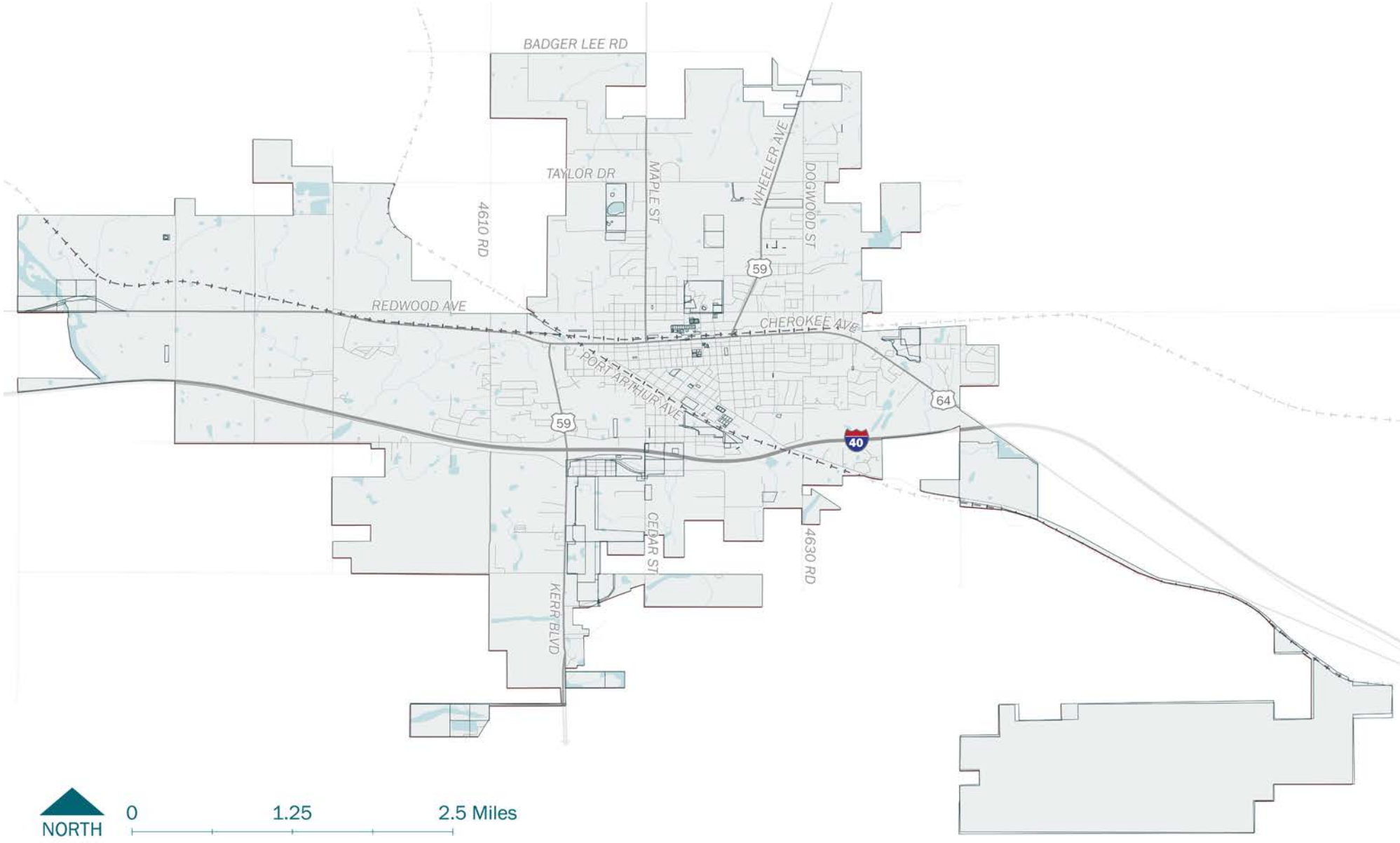
The city is situated at the junction of State Highways 64 and 59, between Sallisaw Creek and Little Sallisaw Creek, approximately 20 miles west of the Arkansas border. Interstate 40 (I-40) runs east–west along the southern edge of the city, providing regional connectivity to Fort Smith, Arkansas, and to other cities in eastern Oklahoma. Due to its location, Sallisaw serves as both a local crossroads and a regional access point for commerce and travel.

Sallisaw is located approximately 14 miles from Muldrow, 11 miles from Vian, 19 miles from Roland, and 22 miles west of Fort Smith, Arkansas, reinforcing its role as a service center and employment hub within Sequoyah County. As the largest city in the county, Sallisaw functions as a focal point for County government services, retail activity, healthcare, and community amenities, serving both city residents and the surrounding rural population.

The Planning Area includes the incorporated city limits of Sallisaw and surrounding lands that are influenced by or influence future development patterns, infrastructure investment, and transportation corridors. Understanding Sallisaw's regional context is essential to coordinating land use, transportation, housing, and economic development strategies that align local growth decisions with countywide and regional conditions.



FIGURE 1.1 - PLANNING AREA



CITY HISTORY

Sallisaw's history is deeply rooted in Cherokee Nation heritage and early French and European influences, reflecting its location within lands historically governed by the Cherokee Nation. The city's name is derived from the French word "salaison", meaning "salt provisions" or "salt curing", reflecting early trade activity in the region. The area played a significant role during the Trail of Tears, marking it as a place of historical importance in the broader narrative of Native American history in eastern Oklahoma.

Organized settlement of Sallisaw began in 1887–1888, when Argyle Quesenbury and Will Watie Wheeler laid out lots for a town approximately one-half mile square. The town was incorporated in 1886, initially under Arkansas law, prior to Oklahoma statehood, and later became part of the State of Oklahoma. These early years established Sallisaw as a center of commerce and community life in Sequoyah County.

The arrival of the railroad was a pivotal event in Sallisaw's development. Between 1888 and 1890, the Kansas and Arkansas Valley Railway (later known as the Missouri Pacific Railroad) constructed an east–west line through the community. Shortly thereafter, in 1895–1896, the Kansas City, Pittsburg and Gulf Railroad constructed a north–south line through the region, with the two rail lines intersecting in Sallisaw. This rail connection significantly strengthened the city's position as a regional trade and transportation hub and contributed to its long-term economic growth.

Early town builder Will Watie Wheeler established several foundational businesses in the late nineteenth century, including a cotton gin, sawmill, gristmill, lumberyard, and the Coffin Shop in 1896, which later became Wheeler Funeral Home. The mortuary remained in operation into the twenty-first century, reflecting Sallisaw's continuity as an established community.

Sallisaw's historic legacy is preserved through several properties listed on the National Register of Historic Places, including the Judge Franklin Faulkner House, First Presbyterian Church, Hines Round Barn, and Sallisaw High School. The 14 Flags Museum further documents the City's rich history, highlighting the multiple nations and governments that have influenced the area over time, including the Cherokee Nation.

Today, Sallisaw's historic development patterns—shaped by rail, highways, and regional geography—continue to influence the city's land use, transportation network, and community identity, providing a foundation for this Plan's planning and recommendations.

SALLISAW'S FIRST CITY HALL AND TOWN'S OLD FIRE BELL.



WHY PLAN?

Sallisaw has completed previous planning efforts to establish a vision for future growth, but the community had not yet adopted a comprehensive master plan to fully evaluate development opportunities. Recognizing that a clear growth vision—paired with the goal of attracting new economic development—required a more structured and actionable approach, the city determined it was necessary to create a planning document that would set a unified roadmap for Sallisaw's future.

The intent of the Comprehensive Master Plan (Plan) is to create a practical, accessible policy guide for the city's long-term vision. With the desire to be a well-structured, clear, user-friendly, and visual document; the planning process formed the Plan's intent by answering the following questions.

WHERE IS SALLISAW TODAY?

This question defines what is loved about Sallisaw, what needs improvement, and the current realities of the city.

WHERE DOES SALLISAW WANT TO BE?

The only sustainable path forward is one that has community buy-in. By asking the question of who Sallisaw wants to be, recommendations for the future were created.

HOW DO WE GET THERE?

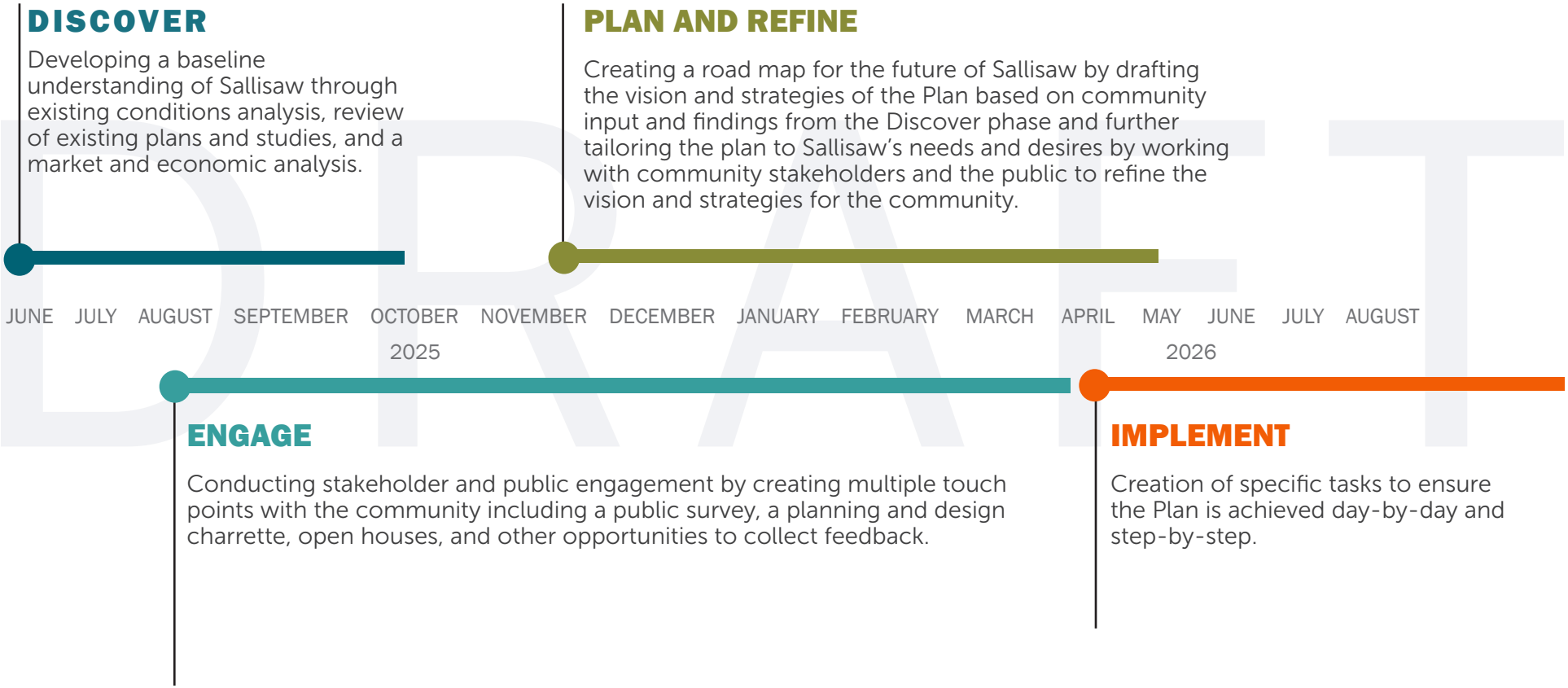
This is ultimately what the Plan answers. This Plan offers a road map to the future, outlining goals and strategies that keep elected and appointed leaders and City staff members on track to make Sallisaw what the community needs and wants.

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PLANNING PROCESS AND TIMELINE

As shown in ***Figure 1.2***, the Plan development process took approximately one-year and consisted of five primary phases:

FIGURE 1.2 - PLANNING PROCESS AND TIMELINE



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PLAN ORGANIZATION

This Plan is organized into seven sections and four appendices, detailed as follows:

- **Section 1 – Introduction.** This section presents an introduction to the Plan, including the Plan's purpose and timeline, as well as an introduction to the Sallisaw Planning Area.
- **Section 2 – Sallisaw's Vision and Values.** This section narrates and illustrates the characteristics of Sallisaw's desired community through a vision narrative and values that will guide development, redevelopment, and growth.
- **Section 3 – Future Land Use and Strategic Growth.** This section establishes a policy framework for future development in Sallisaw, defined by Place Types with distinct physical characteristics, land uses, and qualities.
- **Section 4 – Transportation and Mobility.** This section establishes a policy framework for transportation and mobility systems in Sallisaw, identifying small and large-scale opportunities to enhance the community's multimodal systems.
- **Section 5 – Placemaking.** This section establishes a framework for placemaking in Sallisaw, identifying areas for improved visual identity and physical brand while enhancing wayfinding and corridor aesthetics.
- **Section 6 – Downtown Framework Strategy.** This section establishes a framework for impactful strategies for supporting local quality of life, economic opportunity, and long-term resilience in downtown Sallisaw.
- **Section 7 – Implementation: Action Plan.** This section presents specific implementation actions to achieve the goals and strategies of the previous sections.
- **Appendix A: Sallisaw Today: Existing Conditions.** This appendix describes the history and current (2025) state of the city, including details on current and forecast demographic factors, market potential and physical, natural, and regulatory conditions.
- **Appendix B: Stakeholder and Public Engagement Summary.** This appendix presents a summary of input received from the community through a variety of engagement tools and methods, both in-person and online. All received stakeholder and public comments are transcribed and available in this appendix.
- **Appendix C: Summary of Relevant Plans and Studies.** This appendix presents a full review of existing plans and studies with relevance to Sallisaw and describes their relationship to this Plan.
- **Appendix D: Economic and Market Analysis.** This appendix is the full Economic and Market Analysis for the Planning Area that evaluates long-term market potential and development and redevelopment opportunities based on economic and demographic factors and market forces.

Keeping this Plan Fresh

This Plan should be reviewed and revised periodically to adapt to shifts in economic and demographic conditions, changes in state and federal law, the impacts of existing policies and past decisions, and new implementation tools or resources that would benefit outcomes. At least once a year, the Planning Commission should review or reconsider the Plan or portions of the Plan and may propose amendments. Without regular evaluation and monitoring of the Plan's progress, the Plan will lose its effectiveness in achieving and upholding a shared vision for Sallisaw.

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HOW TO USE THIS PLAN

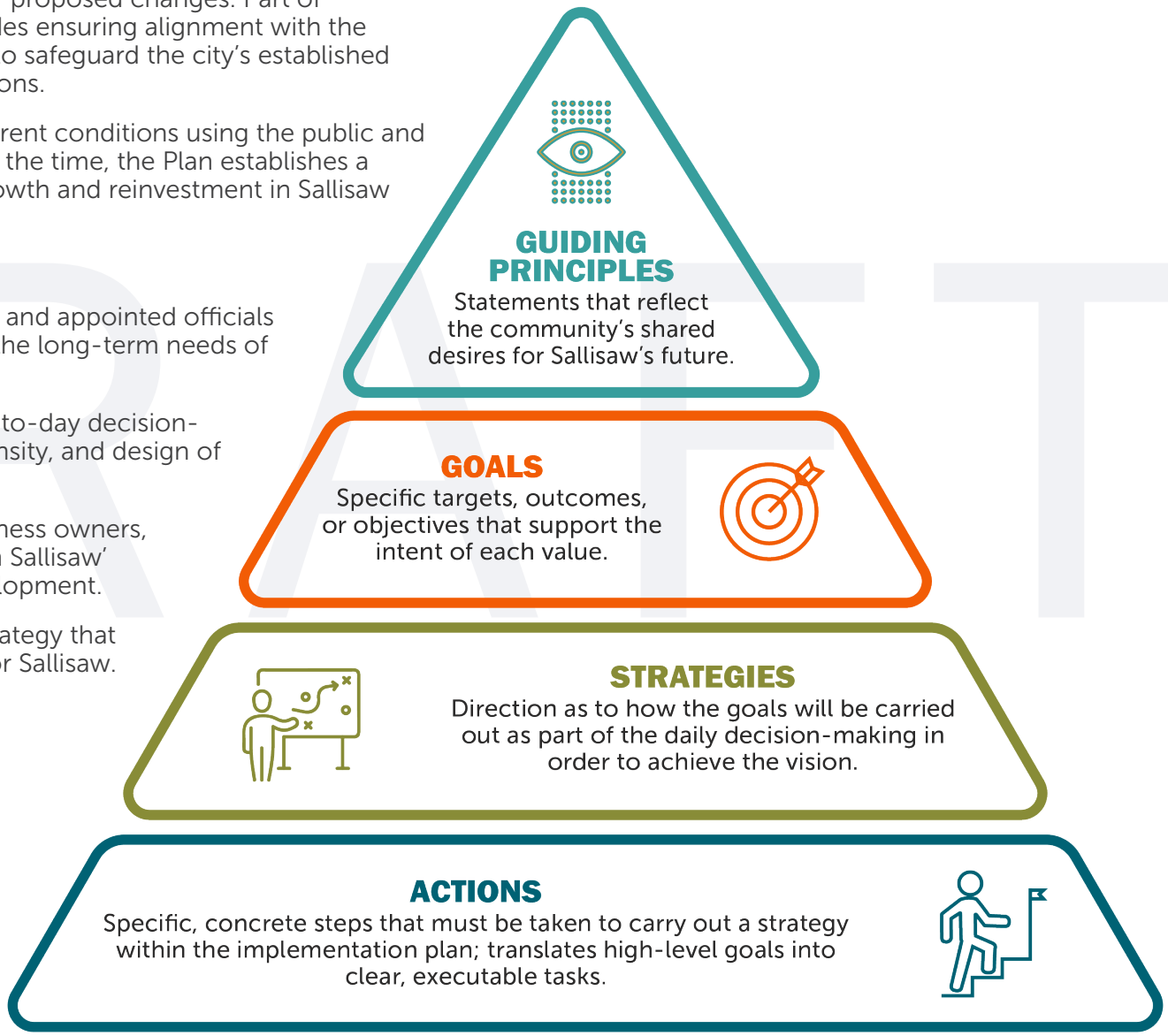
This Plan is intended to be a living document and reference point for the city. As city staff members, elected leaders, and community members make decisions for Sallisaw, this Plan serves as the lens through which they consider the appropriateness of proposed changes. Part of the review process for such changes includes ensuring alignment with the Comprehensive Master Plan, which works to safeguard the city's established long-term goals through short-term decisions.

While it was compiled as a reflection of current conditions using the public and stakeholders' interests in the community at the time, the Plan establishes a broad policy foundation to guide future growth and reinvestment in Sallisaw for years to come.

This Plan is used to:

- Provide policy guidance for elected and appointed officials when making decisions that affect the long-term needs of the community.
- Help guide city staff members' day-to-day decision-making regarding the location, intensity, and design of future development.
- Inform residents, property and business owners, developers, and others interested in Sallisaw' priorities and expectations for development.
- Set forth a clear implementation strategy that advances the community's vision for Sallisaw.

FIGURE 1.3 - PLANNING STRUCTURE



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Section 2

VISION & CORE VALUES

LOOKING TO OUR FUTURE

Sallisaw aspires to be a resilient and connected community that grows with purpose. Strengthening our economy, we create opportunities for residents and businesses to thrive. While we look toward the future, we honor the roots that built our identity, preserving the character and culture that makes our community unique. We are welcoming, vibrant and connected.

It is important for the Plan that measures of success are outlined to guide the vision of the community forward. Core Values facilitate decision-making and underline all actions; they are the elements of how a community sees itself and what it wants to be in the future. To understand each of the values further, value statements are provided below.



Prosperity & Local Enterprise

We prioritize a vibrant, locally driven economy that creates jobs, attracts businesses and sustains downtown as Sallisaw's small-business heart.



Attainable & Diverse

We support a range of housing options—attainable, mixed-income, and diverse types, that allow people to live near jobs, services and amenities.



Safe, Healthy, & Connected

We invest in polices, programs to support a well-connected network linking neighborhoods, parks, schools, and key destinations—promoting physical activity, equitable access, and a healthy lifestyle.



Community Character & Pride

We value and honor our unique character and cultural heritage by preserving our past and looking to our future. We continue to strengthen our shared identity and ensure that future growth reflects what makes Sallisaw unique.



3

Section 3

FUTURE LAND USE & STRATEGIC GROWTH

INTRODUCTION

Sallisaw's future prosperity depends on how effectively the city manages growth and land use over the next 20 years and beyond. Strategic development is not just about accommodating new buildings, but is about creating opportunities for residents, attracting investment, and sustaining a strong tax base that funds essential services. Economic development drives job creation, positions Sallisaw as a competitive regional hub, and most importantly, enhances quality of life for residents.

From 2025 through 2050, the market analysis indicates significant demand across all major land uses. The city is projected to support 150,000 to 181,700 square feet of new retail space, 54,900 to 72,700 square feet of professional and medical office space, and 863,500 to 1.16 million square feet of industrial space. Residential growth may also be substantial, requiring 800 to 985 new housing units, including 600 to 739 single-family homes, 80 to 99 small-scale multifamily units, and 120 to 147 units in larger apartment structures.

Meeting these needs will require thoughtful planning and efficient land allocation. Based on forecast densities and floor-area ratios, Sallisaw will need 30 to 264 acres of developable land under a conservative scenario and up to 332 acres under an optimistic scenario to support growth. These figures underscore the importance of aligning land use policies with infrastructure investments, economic development strategies, and community priorities.

FUTURE LAND USE TYPES

Future land use patterns for Sallisaw based on community input, city staff member and leadership guidance, the economic and market analysis, and planning best practices. No piece of input was considered on its own. Together these factors dictated **Figure 3.1**, and created the Future Land Use Framework Plan. This framework will guide future land use decisions as development, redevelopment, and improvement opportunities present themselves to the city. It is important to not that future land uses are not rezoning classifications. Future land uses are a guide to ensure the city can achive its long-term vision through short-term decisions, whereas zoning is regulatory.

Big Ideas

Strategic Growth While Preserving Community Character

Development in Sallisaw will be guided towards key nodes and corridors to strengthen the city's role as a regional hub, while maintaining the small-town identity and sense of place valued by residents.

Economic Opportunity

Support a balanced economy that includes retail, professional services, manufacturing, and tourism, creating jobs for all skill levels and income brackets.

Housing Choice and Affordability

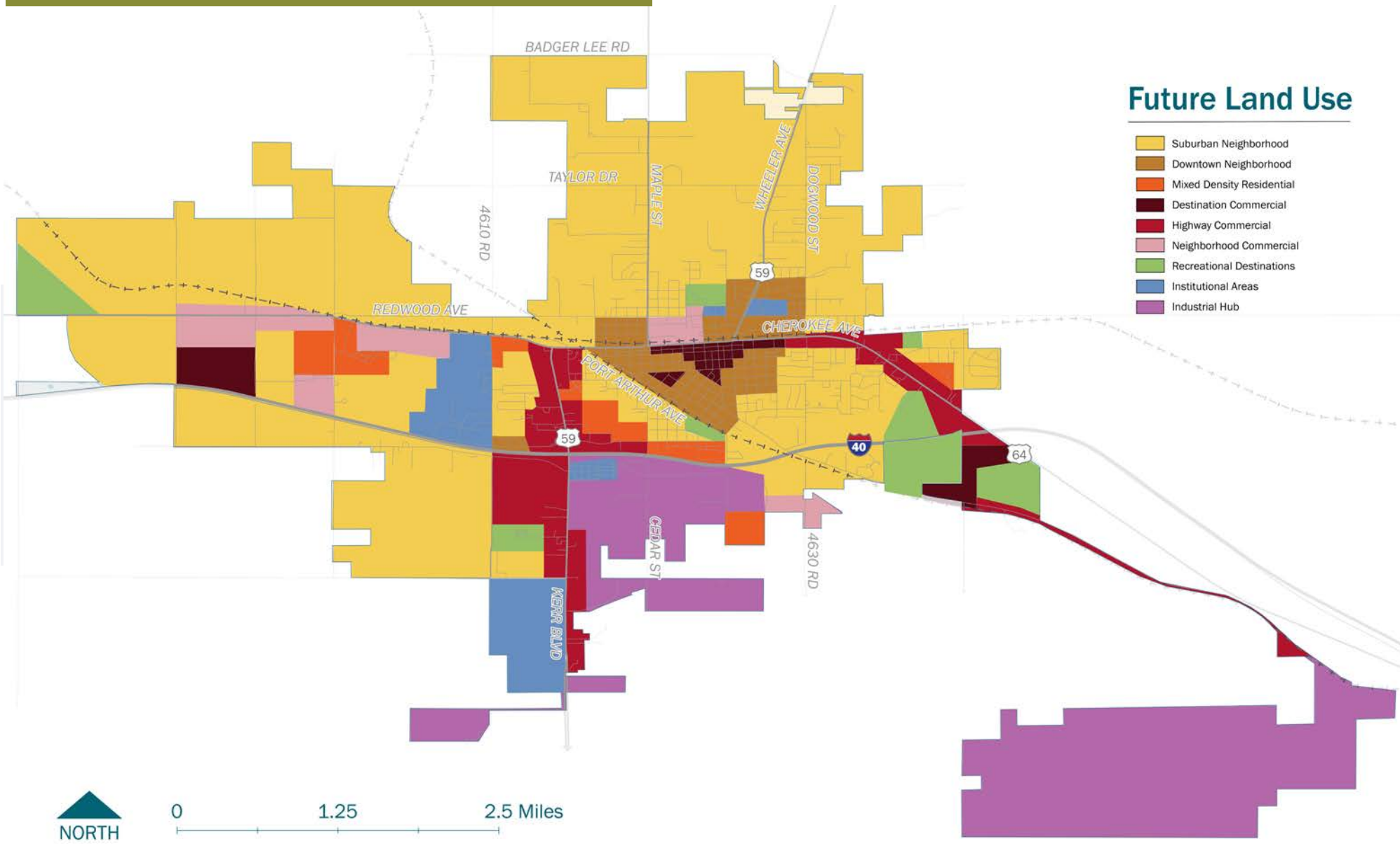
Ensure housing options for all life stages and income levels, from single-family neighborhoods to market-rate apartments and affordable units.

Resilient and Flexible Land Use

Plan for adaptability in land use and building formats to respond to changing market conditions and evolving preferences.

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FIGURE 3.1 - FUTURE LAND USE FRAMEWORK





SUBURBAN NEIGHBORHOOD

SUBURBAN NEIGHBORHOOD

Suburban neighborhoods are primarily composed of single-family homes arranged along curvilinear streets. These areas offer a quiet, residential environment with a mix of housing types and densities. They typically include parks, trails, schools, and churches, creating a family-friendly setting with convenient access to community amenities.



DOWNTOWN NEIGHBORHOOD

DOWNTOWN NEIGHBORHOOD

The downtown neighborhood reflects Sallisaw's historic grid-based development pattern, characterized by walkable streets and a mix of housing types and densities. Located near civic uses and local businesses, these neighborhoods provide easy access to downtown destinations and feature sidewalks, street trees, and traditional streetscapes that support pedestrian activity.



MIXED DENSITY RESIDENTIAL

MIXED DENSITY RESIDENTIAL

Mixed density residential areas accommodate a variety of housing formats, including duplexes, townhomes, and small apartment buildings. These neighborhoods are designed to promote walkability and provide attainable housing options for diverse households. They are often located near parks, schools, and along collector streets to ensure connectivity and convenience.



DESTINATION COMMERCIAL

DESTINATION COMMERCIAL

Destination commercial areas serve as major retail and entertainment hubs, attracting visitors from across the region. These districts feature large-scale shopping centers, restaurants, hotels, and entertainment venues, often located near major intersections and highways for maximum visibility and access. They include big-box retailers and businesses that cater to regional and visitor markets.



HIGHWAY COMMERCIAL

HIGHWAY COMMERCIAL

Highway commercial areas cater to travelers and regional traffic, offering services such as hotels, truck stops, gas stations, and restaurants. These businesses are typically located along highways and major arterials, featuring large signage and easy access to accommodate high volumes of vehicular traffic.



NEIGHBORHOOD COMMERCIAL

NEIGHBORHOOD COMMERCIAL

Neighborhood commercial areas provide small-scale services and retail options that meet the daily needs of nearby residents. These districts often include grocery stores, cafes, and convenience shops located at key intersections. Designed for walkability and local access, they serve as important amenities within residential neighborhoods.



RECREATIONAL DESTINATION

RECREATIONAL DESTINATION

Recreational destinations include public or privately-owned spaces that offer opportunities for leisure and outdoor activities. These areas may feature parks, trails, campgrounds, sports complexes, and community gathering spaces that enhance quality of life and support active lifestyles.



INSTITUTIONAL AREA

INSTITUTIONAL AREA

Institutional areas accommodate schools, churches, and governmental facilities, as well as libraries, hospitals, and other public services. These spaces serve as essential community anchors, providing education, healthcare, and civic functions.

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INDUSTRIAL HUB

INDUSTRIAL HUB

Industrial hubs are designated for job creation and economic development, supporting manufacturing, warehousing, distribution, and related uses. These areas require large parcels with access to highways and rail infrastructure to facilitate efficient transportation and logistics.

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STRATEGIC GROWTH FRAMEWORK

RETAIL DEVELOPMENT

Retail development is a cornerstone of economic vitality for communities, especially across Oklahoma where sales tax is a major source of revenue for local budgets. A strong retail sector does more than provide shopping options; it generates local jobs, attracts visitors, and sustains the municipal tax base that funds essential services. For Sallisaw, retail growth is critical to maintaining competitiveness as a regional hub and reducing sales leakage to larger markets such as Fort Smith.

Population growth through 2050 will support continued retail development opportunities focusing on development of greenfield sites along Kerr Boulevard and Cherokee Avenue. Through 2050, the City of Sallisaw is forecasted to support the need for 150,200 square feet to 181,700 square feet of retail space, excluding demolition and redevelopment of existing retail buildings.

Two primary corridors — Cherokee Avenue and Kerr Boulevard — anchor Sallisaw's retail landscape. **Cherokee Avenue**, the city's older commercial corridor, contains a significant inventory of aging structures and offers prime opportunities for reinvestment. Designating East Cherokee Avenue as a redevelopment corridor with flexible land use standards will encourage adaptive reuse, mixed use formats, and infill development. Sites such as the Eastgate Shopping Center, former Scott's Furniture building, and other vacant or underutilized parcels present immediate prospects for transformation.

Kerr Boulevard, by contrast, is Sallisaw's newer retail corridor and the city's most active commercial destination. Anchored by Walmart Supercenter and national retailers, Kerr Boulevard continues to attract investment and offers several greenfield sites suitable for future development. Strategic improvements, such as widening Mentzer Avenue and constructing a north-south connector to Cedar Street, will enhance access to the 35-acre parcel north of Walmart, positioning it for large-format retail or a power center. Land along Kerr Boulevard south of I-40 should be reserved for highway commercial uses, auto-oriented services and travel-related businesses that capitalize on interstate traffic.

Beyond these corridors, historic downtown Sallisaw remains a vital component of the city's retail strategy. Adaptive reuse of vacant buildings and context-sensitive infill can restore downtown's role as a cultural and commercial hub, complementing corridor development with unique local businesses and community gathering spaces.

By aligning land use policy, infrastructure investment, and proactive recruitment, Sallisaw can leverage retail development to strengthen its economy, enhance quality of life, and secure long-term fiscal sustainability.

EMPLOYMENT-RELATED DEVELOPMENT

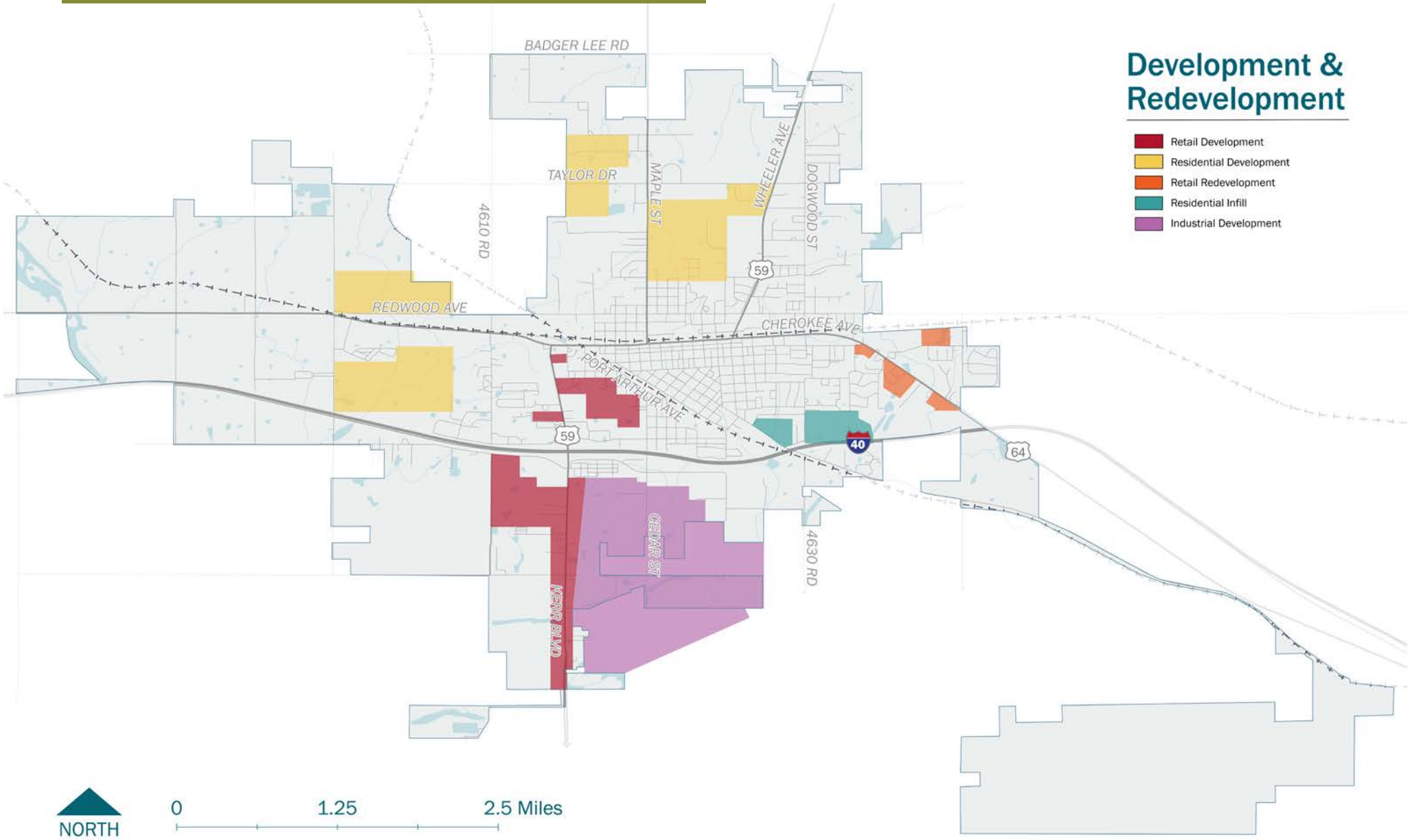
Expanding employment opportunities is essential to Sallisaw's long-term economic health and quality of life. A strong employment base attracts residents, supports retail and housing demand, and generates the tax revenue needed to sustain public services. From 2025 through 2050, Sallisaw is projected to require 54,900 to 72,700 square feet of professional and medical office space and 863,500 to 1.16 million square feet of industrial space, reflecting steady job growth and business investment.

The Kerr Boulevard corridor is the premier location for future office development, offering visibility, access to I-40, and proximity to existing retail and services. Greenfield sites along Kerr Boulevard between I-40 and Cherokee Avenue provide immediate opportunities for professional and medical office projects, including:

- Southeast corner adjacent to the new Casey's convenience store
- East side of Kerr Boulevard between the Blue Ribbon Inn and 7 Brew Coffee
- West side of Kerr Boulevard between KXMX Mix 105.1 and Merrill Self Storage
- West side of Kerr Boulevard north of China Harbor Super Buffet

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FIGURE 3.2 - STRATEGIC GROWTH FRAMEWORK



Kerr Boulevard south of I-40 should be designated for highway commercial use, accommodating flexible office formats alongside retail and service businesses. In addition, historic downtown Sallisaw offers unique opportunities for office growth through adaptive reuse of vacant buildings and context-sensitive infill, leveraging its civic presence and walkable environment.

Industrial growth is critical for diversifying Sallisaw's economy and creating higher-wage jobs. Existing industrial activity is concentrated along Cherokee Avenue and within the 90-acre Roye Frye, Jr. Industrial Park, located near the I-40/Kerr Boulevard interchange. To meet projected demand for up to 1.16 million square feet of industrial space, the city must plan for additional land and infrastructure.

A future business park should be identified to accommodate both industrial and office uses. Potential locations include:

- Expansion of Roye Frye, Jr. Industrial Park west of Cedar Street to the airport and south to Drake Road
- West side of Kerr Boulevard, south of I-40 near Drake Road

These sites offer strategic advantages such as highway access, proximity to rail, and scalability for large employers. Preparing these areas with utilities, road improvements, and site-ready certification will position Sallisaw to compete for regional investment.

HOUSING & NEIGHBORHOODS

A healthy housing market is essential to Sallisaw's long-term growth, economic stability, and quality of life. Through 2050, the city is forecast to require 278 to 476 new dwelling units, driven by population growth and changing household needs. Meeting this demand will require a balanced approach that combines new neighborhood development with reinvestment in older areas.



Single-Family Housing

Future single-family construction will primarily occur on the northern and western edges of Sallisaw, where land availability and infrastructure make development feasible. Key corridors such as Wheeler Street and Maple Street offer significant vacant landholdings and existing utilities, positioning them as priority areas for new subdivisions. The west Cherokee Avenue corridor also provides opportunities for single-family neighborhoods, leveraging its access and infrastructure.



Infill & "Missing Middle" Housing

Older neighborhoods surrounding downtown Sallisaw present opportunities for infill housing that strengthens community character and supports revitalization. Small homes, cottage courts, and tiny homes can serve singles, couples without children, and empty nesters, broadening housing choice and affordability. Introducing higher-density and smaller footprint formats in these areas will improve property values, encourage reinvestment, and enhance the vitality of downtown.



Multi-Family Development

To meet rental demand and diversify housing options, large-scale apartment sites should be located along major arterials such as Kerr Boulevard and Cherokee Avenue, where visibility and access are strongest. In addition, small-scale multi-family projects, including duplexes and 2- to 4-unit structures are well-suited for older neighborhoods near downtown, providing attainable housing while maintaining neighborhood scale.

SALLISAW MUNICIPAL AIRPORT

The decision to construct a new airport requires a thorough evaluation of current and future aviation demand, the ability of the existing airport to meet that demand and comply with Federal Aviation Administration (FAA) design standards, and the potential financial and environmental impacts on the community.

Developing a new airport is a major undertaking, it involves a lengthy and complex regulatory process and may generate concerns from residents about cost, land use, and long-term impacts.

Key Considerations

- **Needs Assessment.** A needs assessment would determine whether projected aviation activity in Sallisaw justifies additional capacity. Under federal guidelines, this requires verifiable operational data. Because current data is limited, the city would need to provide substantial additional evidence, particularly if seeking federal funding for improvements intended to accommodate larger aircraft, such as a longer runway. For example, the FAA requires documentation of at least 500 annual operations of the "critical aircraft" before considering grant funding. At this time, there is not sufficient evidence to justify a new airport under these guidelines. If the existing airport is capable of meeting demand with improvements, further justification will be required for any proposed relocation.
- **Funding Considerations.** Federal funding eligibility depends on the level of demonstrated need. Even with FAA support, relocating the current airport would cost at least $20 million and take 15–20 years to complete. Expanding capacity beyond the existing facility, such as accommodating larger aircraft—could require an additional $50–$100 million and extend the timeline to 20–40 years. If the project does not meet federal justification thresholds, the full cost would fall on the city.

Additional Impacts

If a new airport were pursued, the city would also need to evaluate:

- **Community impacts** such as land use, noise, and quality of life
- **Economic considerations**, including long-term operating and maintenance costs
- **Environmental impacts** under federal review processes
- **Regulatory requirements** that influence timeline and funding

Given these factors, optimizing the existing airport appears to be the more practical and cost-effective approach. While the city may continue to consider long-term options for expansion or relocation, improving the current facility would likely be faster, less expensive, and better aligned with available data and federal funding criteria.

THE "HOW"

MODERNIZED STANDARDS

Zoning and development standards should allow flexibility and contextual design, streamline approvals to meet community goals, and enhance community aesthetics.

STRATEGIC PARTNERS

Strong partnerships with state agencies, regional organizations, housing authorities, private developers, and local stakeholders will help align resources and expertise.

PROACTIVE RECRUITMENT & SHOVEL READINESS

Actively marketing priority sites and preparing them for redevelopment helps Sallisaw move beyond a passive growth approach.

COMPETITIVE TOOLS

Deploy incentives and support programs to make Sallisaw a compelling choice for investment of all types.

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GOAL 3.1 - GROW AND MODERNIZE SALLISAW'S RETAIL BASE.

Strategy Statement

Concentrate new neighborhood and highway-oriented retail on Kerr Boulevard and Cherokee Avenue greenfield while repositioning aging centers along East Cherokee Avenue through targeted redevelopment and adaptive reuse, so the city can absorb 150,200 -181,700 sq ft of new retail space and sustain a healthy vacancy rate around market equilibrium.

GOAL 3.2 - ENABLE AN OFFICE MARKET PIPELINE.

Strategy Statement

Entitle and market professional and medical office sites primarily along Kerr Boulevard (north of I-40 and south frontage) and selected downtown lots to meet forecast demand of ~54,900–72,700 sq ft, alleviating current full-occupancy constraints.

GOAL 3.3 - EXPAND INDUSTRIAL DEVELOPMENT CAPACITY.

Strategy Statement

Plan and service new industrial land to overcome the city's full-occupancy constraint and support up to 1.15M square feet of industrial space through 2050. This can be accomplished through the expansion of the Roye Frye Jr. Industrial Park and designating a future business park site with access to rail and I-40.

GOAL 3.4 - DELIVER A BALANCED HOUSING PROGRAM.

Strategy Statement

Match housing supply with demographic and income realities, prioritizing single-family neighborhoods at the north and west parts of the community, and introducing market-rate multifamily along Kerr and Cherokee, and within downtown. Small residential infill should be targeted near downtown, including single-family houses as well as new formats that respond to market adaptation, like multi-unit houses, accessory dwellings, townhouses, and duplexes.

GOAL 3.5 – UNLOCK THE WALMART-NORTH 35-ACRE PARCEL.

Strategy Statement

Deliver off-site access and circulation upgrades (Mentzer widening; new north-south road to Cedar) to make the 35-acre site north of Walmart "shovel-ready" for a large-format retail/power center or hybrid with medical/entertainment anchors.

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GOAL 3.6 - MANAGE FLOODPLAIN CONSTRAINTS TO ENABLE STRATEGIC RETAIL AT INTERSTATE-40 AND CHEROKEE.

Strategy Statement

Pursue site-specific drainage and elevation solutions to recover developable acreage at the northwest corner of I-40 and Cherokee Avenue (the former golf course), enabling elevated pads for a mixed-tenancy center.

GOAL 3.7 – REPOSITION KERR BOULEVARD SOUTH OF INTERSTATE-40 AS A HIGH-FUNCTIONING HIGHWAY COMMERCIAL HUB.

Strategy Statement

Designate Kerr south of I-40 for highway commercial uses to capture auto-oriented demand (fuel, quick service, lodging, convenience), standardizing access spacing and frontage treatments.

GOAL 3.8 – ESTABLISH A RETAIL READINESS AND DEVELOPMENT DELIVERY SYSTEM.

Strategy Statement

To support retail development, the city should establish a cross-functional internal team to help shepherd retail, office, and industrial prospective projects from first contact to ribbon-cutting.

GOAL 3.9 – ALIGN WORKFORCE, INCOME, AND HOUSING TO SUPPORT LONG-TERM DEMAND.

Strategy Statement

Pair business recruitment with workforce development (Indian Capital Technology Center, Carl Albert State College) and housing affordability tools to address below-state median incomes and higher poverty rates, strengthening the consumer base that underpins retail/office absorption.

GOAL 3.10 – ENHANCE THE CAPACITY, SAFETY, AND FUNCTIONALITY OF SALLISAW MUNICIPAL AIRPORT.

Strategy Statement

Ensure Sallisaw Municipal Airport meets current and future aviation needs through strategic, financially responsible investments through either enhancement of the existing facility or evaluation of the long-term relocation based on demonstrated demand, regulatory requirements, and community impact.

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Section 4

TRANSPORTATION & MOBILITY

INTRODUCTION

Sallisaw has a complex transportation ecosystem operating within the city limits. With two state highways, an interstate highway, and two separate railroad entities, there is a need to plan for the effective management of transportation infrastructure over the next 20 years. Mobility and accessibility concerns for pedestrians, cyclists, and motor vehicle users require unique solutions due to the context of the city, especially with the railroad rights-of-way bisecting the city.

The city's population is projected to reach upwards of 1,100 new residents by 2050, which may result in a higher strain on roadways and pedestrian infrastructure. At the same time, projected growth in commercial and industrial space will attract more residents and visitors to the area, making it necessary that strategic investments are made in public infrastructure to accommodate the safe and efficient movement of people and goods throughout Sallisaw.

Through mindful recommendations, Sallisaw will be well-equipped to address the transportation and mobility concerns throughout the city. The context of the existing transportation system requires unique policy recommendations and funding mechanisms to improve connectivity and accessibility across the city. With a specific focus on downtown, areas near the railroad rights-of-way, access to schools, and routes to major employment centers, the city can provide safe and efficient mobility for residents and visitors alike.

Big Ideas

Incremental, Tactical Improvements

Focus on low-cost, high-impact projects that can be implemented quickly and scaled over time. Use tactical urbanism strategies to improve safety and walkability without major capital investment. These small wins build momentum and community support while positioning the city for future grant funding.

Balance Auto Access with Rail Connectivity

Leverage Sallisaw's location along I-40 and rail lines to support economic development while maintaining local mobility. Plan efficient truck routes to serve industrial areas, preserve neighborhood safety with traffic calming, explore rail-served industrial expansion, and ensure roadway improvements balance freight movement with pedestrian comfort.

Coordinate Land Use and Transportation with Development

Ensure new residential and commercial developments are planned with transportation access in mind, facilitating easier commutes and connectivity.

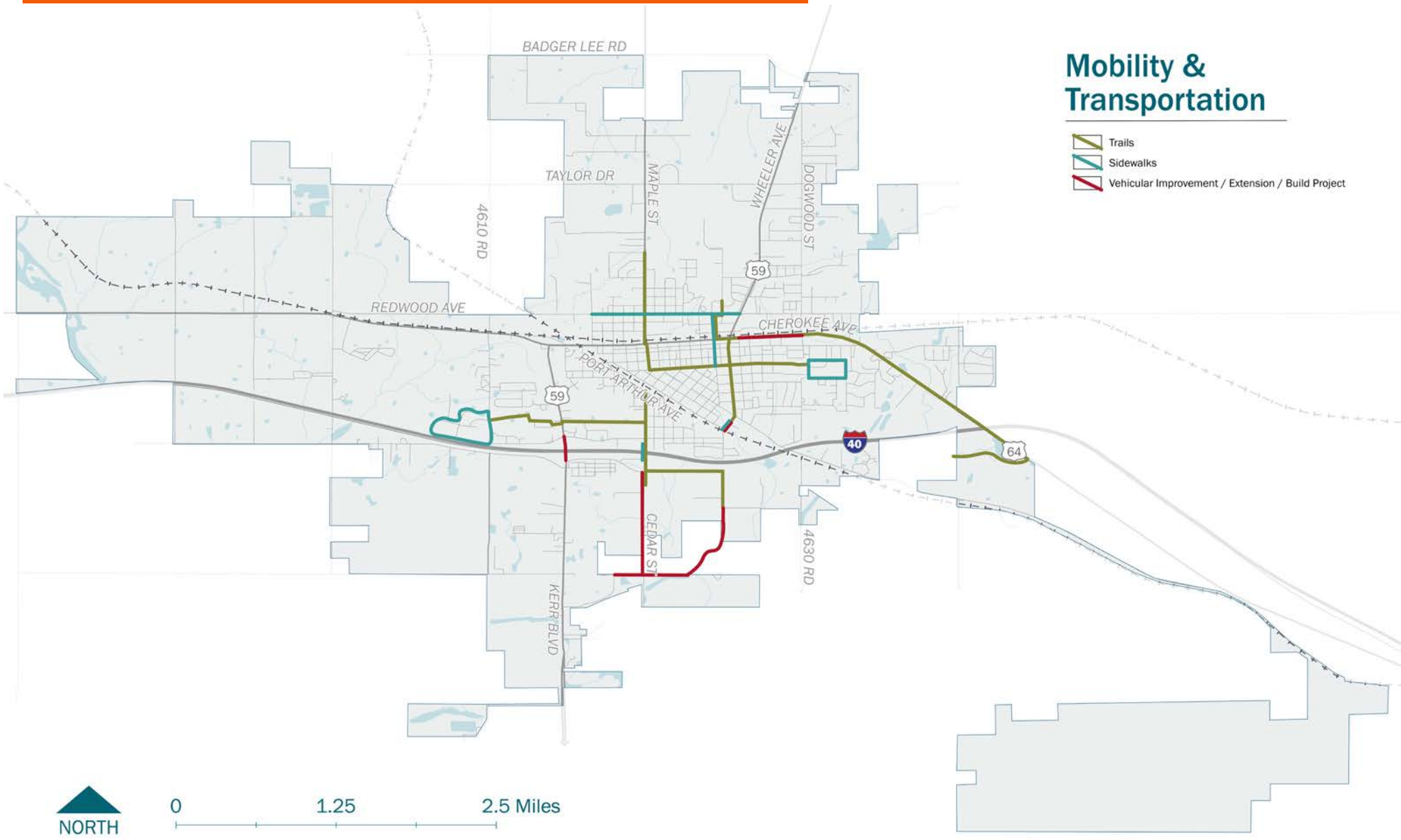
Multi-use Design

Repurpose existing infrastructure to maximize value without major reconstruction—converting excess roadway width into protected pedestrian or bike lanes, using bollards and planters for separation, and creating shared streets in low-traffic areas. This approach stretches limited resources while improving mobility and aesthetics.

Walkability

Prioritize safe, connected pedestrian routes linking neighborhoods, schools, parks, and downtown. Where sidewalks are cost-prohibitive, explore alternatives like boardwalks over ditches or side paths within existing right-of-way. Walkability enhances quality of life, supports local businesses, and attracts residents and visitors.

FIGURE 4.1 - TRANSPORTATION AND MOBILITY FRAMEWORK



MOBILITY AND TRANSPORTATION FRAMEWORK

ACCESS TO GROWTH CORRIDORS

- Kerr Boulevard – widen and enhance Mentzer Avenue east of Kerr Boulevard to improve accessibility for future retail and employment sites north of Walmart site
- Construct a north-south connector road east of Walmart site linking Kerr Boulevard to Cedar Street to support large-scale retail and industrial development.
- Designate Kerr Boulevard south of I-40 for highway commercial uses and ensure adequate turning lanes and signalization for future traffic volumes.

INDUSTRIAL CIRCULATION IMPROVEMENTS

- Support expansion of the Roye Frye Jr. Industrial Park by improving access roads to Cedar Street and Drake Road.
- Maintain and upgrade rail access for industrial users to leverage Sallisaw's multimodal advantage.

DOWNTOWN MOBILITY

- Implement streetscape improvements along Cherokee Avenue and Oak Street to enhance walkability and support placemaking.
- Add pedestrian crossings, ADA-compliant sidewalks, and lighting to improve safety and encourage downtown activity
- Consider shared parking strategies and wayfinding signage to make downtown more accessible for visitors.

LOCAL STREET IMPROVEMENTS

- Extend and upgrade infrastructure along Wheeler Street and Maple Street to serve new subdivisions on the northern edge of the city.
- Improve connectivity between older neighborhoods and downtown through traffic calming measures and bike/pedestrian routes.
- Initiate tactical installments of pedestrian routes where sidewalks cannot be affordably provided.

MULTIMODAL EXPANSIONS

- Create bike routes using signage and pavement markings instead of costly separated lanes.
- Develop a bike and pedestrian network connecting parks, schools, and downtown to promote active transportation.
- Explore regional transit partnerships for workforce mobility, especially for residents commuting to Fort Smith and industrial employers in Sallisaw.
- Incorporate green infrastructure into transportation projects for stormwater management and aesthetics.

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THE "HOW"

FUNDING INNOVATION

Recognize that major transportation investments will require grants, public-private partnerships (PPPs), and creative incentives. Work with state agencies, tribal organizations, and local businesses to co-fund streetscape improvements, bike/ped infrastructure, and gateway projects. Incentivize developers to include sidewalks, lighting, and landscaping in new projects through density bonuses or fee reductions. Adopt a Capital Improvements Plan (CIP) to prioritize which projects need the most immediate attention. The CIP can strengthen justification for grant funding for city projects.

Relevant funding sources include the following:

- Oklahoma Department of Transportation (ODOT) Transportation Alternatives Program
- Tobacco Settlement Endowment Trust (TSET) Built Environment Grants
- US Department of Transportation (USDOT) Safe Streets and Roads for All (SS4A)
- American Association of Retired Persons (AARP) Demonstration and Flagship Grants
- USDA Rural Development

INNOVATIVE, COST-SENSITIVE STRATEGIES

- **Boardwalk Pedestrian Paths.** Underground drainage relocation is cost-prohibitive; boardwalks allow water flow while creating safe walking routes. Install raised wooden or composite boardwalks over open drainage ditches along key pedestrian corridors (near schools, parks, and downtown). Affordable, quick to implement, visually appealing, and ADA-friendly with proper design. Seek community development block grants (CDBG) and Main Street revitalization funds.
- **Road Diets for Side Paths.** Many local streets are wider than necessary for traffic volumes. Convert excess pavement into protected pedestrian/bike lanes using bollards, paint, and planters. Improves safety, reduces speeding, and creates walkable connections without major reconstruction. Start with temporary striping and bollards; upgrade later with curbs or landscaping if funding allows.
- **Pop-Up Crosswalks & Pedestrian Islands.** Use painted crosswalks, flexible bollards, and temporary curb extensions to improve crossings near schools, downtown, and parks. Low-cost, highly visible, and can be implemented quickly. Apply for Safe Routes to School grants and local sponsorships.
- **Shared Streets & Slow Zones.** Designate certain downtown streets as shared spaces with reduced speed limits, decorative pavement markings, and movable planters. Encourages walkability and supports placemaking without full reconstruction. Work with Main Street organizations and local businesses for materials and maintenance.

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GOAL 4.1 - IDENTIFY PRIORITY CORRIDORS AND IMPLEMENT PILOT PROJECTS FOR PEDESTRIAN AND BICYCLE IMPROVEMENTS.

Strategy Statement

Prioritize pedestrian improvement efforts for corridors that connect major destinations, such as downtown, schools, parks, housing, and employment centers to provide residents and visitors safe and efficient transportation alternatives.

GOAL 4.2 - REDUCE RAILROAD CROSSING DELAYS AND IMPROVE NORTH, SOUTH, EAST, AND WEST MOBILITY.

Strategy Statement

Target travel lane geometry improvements to relieve queuing during railroad operations, improve safety within railroad crossing areas, and maintain reliable circulation without grade separation investments.

GOAL 4.3 - PRIORITIZE BIKE AND PEDESTRIAN SAFETY MEASURES AROUND SCHOOLS.

Strategy Statement

Create biking and walking paths for students going to school that are safe, convenient, and fun.

GOAL 4.4 - DEVELOP A NORTH-SOUTH CROSSTOWN TRAIL AND RECREATIONAL INFRASTRUCTURE.

Strategy Statement

Establish a connected trail and multi-use path network between downtown and I-40, with enhanced or grade-separated pedestrian and bicycle crossings over the railroad and under the Interstate to link downtown, neighborhoods, parks, and employment centers.

GOAL 4.5 – ALIGN TRANSPORTATION INFRASTRUCTURE AND LAND USE FOR FUTURE GROWTH.

Strategy Statement

Coordinate street design, access management, and multimodal connectivity with evolving land uses – especially near downtown, the racetrack, and the Kerr/I-40 interchange – to ensure efficient and safe commutes and recreational trips.

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GOAL 4.6 - ADOPT A FUNCTIONAL ROAD CLASSIFICATION SYSTEM.

Strategy Statement

Adopt a functional classification system for city roads to guide future transportation planning, prioritize maintenance, and align with state and federal funding programs. This system should categorize streets as arterials, collectors, or local roads based on their intended function, traffic volume, and connectivity.

GOAL 4.7 – ADOPT A CAPITAL IMPROVEMENTS PLAN

Strategy Statement

Adopt a Capital Improvements Plan (CIP) to prioritize future road and infrastructure improvement projects based on cost, funding availability, and maintenance need.

GOAL 4.8 – LEVERAGE TRANSPORTATION PLANNING TO ENHANCE ECONOMIC DEVELOPMENT OPPORTUNITIES

Strategy Statement

Attract high-paying, stable jobs by investing in transportation infrastructure near future industrial, warehousing, commercial, and retail sites.

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Section 5

PLACEMAKING

INTRODUCTION

A city's public spaces are the backbone of quality of life for a community. These gathering spaces are where people live, shop, work, and flourish. Streets, parks, plazas, and sidewalks are where a community can come together and celebrate and gather, where students can find a safe place to walk or study, or a space where a family can enjoy an outing.

These places, however, do not spontaneously occur or succeed on their own. Their quality and character result from purposeful investment, thoughtful design, and ongoing stewardship. Placemaking asks communities to consider how their public spaces should function, who they are meant to serve, and what they should convey about the community's values. Placemaking requires intentional decisions about design, programming, comfort, and identity. A city that invests in high-quality community spaces can strengthen community pride, bolster local businesses and economic activity, and improve the quality of life.

Big Ideas

Placemaking Begins with People

Successful projects reflect the values, needs, and aspirations of the community they serve. Engagement concerning placemaking within the community should go beyond one-time input sessions and include ongoing dialogue through workshops, surveys, pop-up events, and interactive design activities. By involving residents, business owners, and local organizations early and often, Sallisaw can ensure that public spaces feel authentic, inclusive, well-used, and well-loved.

Quality of Life through Placemaking and Public Realm Investment

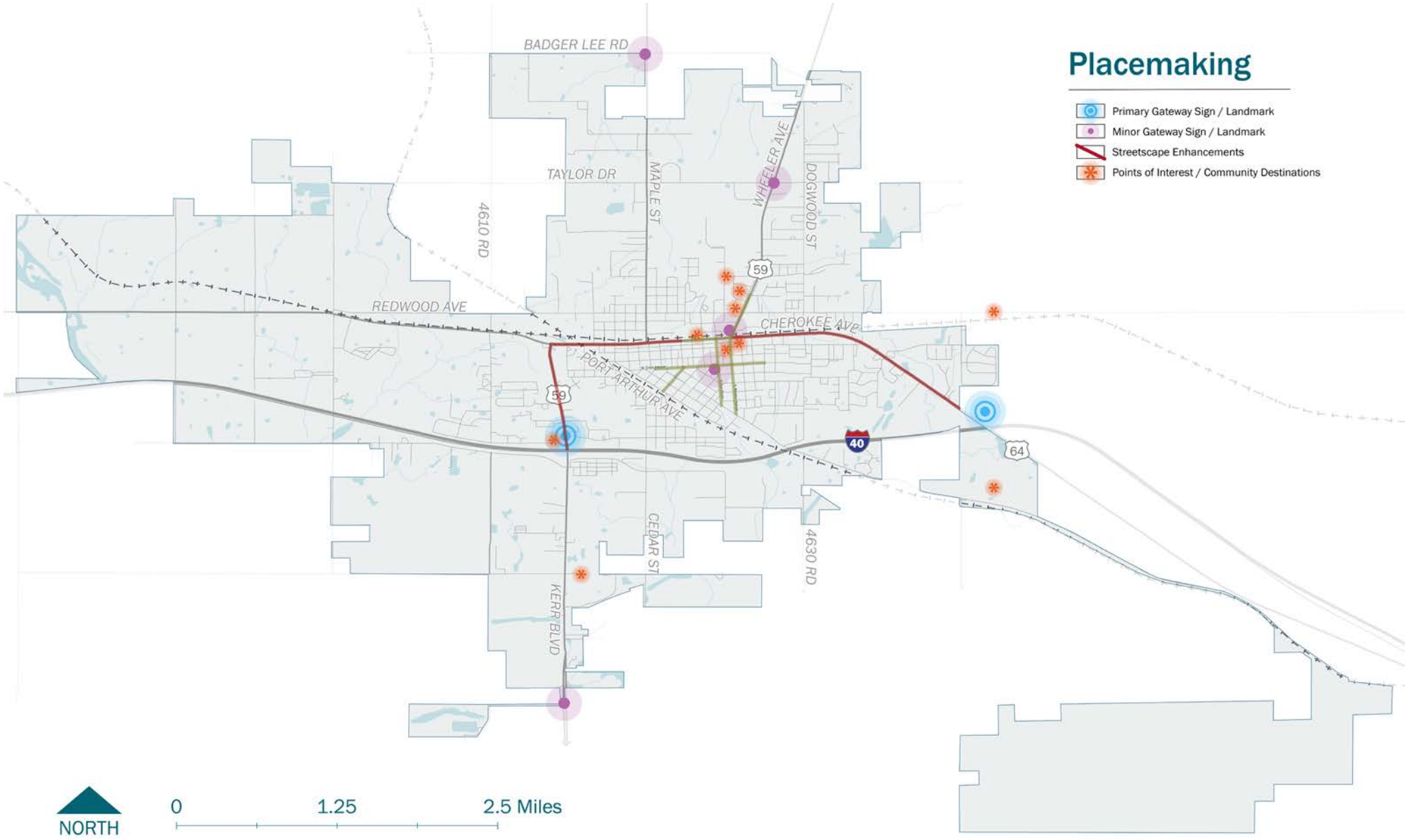
Reinforce Sallisaw's identity through vibrant public spaces, cultural assets, and community events that strengthen social ties and attract visitors. Sallisaw should maintain and support existing successful public spaces and identify ways to improve underinvested spaces. The city should continue to promote and bolster existing festivals, destinations, and local businesses while looking to attract or create new opportunities.

Build a Connected, Accessible, and Attractive City

Prioritize infrastructure and design standards that enhance connectivity, safety, and visual appeal across corridors and neighborhoods.

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FIGURE 5.1 - PLACEMAKING FRAMEWORK



PLACEMAKING FRAMEWORK

MONUMENT SIGNAGE & WAYFINDING

Monument Signage and wayfinding systems are important to help people understand where they are and how to reach key destinations while also imparting a sense of identity for a community. Monuments can include pillars, gateways, and roadway signs. These can also be tiered, allowing for distinct differences in the sizes and styles.



Full page: (Lebanon, Missouri) This archway welcomes patrons to the downtown, helping create a starting point of the downtown district.

Primary Gateways

Primary gateways are major entry points that signal one's arrival in Sallisaw and will make a strong first impression. These elements are typically auto-oriented and located at key city entrances, especially near I-40 and major highways. Design elements often include:

- Architectural or artistic structures that reflect local identity
- Landscaping and lighting to enhance visibility and aesthetics

South Kerr Boulevard (near West Ruth Avenue)

As the western entrance from I-40, this location is an important point for making a lasting impact on residents and visitors, especially those looking to shop and take advantage of the growing commercial corridor along S. Kerr Boulevard.

There is currently a Sallisaw sign located on the western side of South Kerr Boulevard that is well lit and elevated to improve its visibility to drivers. A future iteration could be constructed closer to the roadway to increase overall visibility. Its branding is consistent with other Sallisaw signage throughout the community.

Cherokee Avenue/Highway 64

The current sign at the eastern entrance from I-40, serves as an existing site to welcome visitors to Sallisaw. This location is a natural site for an enhanced entry gateway to Sallisaw. Additional landscaping and/or plantings could enhance the sign's look and feel, drawing more attention from drivers entering the community via the eastern entrance.

Neighborhood Gateways

Smaller-scale entry points that create a sense of arrival for pedestrians and local traffic. These gateways serve as transitional spaces, connecting neighborhoods to downtown and reinforcing community identity on a human scale. These features often include:

- Unique signage, murals, or public art that tell local stories
- Historic markers or interpretive elements to celebrate heritage
- Pedestrian-friendly enhancements such as lighting and landscaping to improve safety and comfort
- Larger gateways and monuments when and where appropriate, such as close to the city's center and downtown.

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Lincoln, Nebraska - A neighborhood entry sign signals the arrival to a neighborhood, with greater visual impact via ighting and landscaping.



Lake Quivira, Kansas - A welcome sign with a digital kiosk helps greet visitors and provide updates about upcoming events.

Wheeler Street and US-64

The intersection at Wheeler Street and US-64 acts as a natural entrance to Downtown Sallisaw. Along US Highway 64, the entrance and the curb could include gateway monuments to signal that a visitor or traveler is entering the heart of Sallisaw. This gateway could include stylized elements to stand out further and feature banners or art to attract folks to special events, festivals, or concerts.

Intersection of North Wheeler Avenue and Taylor Drive

At this location, a small monument or sign, smaller than those that exist near I-40, could be used to announce to those traveling south along Highway 59/North Wheeler Avenue. A small roadway sign could even include Sallisaw's branding for consistency.

Intersection at South Oak Street and Creek Avenue

This location is at the corner of South Oak Street and Creek Avenue and serves as a southern entrance to the downtown. Small signage could help shift the tone as a pedestrian or driver moves from the neighborhood to the south into a destination-focused area.

Badger Lee Road & Maple Street

At the city's most northernmost points, a roadway sign could announce to those traveling south that they're entering Sallisaw's city limits. The roadway sign should include the city's branding.

E. 1100 Road & Highway 59/Kerr Boulevard

This location is on the southern boundary of Sallisaw and could feature a monument sign that is similar to one of the existing signs that are located near I-40.

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Signage and Wayfinding

Wayfinding systems help people understand where they are and how to reach key destinations. This includes coordinated signage, maps, and visual cues that guide visitors to landmarks, public facilities, parks, and cultural sites. Effective wayfinding should:

- Be strategically located at decision points and high-traffic areas
- Provide clear, consistent information through multiple formats (signage, kiosks, digital tools)
- Reflect Sallisaw's character through cohesive design, colors, and branding

It is recommended that wayfinding signage be placed at the following locations, given their high visibility and immediate access from I-40. Visitors could follow the wayfinding signs to some of Sallisaw's points of interest, cultural destinations, or to the downtown.

1. South Kerr Boulevard (from I-40 to Cherokee Avenue)
2. Cherokee Avenue (from South Kerr Boulevard to N. Main Street)
3. Cherokee Avenue (from North Wheeler Avenue to I-40)

In addition to signage along some of these higher traffic corridors, additional signage and kiosks could be included throughout the downtown (for more information, please see ***Section 6 – Conceptual Downtown Strategy***).



McKinney, Texas - Wayfinding signage can help direct pedestrians or drivers to their destination throughout the community.



Austin, Texas - Including wayfinding signage that is interesting and interactive can help infuse personality to a trail or multiuse pathway. A QR code allows for people to learn more about the community.



Kersey, Colorado - A bold, unique mural can help add interest to a retaining wall, providing another means to display local and regional artists.



Tulsa, Oklahoma - Murals can also depict local historical events, furthering community pride.

Points of Interest and Cultural Destinations

Highlighting Sallisaw's cultural assets strengthens its identity and tourism appeal. Mapping these points of interest ensures they are connected to wayfinding systems and integrated into the city's placemaking strategy. These destinations showcase the city's heritage, arts, and traditions, offering immersive experiences through:

- Historic sites and museums
- Public art installations and murals
- Community events and festivals

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Streetscape Enhancements

Enhancing streetscapes through coordinated landscaping, infrastructure improvements, signage, and utility upgrades can significantly strengthen a corridor's character and experience. These investments can be applied in high-traffic vehicular corridors, such as routes approaching the I-40 interchange and more pedestrian-oriented environments, like Downtown Sallisaw or along specific areas of Cherokee Avenue.

Pedestrian-Focused Corridors

Pedestrian-focused corridors are likely to prioritize walkability above all else and will likely feature pedestrians, bicyclists, and runners as they travel along these corridors to access a destination or as a form of recreation. These corridors will likely have slower or less traffic than a high-traffic auto-focused corridor, such as a downtown or neighborhood street.

- Pedestrian-friendly design with wide, well-maintained sidewalks
- Accessible crosswalks that allow for comfortable street crossings regardless of physical ability
- Adequate lighting that illuminates pathways for pedestrians
- Shading, whether from street trees, awnings, or other shade structures
- Street trees, shrubbery, planters, and stormwater features

South Oak Street. Another pedestrian corridor that extends from south-central Sallisaw, this corridor runs through downtown and provides access to active businesses.

Wheeler Avenue. Wheeler Avenue serves as a north-south corridor, extending through downtown Sallisaw and across Highway 64, connecting neighborhoods in central Sallisaw.

West Creek Avenue. West Creek Avenue extends from the neighborhood through the southern edge of downtown. As a neighborhood-to-downtown access point, this corridor should be prioritized for pedestrian improvements.

Cherokee Avenue (from N. Main Street to Wheeler Avenue). Although along Highway 64, the building frontage and access to the local farmer's market and downtown make this a high priority for pedestrian comfort. It is important to ensure there are accessible crosswalks that allow for comfortable street crossings, and that lighting provides high visibility between vehicles and pedestrians.

Denver, Colorado - Detached sidewalks, a bench, and newly planted streets all consider the pedestrian experience as the sidewalk is being used. Considering how a pedestrian may use a route can be a helpful way to plan for amenities.

Auto-Centric or Vehicular Corridors

Auto-centric or vehicular corridors are streets designed primarily to accommodate consistent volumes of automobile traffic and frequent access to high activity generators such as retail stores, fast-food restaurants, employment centers, and other commercial destinations. These corridors could include numerous driveways, multiple travel lanes, and higher operating speeds. While their primary function is to move vehicles efficiently, it is vital to consider how pedestrians, cyclists, and transit riders experience these environments. Thoughtful design can make even highly automated corridors safer, more attractive, and more navigable for all users. To balance mobility and placemaking, these corridors should incorporate:

- An access-management strategy that reduces conflict points between vehicles, improves safety for drivers and pedestrians, and facilitates smooth vehicle movement between the roadway and adjacent commercial or retail destinations.
- Detached or buffered sidewalks that provide pedestrians or bicyclists with a comfortable separation from traffic and promote walkability even in auto-oriented settings.
- Accessible, ADA-compliant crossings at intersections to support safe and predictable pedestrian movement.
- Midblock, signalized pedestrian crossings, where warranted, to shorten walking distances along major stretches between intersections.
- Multi-modal accommodations, including transit stops, bicycle facilities, and safe pedestrian infrastructure, to ensure that all users—not only drivers—can navigate the corridor effectively.

South Kerr Boulevard (from I-40 to Cherokee Avenue). Along South Kerr Boulevard, from I-40 to West Cherokee Avenue, this corridor functions as a major eastern gateway into Sallisaw and carries a high volume of vehicles accessing the businesses located along it. Fast-food restaurants such as McDonald's, Pizza Hut, Arby's, and Taco Bell increasingly attract interstate travelers and local commuters passing through the area.Since this corridor is used by visitors and travelers, it is important that the corridor presents an attractive and well-maintained appearance. Landscaping, screening, and appropriate wayfinding signage can help to signal to residents, commuters, and visitors that this is a welcoming commercial area where they can stop for food, beverages, or essential services.

Cherokee Avenue (from South Kerr Boulevard to North Main Street). This segment of Cherokee Avenue carries traffic from South Kerr Boulevard, I-40's eastern access point, and Highway 64 into the heart of Sallisaw. Travelers along this corridor may head toward downtown destinations, nearby neighborhoods, or commercial uses along Cherokee Avenue. As vehicles transition from the city's periphery into the downtown core, placemaking elements can help signal that drivers are entering a more walkable, pedestrian-scaled environment. Streetscape features such as coordinated lighting, enhanced signage, landscaping, and pedestrian-focused design cues can encourage motorists to slow down and be more aware of cross-traffic and people walking or biking. These improvements also support a clearer sense of arrival in central Sallisaw.

Cherokee Avenue (from North Wheeler Avenue to I-40). This segment of Cherokee Avenue serves as a main entryway into Sallisaw, carrying traffic from Highway 64 and travelers exiting I-40. As one of the community's primary entry points, this corridor should project a positive, cohesive image of Sallisaw. Enhancements such as landscaping, screening utilities where feasible, and improving the visibility and quality of Sallisaw signage can significantly enhance the corridor's overall appearance. Continued attention to code enforcement, including the removal of trash, debris, and unsightly areas, will also support a cleaner, more inviting experience for visitors and residents. Gateway and wayfinding signage should be installed along this stretch to direct travelers toward downtown and other key destinations throughout the city, reinforcing a clear sense of arrival as drivers approach Sallisaw's core.

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THE "HOW"

PHYSICAL DESIGN

The physical environment sets the stage for placemaking. Elements such as signage, streetscape design, landscaping, building façades, and public art create a visual identity and influence how people experience a space. Thoughtful design should prioritize pedestrian comfort, safety, and beauty—integrating shade trees, benches, lighting, and wayfinding systems. Art installations and architectural details can celebrate local heritage and make everyday places memorable.

Lighting

Appropriate lighting can be a crucial feature to enhance a corridor or a given space. It can help illuminate a space, make people feel safer, and allow for events to extend later into the evening. There are a variety of lighting options and can influence and transform a place from dreary, dull, or frightening to a place where people want to spend more time.

Lighting in more auto-centric areas tends to be situated higher up, shining light to a greater area and allowing drivers to see where they're going.

Shorter light poles, decorative lights, spotlights, or more focused lighting units can better serve pedestrians, bicyclists, and event attendees due to the light being closer to a pathway or public square.



Fort Collins, Colorado - String lights can help provide a fun festival feel to community gathering space.



Lee's Summit, Missouri - An archway with lighting defines an outdoor venue space in Lee Summit. These designs create a lasting impact to community spaces.



Norfolk, Nebraska - Benches, tables, and awnings allow residents and visitors to spend time more comfortably in public spaces.



Manitou Springs, Arkansas - Different, yet similar, building facades can help create an interesting streetscape.

Site Furnishings

Site furnishings may include benches, chairs, tables, bicycle racks, and unique features that feature as installations or as seating options for community members. As features are selected for a space, special consideration should be given to those who will interact with the space, their comfort, and how they intend to use the furnishings in the space. Considering who the common user is should help determine the quality, size, and relative spacing of these site furnishings.

Park spaces with site furnishings, along with a sports field or playground, allow visitors to take a break and spend time immersed in the community's natural settings.

Businesses can benefit from publicly available site furnishings, allowing customers to choose where they sit and spend time. Not only can this provide additional seating for the business, but it can also signal that an area is a place people want to spend time.

Site furnishings may include benches, chairs, tables, bicycle racks, and unique features that feature as installations or as seating options for community members.

Building Facades

Architecturally interesting or significant buildings can add personality and a district style to a place, attracting residents and visitors alike.

Façade improvements could include murals, restored brickwork, awnings, lighting, and transparent storefronts. This can also help support pedestrian activity by adding visual interest and enhancing public safety through visibility.

Landscaping

Landscaping can bring color, life, and interest to a public space. Native plantings can help reduce maintenance needs and support biodiversity within the area. Trees and shrubs can help create more enclosed or 'cozy' space, as well as buffer noise and soften harsh building lines. They can also help screen utility boxes and parking lots.

Other landscaping options can contribute to stormwater management, allowing for drainage and water retention to be integrated within a streetscape or community space. Seasonal planting can also reinforce local identity and make places feel well cared for.

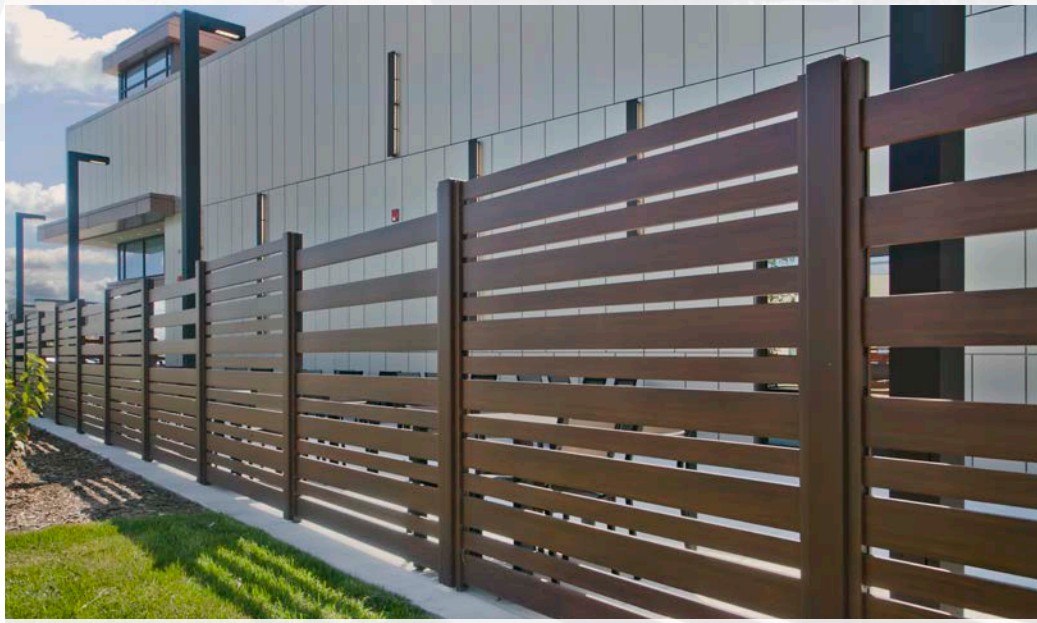
Screening

Screening can be a useful tool when incompatible uses are located near each other, such as when single-family residential neighborhoods abut commercial or light industrial uses. Screening elements can help soften visual impacts, reduce noise, and create a more comfortable transition between land uses.

Screening may include fencing, masonry walls, dense landscaping buffers, trellises, or a combination of plantings and built features. This could include berms with privacy fencing, evergreen tree buffers, and plantings.



Seward, Nebraska - A mix of perennial and annual plantings can help keep a space colorful all year. Shrubs, bushes, and other green foliage can hep make a planned space more natural.



Carter Lake, Iowa - Screening can hep separate uses and modernize or invoke a sense of division where needed.

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McKinney, Texas - Festival banners can help advertise ahead of an event or act as citywide holiday decoration.

Site Signage

Signage can be a part of a wayfinding system or be unique to a historic site or community district. Signage can include the city's branding and help reinforce the tone and style of a city or district.

Signage can include gateway signs, interpretive markers, business directories, parking signage, or branded street signs. A cohesive signage system should have consistent materials, colors, and iconography. This can help unify an area and strengthen a community's sense of place.

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PARTNERSHIPS

Placemaking thrives on collaboration. Partnerships with civic groups, nonprofits, businesses, and regional agencies can unlock resources and expertise. Leveraging grant funding, sponsorships, and volunteer networks helps stretch public dollars and accelerate implementation. Recognizing and rewarding stewardship, such as business owners who maintain landscaping or host community art, builds a culture of shared responsibility and pride.

BRANDING AND MESSAGING

A strong identity ties placemaking efforts together. Branding should communicate Sallisaw's story through consistent colors, logos, and design motifs across signage, marketing materials, and digital platforms. Messaging reinforces this identity by highlighting what makes Sallisaw unique—its history, culture, and welcoming spirit. Clear, cohesive branding ensures that visitors and residents alike recognize and connect with the city's character.

PROGRAMMING

Events bring spaces to life and foster social connections. Farmers markets, art walks, seasonal festivals, and pop-up performances transform streets and plazas into vibrant gathering places. Regular programming encourages repeat visits, supports local businesses, and strengthens community pride. Events should be inclusive, family-friendly, and designed to showcase Sallisaw's cultural assets while creating opportunities for people to interact and celebrate together.

- **Annual/Seasonal Events ("The Signature Anchors")** – these are one to three marquee events per year (e.g., Red Autumn Art Festival). These events are consistent and allow visitors to plan their stay, making reservations at local spots and preparing their visit. These events should plan advertising months in advance and prioritize increasing attendance through social media campaigns.
- **Weekly/Monthly Occurrences ("The Regulars")** – Regular events are those predictable events like Saturday Farmers' Markets, First Fridays, or Third Friday Art Walks. These rely on consistent schedule timeframes with fixed days/times.
- **Pop-Up & Pilots ("The Trials")** – low-cost trials to test the demand or interest of Sallisaw's residents. These could be programmed seating spots, small festivals, booths, music events, or pop-up galleries. Other healthy options could be community walks, fun runs, and community food classes.

Sallisaw, Oklahoma - Sallisaw Main Street and the Sallisaw Chamber of Commerce host an annual Fall Festival and Chili Cook-Off. This is great event to promote local, small businesses, host pop-up shops, and feature local music.

Continuing to host events like this in Downtown Sallisaw helps promote foot traffic and bolster community activity - including attracting visitors for the seasonal event.

GOAL 5.1 - EMPHASIZE SALLISAW'S IDENTITY THROUGH CREATIVE BRANDING AND STORYTELLING

Strategy Statement

Create a unified visual identity for Sallisaw that can be applied to signage, banners, and marketing materials. Ensure the branding family/set can be applied to multiple materials and local campaigns. Start small and expand the application of brandings as resources allow - branding doesn't require large budgets.

GOAL 5.2 - INCREASE THE VISIBILITY OF COMMUNITY PRIDE AND IDENTITY THROUGH SALLISAW'S GATEWAYS AND WAYFINDING SIGNAGE.

Strategy Statement

Following the recommendations detailed in the Placemaking Framework, increase the visibility of Sallisaw's identity by constructing gateways and monuments at key entry sites throughout Sallisaw. Ensure materials, forms, and graphics on wayfinding signage are unified so motorists and pedestrians can experience a clear, consistent image of Sallisaw.

GOAL 5.3 - BUILD A BRANDED WAYFINDING SYSTEM THAT CONNECTS VISITORS AND RESIDENTS TO KEY JUNCTIONS THROUGHOUT SALLISAW.

Strategy Statement

Install a tiered, branded wayfinding package - gateway, vehicular, pedestrian, and park – that connects visitors to downtown, parks, schools, civic buildings, and cultural assets.

GOAL 5.4 - UPDATE AND ENHANCE SALLISAW'S EXISTING STREETSCAPES ALONG PEDESTRIAN AND VEHICULAR CORRIDORS.

Strategy Statement

Update and enhance the identified pedestrian and auto-centric corridors in the Planning Framework, emphasizing pedestrian-friendly design with sidewalks, crosswalks, benches, and shade options wherever possible. Vehicular corridors should still have accessible pedestrian pathways wherever possible but should have signage and landscaping that is at a higher visibility level than those that are more pedestrian-focused.

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GOAL 5.5 - ENSURE THE SALLISAW'S PUBLIC REALM IS CONSISTENTLY CLEAN, WELL-MAINTAINED, AND WELCOMING.

Strategy Statement

Maintain a high-quality, safe, and attractive public realm by prioritizing consistent maintenance, proactive code compliance, and coordinated upkeep across Sallisaw's roadways, neighborhoods, downtown, and parks.

GOAL 5.6 – EMPOWER LOCAL BUSINESS FRONTS TO CONTRIBUTE TO THE STREETSCAPE.

Strategy Statement

Incentivize storefront improvements and sidewalk activation to create a continuous, lively block experience.

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Section 6

CONCEPTUAL DOWNTOWN STRATEGY

INTRODUCTION

Downtown Sallisaw is the historic and cultural heart of the community, a compact district of nine solid blocks surrounded by established neighborhoods and anchored by Cherokee Avenue and the railroad to the north. It is the most walkable and amenity-rich place in Sallisaw, offering a unique combination of small businesses, civic institutions, and community gathering spaces that cannot be replicated elsewhere. As Sallisaw looks toward the future, strengthening and investing in its downtown core is one of the most impactful strategies for supporting local quality of life, economic opportunity, and long-term resilience.

Because resources are limited, the future of downtown will depend heavily on incremental reinvestment, carried out by the people who know it best: local residents, business owners, civic leaders, and institutions. Small, steady improvements, like renovated storefronts, upgraded sidewalks, and new businesses in existing buildings, add up over time to create meaningful change. This incremental approach aligns with Sallisaw's existing character, leverages local capacity, and avoids dependence on large, unpredictable outside investments.

Downtown already has a strong foundation to build upon. With its concentration of historic buildings and walkable blocks, the district offers significant opportunities for small businesses, particularly those interested in adaptive reuse or expanding into ready-made structures. Qualities like walkability, character, and proximity to amenities also make downtown an increasingly attractive place for young adults, singles, and others seeking a lifestyle centered around connection and convenience. Downtown is also a powerful economic asset for the entire community. By creating an appealing environment for visitors through events, dining, shopping, and authentic local experiences, Sallisaw can capture additional sales tax revenue that supports citywide services and the needs of residents. A thriving downtown strengthens the financial foundation of the whole city.

Despite these strengths, many of downtown's underlying infrastructure systems are outdated and in need of reinvestment. Streets, sidewalks, utilities, lighting, drainage, and other essential components require attention to support a growing, modern downtown. Yet with limited public resources, strategic prioritization is necessary. The Downtown Framework Strategy outlines incremental opportunities for the district, with the acknowledgment that downtown is not just a place, but a shared investment in Sallisaw's prosperity and identity.



MAIN STREET APPROACH

Sallisaw's long-standing commitment to downtown revitalization is reflected in the work of Sallisaw Main Street, Inc., a 501(c)(3) organization that has served as the district's leading advocate since 2004. Through strong partnerships with the City of Sallisaw, local donors, small businesses, and dedicated volunteers, the organization has advanced a wide range of projects that enhance the physical, economic, and cultural vitality of the Main Street district. Its efforts align with the nationally recognized Main Street Approach, a comprehensive model grounded in four mutually reinforcing points:

- **Economic Vitality.** This point focuses on cultivating a diverse and resilient downtown economy through strategic investment and support for small businesses, strengthening the local entrepreneurial ecosystem, encouraging adaptive reuse of existing buildings, and nurturing a stable economic base that allows downtown to thrive over the long term.
- **Design.** This component seeks to enhance the physical environment of downtown by improving both its functional aspects and its visual character, including elevating streetscapes, restoring historic assets, improving pedestrian comfort, and reinforcing the distinctive features.
- **Organization.** Establishes the structure and leadership essential for effective revitalization. This point centers on building a shared vision among stakeholders, defining clear goals, and ensuring that board members, staff, and community partners work cohesively. Strong organizational capacity is supported by partnerships, volunteer engagement, and diversified resources.
- **Promotion.** Promotion aims to position downtown as the social and economic heart of the community. This includes marketing, events, and storytelling that celebrate local culture, heritage, and identity.

Sallisaw Main Street's accomplishments illustrate the power of this approach. Recent projects, such as the sidewalk restoration along East Cherokee and North Oak Street, demonstrate how collaborative investment can transform the public realm. The improvements introduced accessible sidewalks, vintage lighting, landscaping, and brick edging—enhancing both function and aesthetic appeal.

Complementary initiatives, including the façade improvement grant program and the engraved Brick Program, empower property owners to reinvest in their buildings and contribute to the district's visual identity. These programs provide direct financial support while fostering a sense of pride and collective stewardship. In addition, Sallisaw Main Street strengthens community life through signature annual events such as the Fall Festival, Chili Cook-Off, and Holiday Market. These gatherings draw residents and visitors to the district, energizing local businesses and reinforcing downtown's role as a regional hub of culture and activity.

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Downtown Placemaking Toolkit

Creating a vibrant, welcoming downtown does not rely solely on large capital projects. Many of the most impactful improvements are small, iterative, and community-driven actions that build momentum, support local businesses, and strengthen public life. This Downtown Placemaking Toolkit outlines strategies Sallisaw can use to activate streets, support incremental development, and create memorable experiences for residents and visitors. Most of these interventions can be implemented affordably and collaboratively, reinforcing the incremental approach that has long been central to Sallisaw's Main Street revitalization efforts.

McKinney, Texas - Using a different material, other than painted stripes, can help further signal a pedestrian zone. Bulb-outs, lighting, and planters can all help further distinguish the divide between pedestrians and automobiles.

TACTICAL TRAFFIC CALMING & CREATIVE CROSSWALKS

Traffic calming interventions help create safer, more walkable streets by reducing vehicle speeds and improving driver awareness. These measures can be deployed at various cost levels, allowing Sallisaw to test ideas, refine designs, and build toward long-term improvements. Sidewalk art enhances visual interest, strengthens local identity, and attracts foot traffic. Sallisaw can expand its use of painted crosswalks and integrate artwork directly into tactical traffic calming features. These projects offer opportunities for youth groups, local artists, and Sallisaw Main Street to collaborate.

How-To-Guide for Traffic Calming Measures

Low-Cost Options. Quick to implement; minimal investment; ideal for pilot projects; improves visibility and pedestrian comfort.

- Painted curb extensions using bright colors or patterns
- Temporary bollards or cones to narrow lanes or shorten crossings
- Sandwich-board or portable signage reminding drivers to slow down
- Painted crosswalks with artistic or themed designs (can double as public art)

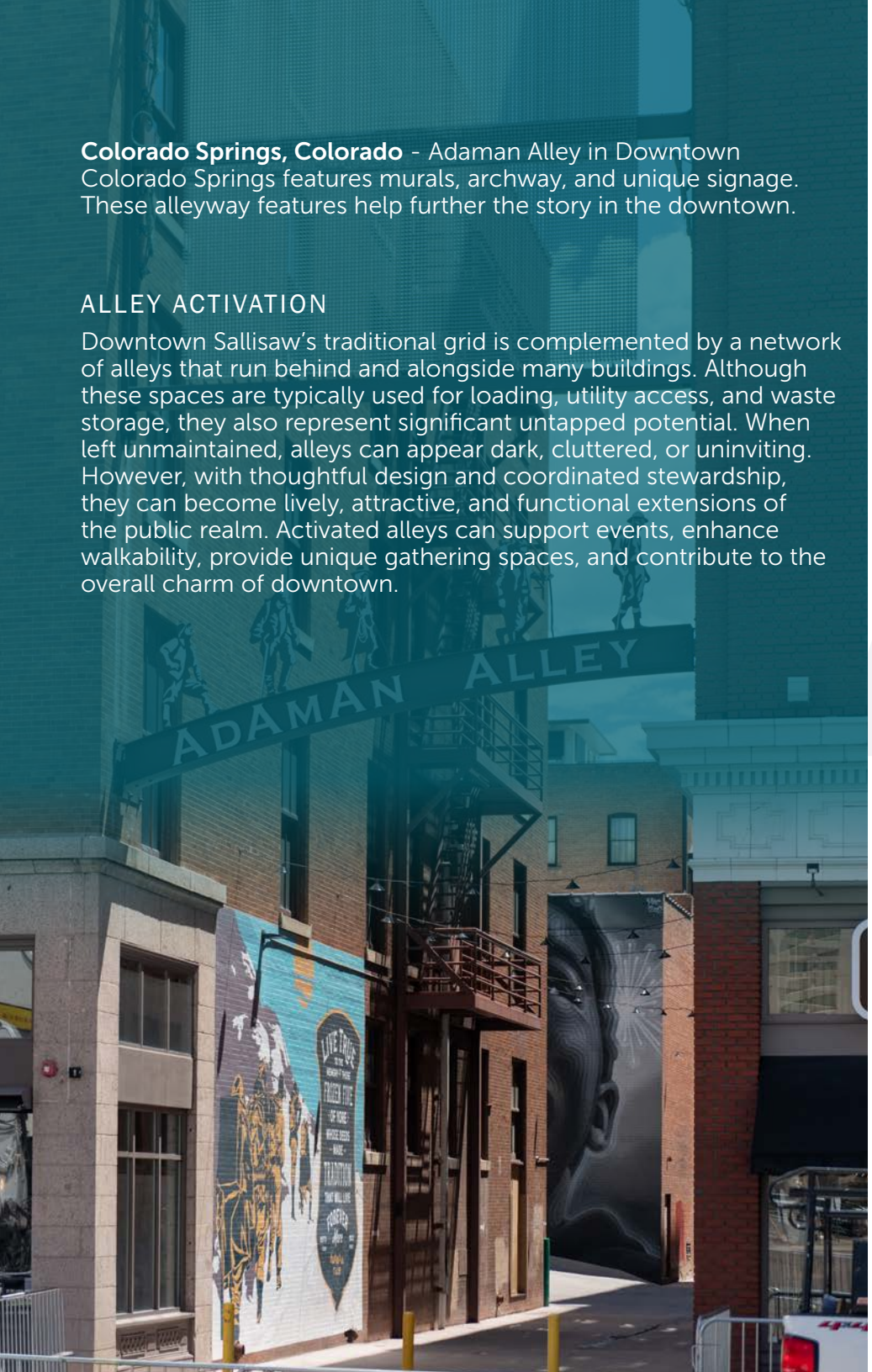
Medium-Cost Options. Longer lifespan; defines pedestrian space more effectively; useful on Downtown Activity Streets.

- Modular curb extensions using planters, flexible posts, or moveable barriers
- Temporary median islands or pedestrian refuges
- Speed humps or textured pavement
- Materials such as vertical delineators, large planters, or wooden barriers

High-Cost Options. Strongest long-term impact on safety, walkability, and character; contributes to a more pedestrian-focused downtown identity.

- Permanent curb extensions and concrete bulb-outs
- Raised intersections or raised crosswalks
- Streetscape reconstruction with integrated traffic-calming geometry
- Street narrowing or lane removal as part of capital upgrades

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Colorado Springs, Colorado - Adaman Alley in Downtown Colorado Springs features murals, archway, and unique signage. These alleyway features help further the story in the downtown.

ALLEY ACTIVATION

Downtown Sallisaw's traditional grid is complemented by a network of alleys that run behind and alongside many buildings. Although these spaces are typically used for loading, utility access, and waste storage, they also represent significant untapped potential. When left unmaintained, alleys can appear dark, cluttered, or uninviting. However, with thoughtful design and coordinated stewardship, they can become lively, attractive, and functional extensions of the public realm. Activated alleys can support events, enhance walkability, provide unique gathering spaces, and contribute to the overall charm of downtown.

How-To Guide for Alley Enhancements

Alley activation does not require eliminating their utilitarian function. Instead, improvements can be layered onto existing uses to create spaces that are both practical and inviting. The following strategies illustrate how Downtown Sallisaw's alleys can be transformed:

- **Collaborative Improvements by Adjacent Businesses.** Neighboring businesses can collectively enhance shared alley spaces by adding overhead string lighting, small-scale signage, café seating, or designated patio areas. Consolidating trash receptacles into a common collection point can reduce clutter and free up additional space for pedestrian use.
- **Murals and Art Installations.** Alleys provide ideal canvases for public art, especially on the sides and backs of buildings that may not receive the same investment as front façades. Murals can express local history, culture, or values while adding visual interest and transforming previously dull walls into assets.
- **Maintaining Dual Utility.** Because alleys must continue to serve delivery vehicles and waste collection, activation efforts should incorporate screening and durable materials. Decorative fencing, enclosures, or plantings can conceal bins, loading zones, and service areas while maintaining functionality.
- **Lighting Enhancements.** Consistent, well-placed lighting is essential for safety and comfort. Fixtures should minimize glare, direct light downward, and avoid spillover into residences. In select alleys, specialty lighting—such as festoon lights—can create a festive or intimate atmosphere appropriate for gatherings and events.
- **Greening with Planters and Hanging Baskets.** Introducing greenery through planters or hanging baskets can soften hardscape-dominated alleys. These features require less maintenance and infrastructure than street trees yet provide significant visual and environmental benefits.

- **Defining Pedestrian and Service Areas.** Bollards, either permanent or decorative—can help separate pedestrian zones from service lanes. Clear delineation allows for safe navigation while maintaining access for necessary vehicles. Defined spaces may include seating areas, planter clusters, or art installations.
- **Appropriate Seating and Gathering Nodes.** Benches, movable chairs, or small seating clusters can be placed strategically where alleys are intended to function as intimate gathering areas, pop-up venues, or extensions of nearby public spaces. Seating should be context-sensitive and located where pedestrian activity is expected.
- **Regular Cleaning and Maintenance.** Routine sweeping, trash removal, and general upkeep are foundational to successful alley activation. Ongoing maintenance by the City, in coordination with property owners and tenants, ensures that alleys remain welcoming and contribute positively to the downtown environment.

Specific Opportunities in Downtown Sallisaw

- Extend activity from the Oak & Choctaw public space into adjoining alleys, creating a seamless network of walkable and programmable areas.
- Introduce murals, string lights, planters, and small performance nooks to create character-rich and flexible spaces.
- Consider temporary closures for special events, food trucks, markets, or pop-up performances where alley geometry and adjacent uses support pedestrian-oriented programming.



Wamego, Kansas - By infusing a fun cultural moment into an alleyway, Wamego created a unique space that functions as a passageway.



Fort Collins, Colorado - This alley features plantings, lighting, and artistic panels that help make the alleyway feel like an intentional shortcut through downtown Fort Collins.

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DIY PARKLETS

Parklets are small, publicly accessible amenities created by converting on-street parking spaces into pedestrian-oriented micro-spaces. They can serve as outdoor dining areas, social spaces, art installations, or compact pocket parks. For Downtown Sallisaw, parklets represent a low-cost, high-impact strategy to enhance walkability, support small businesses, and create a more vibrant street life. The concept is widely used across communities of all sizes, from major cities to rural main streets, and is recognized for its economic, social, and health benefits. Parklets also align with incremental placemaking strategies that rely on local creativity and modest investment. Parklets in Sallisaw should balance flexibility, affordability, and design quality. Common features include:

- **Simple, Constructible Materials.** Pallets, planters, deck boards, modular framing.
- **Seasonal or Semi-Permanent Installation.** Parklets may operate during warm months or remain in place year-round.
- **Street-Life Enhancements.** Seating, tables, umbrellas, shade elements, and greenery.
- **Public Accessibility & Safety.** Parklets should function as public spaces, unless designated as outdoor dining areas through the City's licensing process. Platforms should be ADA-compliant and use sturdy, noncombustible materials.

How-To Guide to Parklets

Establish a Parklet Ordinance. Sallisaw can develop a parklet ordinance modeled on best practices such as the City of Lawrence, Kansas. Key regulatory components typically includes:

- ADA access requirements (flush platforms, accessible routes)
- Material and construction standards
- Operational timelines or seasonality
- Maintenance responsibilities and revocation procedures
- Safety requirements (setbacks, visibility, fire restrictions)

Pilot a City-Owned Parklet Program. Sallisaw may consider investing in one or two modular parklet units (similar to the pilot used in Manhattan, Kansas) for seasonal leasing to local businesses. Benefits would include:

- Lower upfront cost for businesses
- Opportunity to test public response before adopting long-term standards
- Ability to adjust designs based on lessons learned

Support Businesses Through Grants or Incentives. Small grants can help cover start-up costs such as materials, planters, or accessibility features. Many small towns nationwide rely on modest public or philanthropic funding to kick-start business participation

Host a "PARK(ing) Day". PARK(ing) Day is an international event where communities temporarily transform parking spaces into creative public mini-parks. A Sallisaw Main Street-hosted PARK(ing) Day would:

- Introduce residents to the concept
- Showcase a variety of temporary parklet ideas
- Build community enthusiasm and partnerships

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Design Considerations

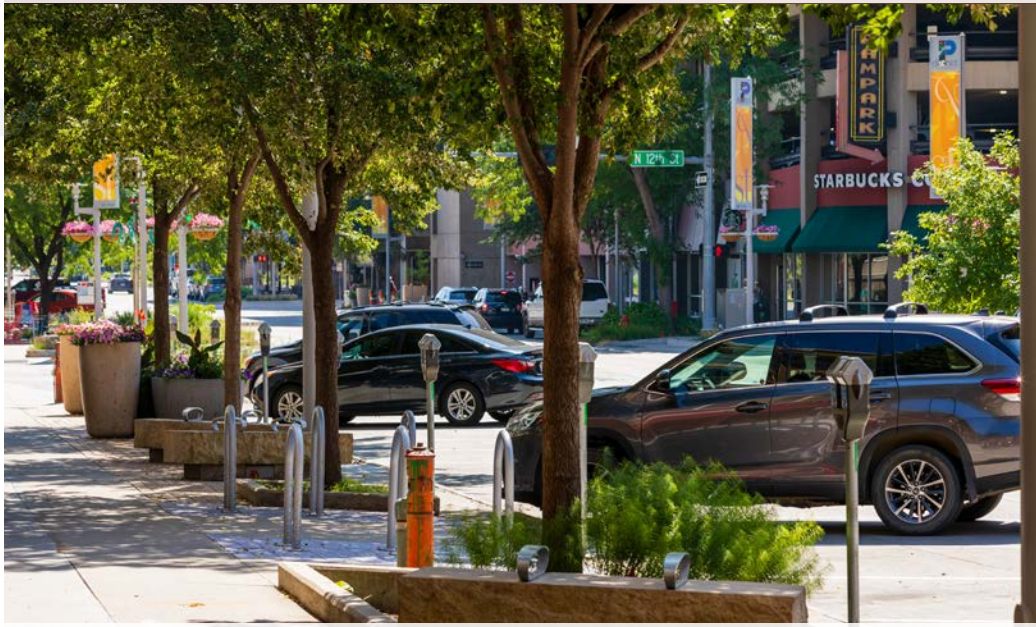
- Accessibility - flush platforms at curb level; Clear pedestrian circulation; At least one ADA-accessible table per installation.
- Safety. Reflective vertical posts or wheel stops defining the parklet edge; Visibility setbacks at intersections and alleys; Fire-resistant materials and clearances from heaters or electrical sources.
- Durability and Maintenance. Weather-resistant materials; Clear maintenance expectations for daily cleaning, plant care, and snow removal; Seasonal removal policies where needed
- Aesthetics. Quality planters coordinated color palettes, and integrated public art; Avoiding improvised or weak materials that can create hazards.

Specific Opportunities in Downtown Sallisaw

The block of Oak Street between Cherokee Street and the adjacent alley represents the strongest opportunity area for introducing parklets in downtown Sallisaw. With its concentration of restaurant and retail frontage, this segment of Oak Street is well positioned to support expanded outdoor dining and increased pedestrian activity. Its proximity to the Oak & Choctaw stage area further enhances its potential, allowing parklets to function as extensions of an existing social corridor. Strategically locating one or two parklets along this block could help establish a lively, pedestrian-oriented spine through the heart of downtown. Additional opportunities include installing seasonal parklets during major events such as the Chili Cook-Off or Holiday Market, coordinating parklet placement with alley activation initiatives to create connected networks of social spaces, and piloting a small cluster of parklets near businesses that have limited indoor seating but strong demand for outdoor gathering areas.



Lawrence, Kansas - The City of Lawrence pursued parklets and outdoor patio seating for their downtown businesses during the pandemic. This has resulted in outdoor seating that helps transform public spaces, promoting green space and lively spaces.



Lincoln, Nebraska - Street trees can help improve shade coverage on downtown streets, cooling an area despite warmer temperatures.

SHADING STRATEGIES

Downtown lacks built-in tree wells or green infrastructure, and retrofitting tree planting areas is costly. Shading strategies should therefore balance long-term planting efforts with short-term creative solutions.

How-To Guide to Shading

Short-Term / Creative Shade Options

- Overhead umbrellas hung across narrow streets or alleys
- Detached shade sails in gathering areas
- Pergolas or simple wooden shade structures for seating areas
- "Umbrella gardens," where clusters of colorful umbrellas create visual interest
- Climbing vines on trellises where space is available

Tree Planting (Long-Term)

- Host volunteer tree-planting days
- Partner with conservation groups or OSU Extension
- Focus on locations with available soil area (public lots, pocket parks, edges)

INCREMENTAL DEVELOPMENT

A thriving downtown relies on the steady, organic work of many hands rather than a few large, high-risk investments. In places like Sallisaw, where resources are modest, historic buildings are abundant, and development capacity is primarily local, incremental development offers the most realistic, resilient path forward. Incremental development refers to small-scale projects completed by local residents, entrepreneurs, and property owners who rehabilitate existing buildings, fill vacant lots with modest structures, or activate underused spaces through creative, low-cost interventions. Unlike large, master-planned developments, incremental projects build value gradually, strengthen community ownership, and spread economic opportunity across many participants.

How-To Guide to Incremental Development

- Enable mixed-use development by right to support around-the-clock activity and allow more residents to live near downtown amenities. Legalize traditional, small-scale building patterns, including:
    - Small lots
    - Narrow storefront buildings
    - Accessory units and shopfront residential units
- Streamline and simplify permitting for adaptive reuse, especially for legacy buildings that face compliance challenges. Provide early certainty through clear communication, predictable review processes, and a dedicated point of contact for small developers.
- Eliminate parking minimums in the downtown core, allowing market-based parking decisions and freeing land for infill development.
- Increase flexibility for older buildings by allowing phased improvements or adaptive compliance to match financial capacity.
- Pursue public-private partnerships to help address site preparation, utility upgrades, drainage issues, or infrastructure gaps that hinder small projects.
- Use vacant lots as interim public spaces, helping generate activity while long-term development becomes viable. View vacant lots as long-term building opportunities, but leverage them immediately to support vibrancy, events, and small-scale commerce. Potential uses include:
    - Community gardens
    - Mini dog parks
    - Public art displays
    - Outdoor reading rooms
    - Hammock or lawn-game areas
    - Temporary seating lawns

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BUILDING FRONTAGE ANALYSIS & OPPORTUNITIES

A vibrant downtown is shaped not just by what buildings contain, but by how they meet the street. The interface between private property and the public realm—known as frontage—is a key factor in creating a walkable, memorable, and economically resilient downtown. High-quality frontages make streets feel comfortable, interesting, and safe, while poor frontages can discourage walking, weaken commercial activity, and disrupt a district's sense of place.

To understand conditions in Downtown Sallisaw, the planning team evaluated each block face and assigned a frontage quality rating. The resulting "heat map" highlights where downtown has strong walkable character and where targeted improvements may be warranted.

THE FRONTAGE RATING SYSTEM

Each block frontage was categorized using the following scale:

- **A – Active Walkable Frontage**: Highest-quality frontage, with buildings built to the sidewalk, active ground floors, frequent entrances, and strong pedestrian appeal. These frontages anchor downtown's walkable core.
- **B – Engaged, Supportive Frontage**: Good bones: buildings relate well to the street, with potential to become A-level through relatively small improvements such as signage, lighting, or façade activation.
- **C – Neutral Frontage**: Generally presentable, but inconsistent or lacking strong pedestrian cues. These areas neither significantly help nor harm walkability and represent opportunities for strategic upgrades.
- **D – Weak Frontage**: Low-quality frontage that disrupts walkability—typically industrial buildings, blank walls, or edges not intended for frequent pedestrian use. These areas require more substantial interventions to become walkable.
- **E – Inactive or Missing Frontage**: The lowest-quality frontage, consisting of parking lots, vacant lots, or large empty setbacks. These areas create gaps in the downtown fabric and diminish the continuity of the pedestrian experience.



Fort Collins, Colorado - Allowing outdoor seating, appropriate signage, landscaping, and lighting can help make a space flourish with interest and provide for a more exciting and comfortable pedestrian experience.

CONSIDERATIONS & OPPORTUNITIES

The frontage analysis serves as a foundational tool for shaping future improvements in Downtown Sallisaw. Its purpose is not to critique individual properties, but to guide decision-making at the district scale. Key takeaways include:

- **Build on strengths.** Streets with A and B frontages already function as the heart of walkable downtown activity. These are priority areas for continued investment, streetscape improvements, and programming that reinforce their role as active corridors.
- **Focus on incremental upgrades.** Many C frontages can become B-level (or even higher) with modest interventions like street trees, lighting, storefront improvements, or filling small gaps in the urban form.
- **Address the gaps strategically.** D and E frontages indicate where walkability breaks down. These areas often represent the highest-impact opportunities for long-term transformation through infill development, vacant lot activation, fencing and screening, or reconfigured parking.
- **Inform future development standards.** Understanding where walkability is strongest today allows the city to set policies and design guidelines that support consistent, high-quality frontage patterns over time.

Why Frontage Quality Matters

Frontages shape experience. As people walk through downtown, they experience buildings at a human scale—doorways, shop windows, porches, landscaping, lighting, and transparency. These elements collectively communicate whether a place feels inviting or empty. High-quality frontages encourage strolling, window-shopping, and social interaction. Low-quality frontages, such as blank walls or parking lots, tend to interrupt that flow.

Walkability drives economic vitality. Downtown businesses rely heavily on foot traffic. Blocks with A-and B-level frontages naturally support more activity because they provide visual interest, easy building access, and a comfortable pedestrian realm. Improving weaker frontages strengthens the district's ability to attract local residents, visitors, and investment.

Strong frontage patterns create a sense of place. Sallisaw's historic grid, traditional storefront buildings, and walkable block structure already give downtown a distinct sense of place. The frontage map helps pinpoint where those assets are strongest, and where reinforcing the pattern, through infill buildings, façade improvements, or streetscape enhancements, will strengthen the downtown's character.

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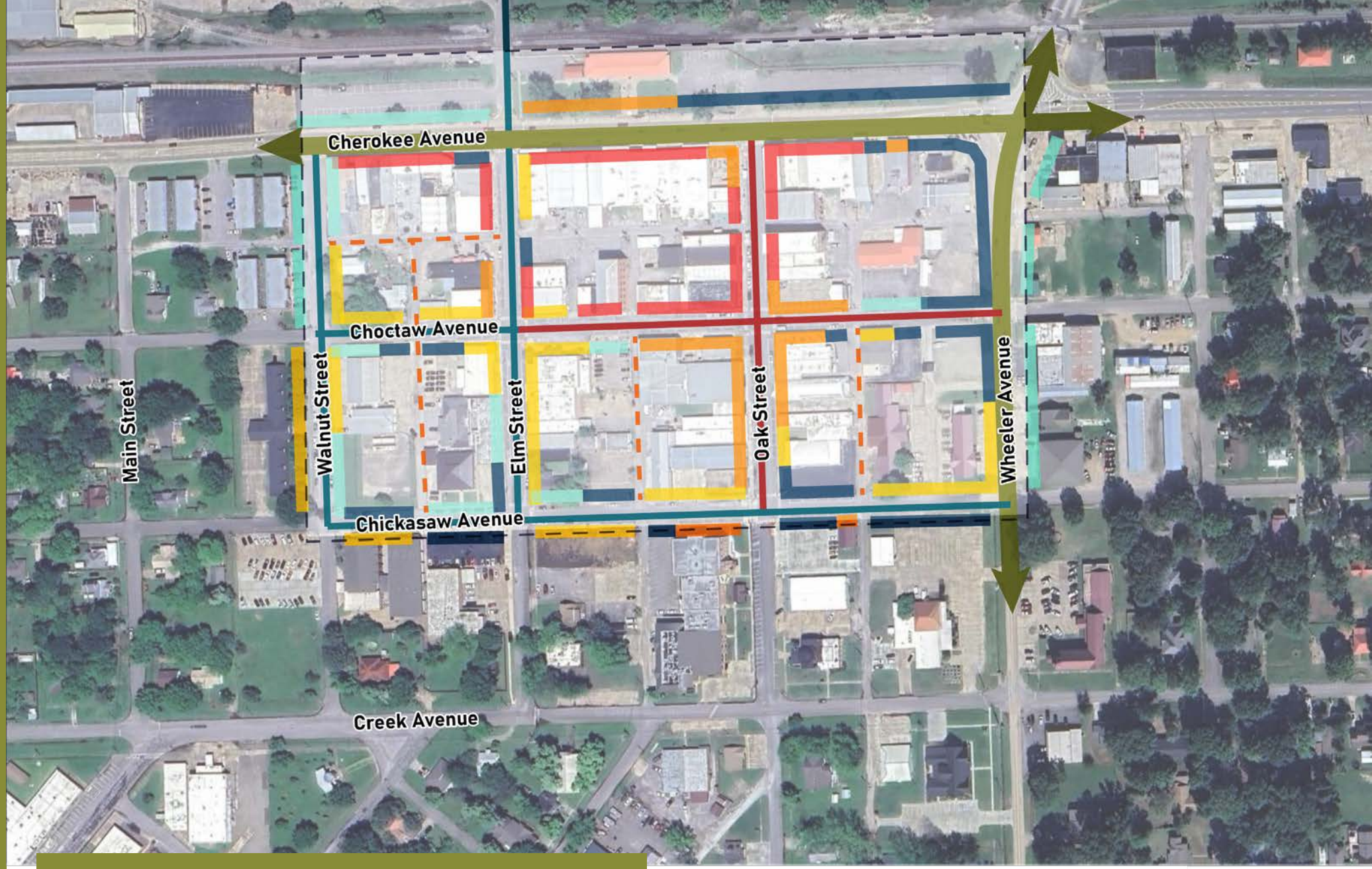


FIGURE 6.1 - DOWNTOWN FRONTAGE QUALITY

DOWNTOWN STUDY AREA
FRONTAGE TYPE A
FRONTAGE TYPE B
FRONTAGE TYPE C
FRONTAGE TYPE D
FRONTAGE TYPE E

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W
E
S

STREET & PUBLIC SPACE ANALYSIS & OPPORTUNITIES

A successful downtown is shaped not just by its buildings and public spaces, but by the quality and clarity of its streets. In walkable areas, streets serve many roles—transportation, social space, economic driver, and expression of local identity. Street typologies guide consistent design so each street supports its function while contributing to a cohesive, memorable downtown.

THE STREET TYPOLOGY SYSTEM

Downtown Promenade

The Downtown Promenade is the signature street type in Sallisaw's core, designed to support the highest level of pedestrian comfort and activity. These streets often contain the district's strongest collection of A- and B-quality frontages and host events, gatherings, and daily foot traffic.

Function

- Anchor of the downtown experience
- Primary setting for retail, dining, and civic activity
- Accommodates high pedestrian volumes and promotes strolling

Design Qualities

- Wide sidewalks with pedestrian-first design
- High transparency and active ground-floor uses
- Shade trees, seating, and pedestrian-scale lighting
- Safe, low-speed vehicle movement
- High-quality materials and furnishings signaling "special place" character

Downtown Activity Streets

Downtown Activity Streets balance mobility with the experience of being in a lively urban environment. They supplement the Promenade by providing connections between commercial areas, civic destinations, and neighborhoods.

Function

- Everyday commercial and institutional access
- Support multimodal movement (walking, biking, vehicles)
- Foster an inviting environment for new or expanding businesses

Design Qualities

- Sidewalks sized for comfortable two-way pedestrian flow
- On-street parking that buffers sidewalks
- Street trees, lighting, and signage that reinforce walkability
- Frequent building entrances and transparent facades
- Traffic speeds calibrated for pedestrian comfort

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Neighborhood Connectors

Neighborhood Connectors serve as the "front porch" between downtown and surrounding neighborhoods. While quieter than central commercial streets, they play a vital role in ensuring that residents can comfortably and safely reach downtown on foot or by bike.

Function

- Local circulation between neighborhoods and downtown
- Transition space between commercial and residential contexts
- Supports daily movement for people of all ages

Design Qualities

- Narrower travel lanes that slow vehicle speeds
- Consistent sidewalks with accessible crossings
- Residential-scale lighting and landscaping
- Occasional small businesses with neighborhood-serving functions
- Strong emphasis on safety and calm traffic patterns

Gateway Connectors

Gateway Connectors are the streets most visitors use to enter downtown. They frame the "arrival moment" and introduce the character, identity, and expectations for the district.

Function

- Provide clear, legible access into the downtown core
- Accommodate moderate vehicle volumes while transitioning to walkable speeds
- Communicate the identity and tone of downtown

Design Qualities

- Streetscape elements that signal entry into a special district
- Landscaping, banners, or public art marking the transition into downtown
- Safe pedestrian crossings that connect to walkable blocks
- Building forms that gradually shift toward street-oriented frontage

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FIGURE 6.2 - DOWNTOWN STREETS & PUBLIC SPACES

- DOWNTOWN STUDY AREA
- DOWNTOWN PROMENADE
- DOWNTOWN ACTIVITY STREET
- FESTIVAL ALLEYS (EVENTS)
- GATEWAY CONNECTOR
- SERVICE ALLEYS
- INTERSECTION IMPROVEMENTS
- GATHERING SPACES

N W E S

GOAL 6.1 - STRENGTHEN DOWNTOWN'S IDENTITY AS SALLISAW'S SOCIAL, CULTURAL, AND ECONOMIC HEART.

Strategy Statement

Increase downtown activity and vibrancy by enhancing public spaces, expanding cultural programming, and supporting new and existing businesses to attract more residents and visitors to the district year-round.

GOAL 6.2 - ENHANCE WALKABILITY, SAFETY, AND THE QUALITY OF THE PUBLIC REALM.

Strategy Statement

Improve the pedestrian experience by upgrading sidewalks, crosswalks, lighting, and streetscape amenities while implementing traffic-calming and safety measures that create more comfortable, accessible, and inviting spaces for all users.

GOAL 6.3 - SUPPORT A DIVERSE, RESILIENT, AND LOCALLY DRIVEN DOWNTOWN ECONOMY.

Strategy Statement

Cultivate an ecosystem for small businesses and entrepreneurs by encouraging adaptive reuse, low-cost testing opportunities, and flexible regulatory frameworks. Reinforcing downtown as a destination for visitors and residents, expanding commercial variety and creating unique local experiences.

GOAL 6.4 - REINFORCE DOWNTOWN SALLISAW AS A CIVIC AND SMALL BUSINESS HUB.

Strategy Statement

Use adaptive reuse of vacant buildings and context-sensitive infill to increase storefront occupancy and foot traffic in the historic downtown (Oak & Cherokee). Building on building on Main Street programming and city/county anchors.

GOAL 6.5 - IMPROVE AND EXPAND DOWNTOWN'S NETWORK OF PUBLIC SPACES.

Strategy Statement

Strengthen existing gathering spaces and plazas, create new public areas and invest in amenities to support small-scale commerce and placemaking.

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GOAL 6.6 - ESTABLISH DOWNTOWN AS A PEDESTRIAN AND BICYCLE-FRIENDLY AREA.

Strategy Statement

Through space reallocation and strategic investments in infrastructure improvements, Sallisaw will establish downtown as a pedestrian and bicycle-friendly destination for residents and visitors alike.

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7
Section 7
ACTION PLAN

Section 7 brings together the goals, objectives, and framework plans into a cohesive and actionable roadmap. It outlines specific steps that various departments, agencies, and partner organizations should take to move the Plan forward. While planning is inherently dynamic and ongoing, the adoption of this Plan marks the beginning of a collaborative effort to implement its recommendations. It also represents a commitment to the community—to follow through on the shared vision and priorities that have been identified.

KEEPING THE PLAN FRESH

This Plan is a living document, with the action plan being one of its most adaptable components. As actions are completed or priorities evolve—driven by ongoing community input, staff capacity, or shifts in political will—the action plan, along with other elements of the Plan, should be revisited and updated regularly.

In Oklahoma, planning commissions are legally required to develop and adopt a master plan that guides the physical development of the municipality. This plan must reflect the commission's land use recommendations. Additionally, state statutes mandate that local zoning ordinances align with the guidance provided in a comprehensive plan. Given the rapid pace of change, the emergence of new opportunities, and the potential for unforeseen circumstances or unintended consequences, periodic review of the Plan is essential. If analysis indicates that updates are warranted, revisions should be made accordingly. While the implementation timeline typically spans 10 to 20 years, the effective lifespan of a comprehensive plan is generally closer to 10 years.

To ensure the Plan remains relevant and effective, it is recommended that:

- An annual review be conducted to assess progress,
- A comprehensive revision occur every five years, and
- A full rewrite be undertaken every 10 years.

HOW TO USE THE ACTION PLAN

The Action Plan is organized into three tables corresponding to the structure of the Plan document. Each table consists of actions that are described and supported by specific steps needed to be taken to move the Plan forward. Each action is supported by descriptions of ownership and partners of the action, the action type, projected time frame for completion, and relative cost impact.

To use the Action Plan, the city must leverage these tables as a to-do list, leveraging estimates for time frame and cost impacts to prioritize the steps that must be taken to achieve the vision for Salliaw. Implementation of the Sallisaw Comprehensive Master Plan will take commitment and regular use of this Action Plan. It is structured in a way that is intuitive and organized. The Action Plan should be used as a reference in discussions about city budget, improvement priorities, or growth and development. This Plan reflects the community vision and mission for the future of Sallisaw, and the Action Plan provides the steps to achieve it.

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OWNERS & PARTNERS

Although members of the public should feel an investment in the Plan's success, elected officials, city staff members, the private sector, and the public sector have a vested responsibility in when it comes to its implementation.

- **Action Owners**: Those that are charged with leading implementation of the specific action and must take the lead in getting the action completed. Owners of actions are responsible for ensuring that the Plan does not sit idle.
- **Action Partners**: Those that are also involved in the implementation of the action and must provide support to the action owner and be a proactive participant in the action.

List of Potential Owners & Partners

- Planning Commission
- City Council
- City Manager's Office
- Economic Development
- Community Development
- Operations and Infrastructure
- Finance Department
- Fire Department
- Police Department
- Parks and Recreation
- Airport Board of Commissioners
- Sallisaw Main Street
- Sallisaw Chamber of Commerce
- Sallisaw NOW Coalition
- Oklahoma Department of Transportation (ODOT)
- Property Owners
- Housing Authority of Cherokee Nation (HACN)

EASE OF IMPLEMENTATION

Ease of implementation is indicated by a grade scale from "A" to "C". This category is a collective indicator of the anticipated level of effort to complete the action.

- **(A)**: Actions that require policy changes or partnerships with limited outside funding requirements and can largely be done in-house.
- **(B)**: Actions that require relatively affordable consulting services, infrastructure improvements, and/or multi-agency coordination.
- **(C)**: Actions that require high levels of planning, engineering, or design and infrastructure expansion with significant investment.

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ACTION TYPE

Actions can vary widely in their form. It is important to understand the type of effort that each action represents. Action type can help determine ownership, partners, time frame, and ease of implementation. Some are physical projects that involve design development and construction (projects), while others seek to ensure policies are aligned with the plan. Action Types and their definitions are below:

- **Project**: An action that is a physical built work
- **Policy**: Actions that can be easily achieved by making and implementing policy changes.
- **Program**: Actions that describe a set of related measures or activities with a long-term aim and a set schedule and plan.
- **Plan**: Actions that are centered on the need for additional study and therefore recommend the development of a separate plan.
- **Initiative**: Actions that should be approached through new, organized efforts by city leadership.
- **Protocol**: Actions that require the establishment of procedures to accomplish.
- **Partnership**: Actions that require the formation of a committee, relationship, or regular meeting.
- **Engagement**: Actions that call for public or stakeholder participation.

TIME FRAME

Critical to implementation is an understanding of timing and phasing. While some plan activities should start immediately, others will take years of planning and preparation. Time frames provided are based on an understanding of the need. Some actions are more complex than others and factors such as property acquisition, assemblage, the scope and scale of the project, funding and resources, the economy, and momentum developed from other projects may impact the time frame provided. It is important that this column of the Action Plan be analyzed and updated during the annual review of this Plan.

- **Continuous (Ongoing over Plan lifetime)**: Necessary actions that must take place regularly or consistently.
- **Immediately (0-1 years from Plan approval)**: Actions among the first that need to take place after the Plan is adopted, ideally in the first year.
- **Short-term (0-5 years from Plan approval)**: Actions that should be completed early on, often simpler actions that directly advance other actions, provide early wins, and address critical issues.
- **Mid-term (0-8 years from Plan approval)**: Actions that will capitalize on the early wins and keep revitalization momentum high, typically involving a capital expense that requires budgeting.
- **Long-term (0-10+ years from Plan approval)**: Actions that will round out downtown revitalization efforts, often having a significant level of complexity to accomplish (land acquisition, funding, technical expertise). Long-term actions typically involve significant capital expense and advanced budgeting.

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GOAL 3.1 GROW AND MODERNIZE SALLISAW'S RETAIL BASE.

STRATEGY 3.1. - CONCENTRATE NEW NEIGHBORHOOD AND HIGHWAY-ORIENTED RETAIL ON KERR BOULEVARD AND CHEROKEE AVENUE GREENFIELD WHILE REPOSITIONING AGING CENTERS ALONG EAST CHEROKEE AVENUE THROUGH TARGETED REDEVELOPMENT AND ADAPTIVE REUSE, SO THE CITY CAN ABSORB 150,200 -181,700 SQ FT OF NEW RETAIL SPACE AND SUSTAIN A HEALTHY VACANCY RATE AROUND MARKET EQUILIBRIUM.

Action	Ownership/Partners	Time Frame	Type	Ease of Implementation
Action 3.1.1. - Assess the development ordinances to ensure appropriate access management standards are in place to support retail expansion and redevelopment without compromising traffic safety.	Community Development, Operations and Infrastructure, Economic Development, Community Development, Planning Commission, City Council, Sallisaw Chamber of Commerce, Property Owners	Short-term	Regulatory, Engagement	A
Consideration: Ensure pedestrian infrastructure is provided as development and redevelopment occurs, including perimeter sidewalks within the right-of-way, and internal sidewalk networks as part of parking lot design.				
Action 3.1.2 - Adopt a designated redevelopment corridor overlay for East Cherokee with flexible use standards (mixed-use, office, multifamily over ground-floor retail), reduced parking minimums, adaptive reuse allowances, and expedited review.	Community Development, Operations and Infrastructure, Economic Development, Planning Commission, City Council, Sallisaw Chamber of Commerce, Property Owners	Short-term	Regulatory, Programs, Policy, Partnership	A
Consideration: Program corridor design guidelines for East Cherokee (shared access, cross-parking, signage hierarchy, landscaping, and safe pedestrian links between restaurants and shops).				

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Action	Ownership/Partners	Time Frame	Type	Ease of Implementation
Action 3.1.3. - Create an incentive package that includes façade grants, tenant improvement matching grants, permit fee rebates, and tax abatement for demolition/ new construction on obsolete centers.	Community Development, Operations and Infrastructure, Economic Development, Planning Commission, City Council, Sallisaw Chamber of Commerce, Property Owners	Mid-term	Program, Initiative, Partnership, Engagement	B
Consideration: Explore fundings tools like CDBG, ODOT Transportation Alternatives Program, Tax Increment Financing (TIF) under Oklahoma's Local Development Act, State + Federal Historic Rehabilitation Tax Credits, USDA Rural Development, CIP set asides, dedicated local sales taxes, partnership fundraising, and improvement districts.				
Action 3.1.4. - Identify and pre-package greenfield sites along Kerr Boulevard for future retail, including: • Southeast corner of Cherokee Avenue adjacent to the new Casey's convenience store; • East side of Kerr Boulevard between the Blue Ribbon Inn and 7 Brew Coffee; • West side of Kerr Blvd between KXMX Mix 105.1 and Merrill Self Storage; • West side of Kerr Blvd north of China Harbor Super Buffet; • North side of Ruth Avenue east of Walmart Supercenter; • Southwest corner of Ruth Avenue and Cedar Street; • The 35-acre parcel immediately north of Walmart Supercenter; and • Surrounding SWC of I-40 and Kerr Boulevard.	Community Development, Operations and Infrastructure, Economic Development, Sallisaw Chamber of Commerce, Property Owners	Mid-term	Program, Engagement, Partnerships	A

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Action	Ownership/Partners	Time Frame	Type	Ease of Implementation
Action 3.1.5. - Implement by programming and funding Mentzer Avenue widening (Kerr Boulevard east to the parcel) and a new north-south access road east of Walmart connecting to Cedar Street.	Community Development, Operations and Infrastructure, Economic Development, Sallisaw Chamber of Commerce, Property Owners	Mid-term	Program, Capital Improvements, Project	C
Consideration: In addition to local funding mechanisms like CIP allocation, consider the application of tax assessment districts, Oklahoma's REAP (Rural Economic Action Plan) program, ODOT Industrial Access Road Program (if applicable industrial uses are integrated), CDBG, ARPA SLFRF (State & Local Fiscal Recovery Funds), EDA Public Works, ODOT Transportation Alternatives Program (TAP), and Oklahoma Water Resources Board's Loan and Grant Resource Guide (if drainage/stormwater improvements are integrated).				
Action 3.1.6. - For the northwest corner of I-40 and Cherokee Avenue, commission a site-specific floodplain and drainage study to define developable area, plan elevated pads, and plan compensatory storage.	Community Development, Operations and Infrastructure, Economic Development, Sallisaw Chamber of Commerce, Property Owners	Mid-term	Plan, Engagement	B

Consideration:

- When seeking grants to describe the study scope, phrase it as an H&H study and alternatives analysis and conceptual design, in alignment with how FEMA uses language for scoping/phased pathways.
- To assist with funding using local sources like CIP allocations or developer matching/cost sharing, consider programs like FEMA BRIC / Flood Mitigation Assistance, Oklahoma Water Resources Board's (OWRB) Clean Water State Revolving Fund (CWSRF), OWRB Financial Assistance Loan Program, CDBG, ARPA SLFRF, utility fees, and special assessment districts.

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Action	Ownership/Partners	Time Frame	Type	Ease of Implementation
Action 3.1.7. - Prioritize Eastgate Shopping Center for a master-planned redevelopment, including demolishing obsolete sections, subdividing large bays, and adding new pads for daily needs and services.	Community Development, Operations and Infrastructure, Economic Development, Sallisaw Chamber of Commerce, Property Owners	Long-term	Plan/Capital Improvements	C

Consideration:

- Use the market analysis detail on Eastgate's conditions (notably the large suite sizes and the concept of partial or full demolition) as the basis for the redevelopment case statement.
- Explore Oklahoma TIF (Local Development Act) to finance eligible public improvements that support redevelopment; pursue Oklahoma Department of Commerce CDBG programs such as EDIF where infrastructure investment is tied to new/expanding businesses.
- Evaluate CDBG Community Revitalization and (where available) CDBG/REAP pairing for eligible reinvestment-supporting public activities including clearance/demolition and supporting public improvements.
- Screen for Oklahoma DEQ Brownfields assistance (assessment/investigation and potential low-interest cleanup financing) to reduce environmental risk and improve project feasibility.

Action 3.1.8. - Apply retail site evaluation criteria listed in the market analysis (parcel size, visibility/exposure, accessibility, infrastructure, traffic counts, traffic signal access, and direct competition) to rank Kerr and Cherokee sites into "ready now" versus "needs work."	Community Planning, Economic Development	Mid-term	Program, Plan	A

Consideration: Track the strategy's performance against the supportable retail space need (150,159-181,674 square feet) and the market equilibrium (7% vacancy) framing described in the market analysis.

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GOAL 3.2 ENABLE AN OFFICE MARKET PIPELINE.

STRATEGY 3.2. - ENTITLE AND MARKET PROFESSIONAL AND MEDICAL OFFICE SITES PRIMARILY ALONG KERR BOULEVARD (NORTH OF I-40 AND SOUTH FRONTAGE) AND SELECTED DOWNTOWN LOTS TO MEET FORECAST DEMAND OF ~54,900-72,700 SQUARE FEET, ALLEVIATING CURRENT FULL-OCCUPANCY CONSTRAINTS.

Action	Ownership/Partners	Time Frame	Type	Ease of Implementation
Action 3.2.1. - Create a priority office site list of Tier 1/Tier 2 list of priority office sites and adopt it internally. Create associated marketing materials.	Community Planning, Economic Development	Short-term	Initiative	A

Consideration:

- For each Tier 1 site, make a one-page "Site Readiness Sheet" (owner/contact, size, zoning, access, utilities, constraints, and the next entitlement step).
- Produce an Office Sites Marketing Sheet (digital + printable) featuring Tier 1 sites, basic site stats, and a contact funnel (one email/phone).
- Host a quarterly "site tour" day for brokers, regional developers, and healthcare real estate representatives, with a Kerr Boulevard + downtown walk-through. Put the sites on the city/EDC website as a Site Selector page with download links.

Action	Ownership/Partners	Time Frame	Type	Ease of Implementation
Action 3.2.2. - Create an office and medical site design packet. Write (or reuse) a short office/medical site design packet: access management, internal circulation, signage expectations, landscape edge, and a basic frontage standard so the corridor does not devolve into random parking lots and blank walls.	Community Planning, Economic Development	Short-term	Initiative	A

Consideration: Identify what the city can pre-approve administratively (minor site plan, signage, parking reductions, shared drive approvals) and codify that workflow. If any site needs off-site coordination (drive cuts, frontage road, etc.), start those conversations early.

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Action	Ownership/Partners	Time Frame	Type	Ease of Implementation
Action 3.2.3. - Complete a utilities and capacity evaluation for Tier 1 sites (water/ sewer, stormwater, power, broadband). Flag which sites are "ready now" versus "needs extensions."	Community Planning, Economic Development	Short-term	Initiative	A
Consideration: If any site requires public-side improvements, add those to the city's capital planning queue (even modest line extensions, turn lanes, etc.).				
Action 3.2.4. - Build a short list of priority tenant types (primary care, dental, PT/OT, imaging, urgent care, specialty outreach) and match them to the best Kerr sites (visibility and access).	Community Planning, Economic Development	Short-term	Program	B

Consideration:

- Assemble a contact list for regional providers / health systems and assign outreach ownership (city + EDC).
- Create a simple "clinic-ready" development concept: a multi-tenant medical building template that fits typical Kerr sites (flex suites).

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GOAL 3.3 EXPAND INDUSTRIAL DEVELOPMENT CAPACITY.

STRATEGY 3.3 - PLAN AND SERVICE NEW INDUSTRIAL LAND (RAIL + I-40) TO OVERCOME FULL OCCUPANCY AND SUPPORT ~0.86M-1.156M SF INDUSTRIAL DEMAND THROUGH 2050.

Action	Ownership/Partners	Time Frame	Type	Ease of Implementation
Action 3.3.1. - Convene a Roye Frye employer roundtable (current park users and expansion prospects) to confirm near-term expansion timelines, utility capacity needs, truck access pain points, and site preferences.	Economic Development, City Council, Property Owners (Indian Capital Technology Center, Aviagen, Celloform, Millison)	Immediately, Continuous	Partnership	A
Consideration: Translate that into a short "phasing trigger" memo (e.g., what conditions justify Phase 1 utility/road extensions).				
Action 3.3.2. - Formally confirm the preferred concept to expand west of Cedar Street to the airport and south to Drake Road, keeping the Kerr/I-40 access advantage front-and-center.	Economic Development, Community Development, City Council, Planning Commission, Airport Commission	Immediately, Continuous	Plan / CIP	B
Consideration: Adopt a Phase 1 footprint map that shows: expansion boundary, likely road spine(s), utility extension corridors, and any rail interface constraints.				
Action 3.3.3. - Evaluate the three business park location options already identified in the market/charrette materials and select a preferred and backup site to designate as Sallisaw's long-term "industrial and office" employment reserve.	Economic Development, Community Development, City Council, Planning Commission, Airport Commission	Mid-Term	Policy	B
Consideration: This may include the Roye Frye expansion (west to airport/south to Drake) or west side of Kerr Boulevard and south of I-40 (Drake Road area).				

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Action	Ownership/Partners	Time Frame	Type	Ease of Implementation
Action 3.3.4. - Begin land assembly for the Phase 1 footprint using the lightest-weight tools first (purchase options, negotiated easements for utilities/ROW), then targeted acquisitions where roads/utilities must go.	Economic Development, City Council, Planning Commission, Property Owners	Mid-Term	Plan	C
Consideration: If a district-based reinvestment approach is used, Oklahoma identifies TIF as a tool to invest in district infrastructure/ economic development projects.				
Action 3.3.5. - Produce a costed, fundable "Phase 1 servicing plan" that includes utility extension sizing and alignments (water/ wastewater/stormwater as applicable), road cross-sections/industrial circulation concept, preliminary engineering deliverables suitable for grant/loan applications, a phased capital schedule ("Phase 1A / 1B / 2") tied to the demand triggers from Action 1.	Operations and Infrastructure, Economic Development, Oklahoma Department of Commerce	Mid-Term	Plan / CIP	C

Consideration:

- Oklahoma Water Resources Board publishes a loan/grant resource guide for water/wastewater funding sources, which can be used to build the financing package.
- USDA Rural Development Water & Waste Disposal Loan & Grant Program funds construction/improvement of water/sewer systems and related project costs; use Predevelopment Planning Grants (OK) where eligible to prepare applications.

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Action	Ownership/Partners	Time Frame	Type	Ease of Implementation
Action 3.3.6. - Build the access leg(s) and circulation pieces that make industrial sites functional: truck turning, park circulation, and the direct connector(s) to the broader network.	Operations and Infrastructure, Property Owners	Mid-term	Plan, Project, CIP	C
Consideration: Prioritize segments that serve existing/committed users first. ODOT's Industrial Access Road Program is explicitly intended to fund direct access to industrial operations or designated industrial areas and can also support circulation within an industrial park.				
Action 3.3.7. - Keep Roye Frye's Site Ready advantage intact while extending readiness into the new phase: focus on "last mile" utilities and maintain the documentation/ standards needed for state-level site promotion. This complements that Roye Frye is already OK Commerce "SITE READY" and listed in the state program.	City utilities/public works + Economic Development, OK Department of Commerce (Site Ready alignment)	Mid-Term	Plan, Program, Project	C
Consideration: • Oklahoma Commerce SITES-related efforts are described publicly as supporting infrastructure improvements in industrial parks and "last mile" readiness (program description in statewide coverage). Oklahoma Commerce "Promote Buildings and Sites" programs support listing/promotion. • Oklahoma Commerce CDBG EDIF supports economic development infrastructure financing; use when a defined industrial project/ prospect is in play. EDA EAA can fund implementation activities tied to an economic development strategy, including infrastructure and site preparation elements.				
Action 3.3.8. - Build a small, standardized package that helps Sallisaw move fast when demand spikes: site one-pagers for Phase 1 pads, a single point of contact, and a clear internal review path for industrial projects on designated sites.	Economic Development, Property Owners, OK Commerce	Short-Term, Continuous	Program	B
Consideration: Ground this in the park's existing employer base and documented advantages (I-40/Kerr access, airport adjacency, rail switching limits, training institutions). Oklahoma's SITES Ready program is a no-cost readiness assessment and recommendation tool for communities that may provide supplemental support to local funding allocations.				

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GOAL 3.4 DELIVER A BALANCED HOUSING PROGRAM.

STRATEGY 3.4. - MATCH HOUSING SUPPLY WITH DEMOGRAPHICS AND INCOME, PRIORITIZING SINGLE-FAMILY NEIGHBORHOODS AT THE NORTH AND WEST PARTS OF THE COMMUNITY, AND INTRODUCING MARKET-RATE MULTIFAMILY ALONG KERR AND CHEROKEE, AND WITHIN DOWNTOWN. SMALL RESIDENTIAL INFILL SHOULD BE TARGETED NEAR DOWNTOWN, INCLUDING SINGLE-FAMILY HOUSES AS WELL AS NEW FORMATS THAT RESPOND TO MARKET ADAPTATION, LIKE MULTI-UNIT HOUSES, ACCESSORY DWELLINGS, TOWNHOUSES, AND DUPLEXES.

Action	Ownership/Partners	Time Frame	Type	Ease of Implementation
Action 3.4.1. - Adopt planned neighborhood entitlements (3.5 to 4.0 dwelling units/acre) for growth areas along the Wheeler Street and Maple Street corridors.	Community Development, Economic Development, Property Owners, Developers	Mid-term	Policy, Plan	C

Consideration:

- Require sidewalks, connectivity, and stormwater best practices as part of those planned entitlements. Use the market analysis site logic to prioritize major arterial corridors with existing streets/utilities and "significant vacant landholdings" when identifying subdivisions.
- Include West Cherokee Avenue as a priority single-family growth corridor because it is identified as having vacant land and infrastructure suitable for new single-family development.

Action 3.4.2. - Enable market-rate multifamily development in alignment with ***Figure 3.1 Future Land Use***, (Kerr + Cherokee + downtown).	Community Development, Economic Development, Property Owners, Developers	Mid-term	Policy, Plan	B

Consideration:

- Update zoning to allow multifamily (15-18 dwelling units/acre) on major arterials like Kerr Boulevard and Cherokee Avenue, explicitly to attract market-rate apartments and diversify beyond existing income-based stock.
- Use the market analysis guidance that large-scale apartment sites are best located along major arterials like Kerr Boulevard and Cherokee Avenue when assembling a list of "market-ready" multifamily sites.
- Coordinate multifamily siting with the strategy's emphasis on "demographic and income realities" by acknowledging the community's above-average renter share (≈46.3%) and lower median incomes as described in the plan content.

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Action	Ownership/Partners	Time Frame	Type	Ease of Implementation
Action 3.4.3. - Encourage infill and gentle density around downtown by allowing duplexes, four-plexes, cottage courts, and tiny homes in appropriate neighborhoods.	Community Development, Economic Development, Property Owners, Developers	Mid-term	Plan	B
Consideration: • Explicitly include "missing middle" formats like duplexes, triplexes, fourplexes, cottage courts, townhouses, and accessory dwelling units (ADUs) in the zoning and implementation language so it's not left to interpretation. • Support small-format housing options (for lease and sale) including ADUs, cottage courts, and lot splits, including approaches that allow ADUs to be sold as fee-simple cottage homes.				
Action 3.4.4. - Create and deploy a housing partnership toolkit with Housing Authority of Cherokee Nation (HACN) and private developers to align affordable supply with renter share and income conditions.	Economic Development, Community Development	Mid- to Long-term	Program, Partnerships	C
Consideration: Pair the toolkit with outreach to potential partners including private developers, nonprofit organizations, Community Development Financial Institutions, and major employers to support mixed-income and workforce housing.				
Action 3.4.5. - Offer targeted incentives for projecs that deliver missing-middle / entry-level/senior/affordable units (e.g., fee reductions, streamlined approvals, or tax abatements).	Private developers, nonprofit organizations, Community Development Financial Institutions, and major employers	Near to Mid-Term	Program; Policy; Partnerships	B
Consideration: Encourage adaptive reuse of vacant or underutilized commercial/industrial buildings for residential use (including workforce and senior housing), where feasible.				

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Action	Ownership/Partners	Time Frame	Type	Ease of Implementation
Action 3.4.6. - Produce a map/list of prospective multifamily sites along Kerr Boulevard and Cherokee Avenue (arterial locations), and identify a small set of "first" sites to pursue.	Economic Development, Community Development	Short-term	Program, Partnerships	B

Consideration: Identify target neighborhoods around downtown for small-scale infill and define what "fits" (2-4 units, small apartments, ADUs, etc.), consistent with the stated goal of increasing vitality through infill.

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GOAL 3.5 UNLOCK THE WAL-MART - NORTH 35-ACRE PARCEL.

STRATEGY 3.6. - DELIVER OFF-SITE ACCESS AND CIRCULATION UPGRADES (MENTZER WIDENING; NEW NORTH-SOUTH ROAD TO CEDAR) TO MAKE THE 35-ACRE SITE NORTH OF WALMART "SHOVEL-READY" FOR A LARGE-FORMAT RETAIL/ POWER CENTER OR HYBRID WITH MEDICAL/ENTERTAINMENT ANCHORS.

Action	Ownership/Partners	Time Frame	Type	Ease of Implementation
Action 3.5.1. - Design and fund Mentzer Avenue improvements (widening/ upgrades) from Kerr Boulevard east to the 35-acre parcel.	Economic Development, Community Development, Operations and Infrastructure, Property Owners	Short-Term	Plan	C

Consideration:

- Advance preliminary engineering for Mentzer Avenue improvements from Kerr Boulevard east to the parcel (widening and related roadway upgrades).
- Include the Mentzer work as the primary off-site improvement needed to enhance ingress/egress for large-format retail. Consider funding mechanisms like development agreements/cost sharing, CDBG, and TIF.

Action 3.5.2. - Conduct traffic and signal warrant sudies to confirm access needs and intersection control.	Operations and Infrastructure, ODOT	Short-Term	Plan	B

Consideration:

- Complete traffic and signal warrant studies tied to the Mentzer/Kerr access and site ingress/egress needs.
- Use findings to define the access strategy that supports large-scale retail development and safe circulation. This can be achieved using city operating funds, with a potential cost-share agreement with benefited property owners. CDBG may supplement local funding sources.

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Action	Ownership/Partners	Time Frame	Type	Ease of Implementation
Action 3.5.3. - Prepare and release a Developer RFP targeting a phased big-box + multi-tenant lineup consistent with the strategy direction (power center or hybrid with medical/entertainment anchors).	Economic Development, Community, Development, City Council, Planning Commission	Short-to-Mid-Term	Plan, Project	C

Consideration:

- Tie RFP requirements to the off-site improvements (Mentzer widening + Cedar connector) so respondents understand the access plan and phasing expectations.
- Oklahoma Commerce's CDBG-EDIF program may be positioned as a financing tool that supports off-site improvements included in phasing expectations. TIF may also be a funding mechanism to support district infrastructure that supports private investment.

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GOAL 3.6 MANAGE FLOODPLAIN CONSTRAINTS TO ENABLE STRATEGIC RETAIL AT INTERSTATE-40 AND CHEROKEE.

STRATEGY 3.6 - PURSUE SITE-SPECIFIC DRAINAGE AND ELEVATION SOLUTIONS TO RECOVER DEVELOPABLE ACREAGE AT THE NORTHWEST CORNER OF I-40 AND CHEROKEE AVENUE (THE FORMER GOLF COURSE), ENABLING ELEVATED PADS FOR A MIXED-TENANCY CENTER.

Action	Ownership/Partners	Time Frame	Type	Ease of Implementation
Action 3.6.1. - Commission a site-specific hydrology/floodplain & drainage study for the former golf course site.	Operations and Infrastructure, Community Development, Property Owners	Short-Term	Plan	C

Consideration:

- Use the study to identify where elevated pads are feasible and what drainage constraints must be solved to "recover developable acreage."
- In addition to local sources, funding mechanisms to explore include FEMA BRIC (Building Resilient Infrastructure and Communities), FEMA HMGP (Hazard Mitigation Grant Program), Oklahoma Clean Water State Revolving Fund (CWSRF), EPA CWSRF program, and the OWRB loan/grant resource guide.

Action	Ownership/Partners	Time Frame	Type	Ease of Implementation
Action 3.6.2. - Develop a conceptual grading plan that lays out pad locations and elevations needed to enable elevated pads for a mixed-tenancy center.	Operations and Infrastructure, Community Development, Property Owners	Short-to-Mid-Term	Plan	B

Consideration:

- Identify compensatory storage requirements and how/where it could be provided as part of the concept.
- Use the concept plan output to define "what's realistically buildable" before any rezoning/PUD is finalized. Sources to funding may include Oklahoma CWSRF, EPA CWSRF, FEMA BRIC, and FEMA HMGP.

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Action	Ownership/Partners	Time Frame	Type	Ease of Implementation
Action 3.6.3. - Structure entitlements as a PUD/ovelay that allows a mix of retail and services (and possibly office).	Community Development, Economic Development	Mid-Term	Policy, Partnership	B

Consideration:

- Include an access management and a shared detention approach within the entitlement framework.
- Use hydrology/drainage + grading outputs as the technical basis for the entitlement conditions and phasing. Implementation of these entitlements may be supported through Oklahoma CWSRF, EPA CWSRF, and FEMA HMGP.

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GOAL 3.7 REPOSITION KERR BOULEVARD SOUTH OF INTERSTATE-40 AS A HIGH-FUNCTIONING HIGHWAY COMMERCIAL HUB.

STRATEGY 3.7. - DESIGNATE KERR SOUTH OF I-40 FOR HIGHWAY COMMERCIAL USES TO CAPTURE AUTO-ORIENTED DEMAND (FUEL, QUICK SERVICE, LODGING, CONVENIENCE), STANDARDIZING ACCESS SPACING AND FRONTAGE TREATMENTS.

Action	Ownership/Partners	Time Frame	Type	Ease of Implementation
Action 3.7.1. - Adopt corridor standards and an overlay that manages driveways, parcelization, signage, and cross-access along Kerr south of I-40.	Community Development, City Council, Planning Commission	Short-Term	Policy	B
Consideration: • Codify access spacing expectations through the overlay (e.g., consolidated driveways and shared access where feasible), so new sites don't overbuild curb cuts. • Include frontage treatment standards in the overlay so the corridor reads as a coherent "gateway commercial" environment, not a patchwork.				
Action 3.7.2. - Identify and reserve deep parcels along Kerr south of I-40 for hospitality and larger service formats (lodging, travel-serving uses, etc.).	Community Development, Economic Development, Operations and Infrastructure	Short-Term	Policy	A
Consideration: Use the corridor overlay to support that intent by guiding parcelization and access patterns that work for larger footprints.				
Action 3.7.3. - Conduct proactive marketing to travel-serving operators that benefit from I-40 exposure and Kerr's existing commercial momentum.	Community Development, Economic Development, Operations and Infrastructure	Short-Term	Program	A
Consideration: Align recruitment messaging with the corridor framework so prospects understand: "this is a highway commercial district with predictable access + frontage rules."				

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GOAL 3.8 ESTABLISH A RETAIL READINESS AND DEVELOPMENT DELIVERY SYSTEM.

STRATEGY 3.8 - TO SUPPORT RETAIL DEVELOPMENT, THE CITY SHOULD ESTABLISH A CROSS-FUNCTIONAL INTERNAL TEAM TO HELP SHEPHERD RETAIL, OFFICE, AND INDUSTRIAL PROSPECTIVE PROJECTS FROM FIRST CONTACT TO RIBBON-CUTTING.

Action	Ownership/Partners	Time Frame	Type	Ease of Implementation
Action 3.8.1. - Create a one-stop concierge function across Community Development; Economic Development; and Operations and Infrastructure, so prospects get one coordinated intake instead of four separate conversations.	Community Development, Economic Development, Operations and Infrastructure	Short-Term	Program, Protocol	A
Consideration: Establish a standard internal workflow for site reviews and timelines so the city can give consistent expectations early in the process.				
Action 3.8.2. - Implement site-ready certificatins for priority opportunity areas.	Community Development, Economic Development, Operations and Infrastructure	Short-Term	Policy	B
Consideration: Develop standardized development agreements that clearly define expectations and responsibilities for public improvements so projects do not reinvent the wheel each time.				

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GOAL 3.9 ALIGN WORKFORCE, INCOME, AND HOUSING TO SUPPORT LONG-TERM DEMAND.

STRATEGY 3.9 - PAIR BUSINESS RECRUITMENT WITH WORKFORCE DEVELOPMENT (INDIAN CAPITAL TECHNOLOGY CENTER, CARL ALBERT STATE COLLEGE) AND HOUSING AFFORDABILITY TOOLS TO ADDRESS BELOW-STATE MEDIAN INCOMES AND HIGHER POVERTY RATES, STRENGTHENING THE CONSUMER BASE THAT UNDERPINS RETAIL/OFFICE ABSORPTION.

Action	Ownership/Partners	Time Frame	Type	Ease of Implementation
Action 3.9.1. - Partner with Indian Capital Technology Center and Carl Albert State College to align short-cycle training with priority sectors: manufacturing, healthcare, logistics.	Economic Development, Workforce Partners (Indian Capital Technology Center, Carl Albert State College), Industrial Park Property Owners/Tenants	Short-Term, Continuous	Program, Partnership	B

Consideration:

- Establish on-site apprenticeship pipelines with industrial park tenants.
- Create a simple "employer-to-program" matching list so recruitment conversations can immediately connect prospects to a workforce pipeline.

Action 3.9.2. - Adopt mixed-income housing incentives and targeted fee reductions in locations near major employment nodes to reduce commute burdens and strengthen day-to-day spending power.	Community Development, Economic Development, Operations and Infrastructure	Short-to-Mid-Term	Policy	B

Consideration: Package these tools so they can be offered alongside recruitment efforts (i.e., "we can house workers near jobs" becomes part of the pitch).

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GOAL 3.10 ENHANCE THE CAPACITY, SAFETY, AND FUNCTIONALITY OF SALLISAW MUNICIPAL AIRPORT.

STRATEGY 3.10. - ENSURE SALLISAW MUNICIPAL AIRPORT MEETS CURRENT AND FUTURE AVIATION NEEDS THROUGH STRATEGIC, FINANCIALLY RESPONSIBLE INVESTMENTS THROUGH EITHER ENHANCEMENT OF THE EXISTING FACILITY OR EVALUATION OF THE LONG-TERM RELOCATION BASED ON DEMONSTRATED DEMAND, REGULATORY REQUIREMENTS, AND COMMUNITY IMPACT.

Action	Ownership/Partners	Time Frame	Type	Ease of Implementation
Action 3.10.1. Update and maintain the Airport Layout Plan (ALP) regularly to ensure continued alignment with FAA and ODAA requirements, maintain eligibility for state and federal funding, and reflect current aviation demand and facility priorities.	Economic Development, Community Development and Sallisaw Airport Board Commission	Short-Term	Plan	B
Action 3.10.2. Assess the feasibility of constructing a new airport, considering demand thresholds, financial implications, environmental constraints, and community impacts.	Economic Development, Community Development and Sallisaw Airport Board Commission	Short-Term	Plan	B/C
Consideration: • Ensure that any consideration of relocation is supported by comprehensive data and aligned with federal funding requirements.				
Action 3.10.3. Actively coordinate with FAA and ODAA to secure grant funding for near-term improvements, prioritizing projects that are already vetted and have a clear path to implementation	Economic Development and Community Development	Continuous	Program	A

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TRANSPORTATION AND MOBILITY

GOAL 4.1 IDENTIFY PRIORITY CORRIDORS AND IMPLEMENT PILOT PROJECTS FOR PEDESTRIANS AND BICYCLE IMPROVEMENTS.

STRATEGY 4.1. - PRIORITIZE PEDESTRIAN IMPROVEMENT EFFORTS FOR CORRIDORS THAT CONNECT MAJOR DESTINATIONS, SUCH AS DOWNTOWN, SCHOOLS, PARKS, HOUSING, AND EMPLOYMENT CENTERS TO PROVIDE RESIDENTS AND VISITORS SAFE AND EFFICIENT TRANSPORTATION ALTERNATIVES.

Action	Ownership/Partners	Time Frame	Type	Ease of Implementation
Action 4.1.1. - Improve sidewalks along Redwood Avenue, specifically near the hospital, rodeo grounds, and football stadium.	Community Development, Operations and Infrastructure	Mid-Term	Project	B/C
Action 4.1.2. - Add a crosswalk signal at the intersection of Redwood Avenue and Elm Street.	Community Development, Operations and Infrastructure, ODOT	Mid-Term	Project	B
Action 4.1.3. - Improve the intersection of Cherokee Avenue and Wheeler Street with curb extensions and crosswalk signals.	Community Development, Operations and Infrastructure, ODOT	Mid-term	Project	B/C
Action 4.1.4. - Map major destinations, such as downtown core, schools, parks, housing, and employment centers to establish an inventory of infrastructure gaps.	Operations and Infrastructure, Community Development	Continuous	Program	A

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Action	Ownership/Partners	Time Frame	Type	Ease of Implementation
Action 4.1.6. - Develop an infrastructure investment scorecard that prioritizes projects based on projected improvements to connectivity and safety. Utilize the scorecard to establish a priority network for pilot projects.	Operations and Infrastructure, Community Development	Continuous	Program	A
Action 4.1.7. - Utilize the corridor identification process and priority network inventory to pilot quick-build and affordable projects enhancing pedestrian and bicyclist accessibility and connectivity throughout Sallisaw.	Community Development, Operations and Infrastructure	Short-term	Program, Policy	A
Action 4.1.8. - Monitor and evaluate ongoing pilot projects to assess any increases in pedestrian and bicycle usage.	Community Development, Operations and Infrastructure	Continuous	Program	A
Action 4.1.9. - Leverage information gained during monitoring pilot projects to establish a list of projects that require a full investment and buildout.	Community Development, Operations and Infrastructure	Continuous	Initiative, Program	A

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GOAL 4.2 REDUCE RAILROAD CROSSING DELAYS AND IMPROVEMENTS NORTH, SOUTH, EAST, AND WEST MOBILITY.

STRATEGY 4.2. - TARGET TRAVEL LANE GEOMETRY IMPROVEMENTS TO RELIEVE QUEUING DURING RAILROAD OPERATIONS, IMPROVE SAFETY WITHIN RAILROAD CROSSING AREAS, AND MAINTAIN RELIABLE CIRCULATION WITHOUT GRADE SEPARATION INVESTMENTS.

Action	Ownership/Partners	Time Frame	Type	Ease of Implementation
Action 4.2.1. - Install or extend turn lanes and queuing pockets on approaches to at-grade crossings to prevent spillback into other intersections.	Community Development, Operations and Infrastructure	Long-term	Project	C
Action 4.2.2. - Add signage to report freight train interference at level crossings (data collection for future above or below-grade improvements).	Community Development, Operations and Infrastructure	Immediately	Project	A
Action 4.2.3. - Conduct a signal retiming and phasing study to address traffic signal timing issues during and immediately after freight operations.	Operations and Infrastructure	Mid-term	Project	C
Action 4.2.4. - Establish improvements to the Cherokee and Opdyke above-grade crossings to accommodate pedestrian and bicycle access, predominantly at the Opdyke crossing where the bridge requires the roadway to narrow.	Community Development, Operations and Infrastructure	Mid-Term	Project	B/C
Action 4.2.5. - Conduct a feasibility study for pedestrian bridges, as well as a ramp/overpass at Cherokee and Wheeler.	Community Development, Operations and Infrastructure	Mid-term	Plan	B
Action 4.2.6. - At all applicable grade crossings, establish pedestrian infrastructure to facilitate north-south mobility at Cherokee and east-west mobility at Port Arthur.	Community Development, Operations and Infrastructure	Mid-term	Project	B/C

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GOAL 4.3 PRIORITIZE BIKE AND PEDESTRIAN SAFETY MEASURES AROUND SCHOOLS.

STRATEGY 4.3 - CREATE BIKING AND WALKING PATHS FOR STUDENTS GOING TO SCHOOL THAT ARE SAFE, CONVENIENT, AND FUN.

Action	Ownership/Partners	Time Frame	Type	Ease of Implementation
Action 4.3.1. - Organize a walk/bike audit to identify barriers and opportunities for safe routes to school.	Sallisaw Public Schools, Community Development, Operations and Infrastructure	Immediately	Partnership, Initiative	A
Consideration: • Determine which paths are most frequently utilized by students. • Assess and document areas without sidewalks, as well as those with unsafe crossings, speeding cars, or poor lighting.				
Action 4.3.2. - Prioritize improvements that can be accomplished quickly like increased signage or painted crosswalks.	Community Development, Operations and Infrastructure	Short-term	Project	A/B
Action 4.3.3. - Teach safe pedestrian and cyclist skills to students and parents.	Sallisaw Public Schools, Community Development, Operations and Infrastructure, City Council	Immediately	Initiative, Program	A
Consideration: Show students how to safely cross the street, use crosswalks, wear helmets when biking, and follow traffic rules.				
Action 4.3.4. - Encourage students to bike/walk to school and ensure they can do so safely.	Sallisaw Public Schools, Community Development, Operations and Infrastructure, City Council	Immediately	Engagement	A

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Action	Ownership/Partners	Time Frame	Type	Ease of Implementation
Action 4.3.5. - Enhance enforcement of traffic laws in school zones.	Police Department, Sallisaw Public Schools	Immediately	Policy	A
Consideration: School-zone speeds should be enforced by community safety patrols, increasing accountability and safer conditions near schools.				
Action 4.3.6. - Radar speed signs are recommended to encourage drivers to slow down in school zones or routes students often take on their way to school.	Police Department, Sallisaw Public Schools	Short-term	Project, Policy	A
Action 4.3.7. - Implement leading pedestrian intervals (LPIs) near schools to give pedestrians the opportunity to enter the crosswalk on an intersection 3-7 seconds before vehicles are given a green light.	Operations and Infrastructure, Community Development, Sallisaw Public Schools	Short-term	Project, Policy	A
Action 4.3.8. - Consider prohibiting right-on-red turning in school zones.	Operations and Infrastructure, Community Development, Sallisaw Public Schools	Short-term	Project, Policy	A

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GOAL 4.4 DEVELOP A NORTH-SOUTH CROSSTOWN TRAIL AND RECREATIONAL INFRASTRUCTURE.

STRATEGY 4.4 - ESTABLISH A CONNECTED TRAIL AND MULTI-USE PATH NETWORK BETWEEN DOWNTOWN AND I-40, WITH ENHANCED OR GRADE-SEPARATED PEDESTRIAN AND BICYCLE CROSSINGS OVER THE RAILROAD AND UNDER THE INTERSTATE TO LINK DOWNTOWN, NEIGHBORHOODS, PARKS, AND EMPLOYMENT CENTERS.

Action	Ownership/Partners	Time Frame	Type	Ease of Implementation
Action 4.4.1.- Highlight Cedar Street as the link between downtown, several neighborhoods, and the 90-acre Roye Frye, Jr. Industrial Park, minimizing the need for automobiles to access the trail.	Operations and Infrastructure, Community Development	Immediately	Initiative	A
Action 4.4.2. - Evaluate at-grade treatments where grade-separation isn't feasible (e.g., UP & CPKC railroad ROW).	Operations and Infrastructure, Community Development	Mid-term	Plan	B
Action 4.4.3. - As new developments locate in Sallisaw, require sidewalks and greenspace amenities to be built alongside new units (amenities must be complete for units to receive certificate of occupancy).	Parks and Recreation, Community Development	Continuous	Policy	A
Action 4.4.4. - Install trail signage, maps, shade, benches, lighting, and water stations.	Parks and Recreation, Community Development	Mid-term	Project	B
Action 4.4.5. - Adopt low-stress and high-comfort design standards for family-friendly routes, specifically near schools.	Parks and Recreation, Community Development	Mid-term	Project	B
Action 4.4.6. - Invest in planting and maintaining street trees and canopy cover along present and future pedestrian and bicycle routes.	Operations and Infrastructure, Community Development	Short-term/ continuous	Policy, Initiative	*A

*Implementation

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GOAL 4.5 ALIGN TRANSPORTATION INFRASTRUCTURE AND LAND USE FOR FUTURE GROWTH.

STRATEGY 4.5 - COORDINATE STREET DESIGN, ACCESS MANAGEMENT, AND MULTIMODAL CONNECTIVITY WITH EVOLVING LAND USES – ESPECIALLY NEAR DOWNTOWN, THE RACETRACK, AND THE KERR/I-40 INTERCHANGE – TO ENSURE EFFICIENT AND SAFE COMMUTES AND RECREATIONAL TRIPS.

Action	Ownership/Partners	Time Frame	Type	Ease of Implementation
Action 4.5.1. - Establish an access management plan for land south of the I- adjacent to the Quik Trip, as well as to the north, to limit curb cuts and ensure safety along the roadway.	Operations and Infrastructure, Community Development	Short-term	Plan	B
Action 4.5.2. - As new developments are constructed, require complete street best practices to ensure that pedestrian and bicycle access is established along the corridor.	Operations and Infrastructure, Community Development	Continuous	Policy	A
Action 4.5.3. - Collaborate with CPKC and UP to reactivate abandoned or inactive spurs to industrial sites located at the Roye Frye, Jr Industrial Park and at the intersection of Cherokee and Elm.	CPKC/UP, Operations and Infrastructure, Community Development, Economic Development	Long-term	Partnership, Project	C
Action 4.5.4. - Prioritize sidewalks and bicycle infrastructure to link industrial areas, housing, and other destinations to improve safety and reduce auto demand in the area.	Operations and Infrastructure, Community Development	Continuous	Policy	A
Action 4.5.5. - Limit curb cuts in new, more dense developments to ensure safe pedestrian and bicycle throughput (require alleys in new developments, etc.).	CPKC/UP, Operations and Infrastructure, Community Development, Economic Development	Continuous	Policy	A
Action 4.5.6. - If the Municipal Airport extends the runway or relocates, evaluate new roadway connections to allow for smoother traffic flow as the area grows (Carson/Drake to Roye Frye, Jr. Industrial Park and S 4630 Road).	Airport Board of Commissioners, Operations and Infrastructure, Community Development	Long-Term	Policy	A

GOAL 4.6 ADOPT A FUNCTIONAL ROAD CLASSIFICATION SYSTEM.

STRATEGY 4.6 - ADOPT A FUNCTIONAL CLASSIFICATION SYSTEM FOR CITY ROADS TO GUIDE FUTURE TRANSPORTATION PLANNING, PRIORITIZE MAINTENANCE, AND ALIGN WITH STATE AND FEDERAL FUNDING PROGRAMS. THIS SYSTEM SHOULD CATEGORIZE STREETS AS ARTERIALS, COLLECTORS, OR LOCAL ROADS BASED ON THEIR INTENDED FUNCTION, TRAFFIC VOLUME, AND CONNECTIVITY.

Action	Ownership/Partners	Time Frame	Type	Ease of Implementation
Action 4.6.1.- Review development proposals for consistency with the classification map to maintain safety and efficiency.	Operations and Infrastructure, Community Development	Continuous	Policy	A
Action 4.6.2. - Zoning and subdivision standards should reference the classification system and require sidewalks and bike facilities on collectors near schools or parks.	Operations and Infrastructure, Community Development	Immediately	Policy	A
Action 4.6.3. - Limit driveway access on arterials to maintain flow and safety.	Operations and Infrastructure, Community Development	Immediately	Policy	A
Action 4.6.4. - Utilize the functional classification to help identify where higher-intensity land uses should be located.	Operations and Infrastructure, Community Development	Continuous	Policy	A
Action 4.6.5. - Encourage commercial and industrial uses near arterials and residential near collectors and locals to support smart growth principles by concentrating development where infrastructure can handle it.	Operations and Infrastructure, Community Development	Continuous	Project	A
Action 4.6.6. - Invest in roads serving growth corridors and justify grant applications for roads tied to economic development.	Community Development, Streets Department	Continuous	Policy	A

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GOAL 4.7 ADOPT A CAPITAL IMPROVEMENT PLAN

STRATEGY 4.7 - ADOPT A CAPITAL IMPROVEMENTS PLAN (CIP) TO PRIORITIZE FUTURE ROAD AND INFRASTRUCTURE IMPROVEMENT PROJECTS BASED ON COST, FUNDING AVAILABILITY, AND MAINTENANCE NEED.

Action	Ownership/Partners	Time Frame	Type	Ease of Implementation
Action 4.7.1. - Take inventory of capital needs including roads, bridges, sidewalks, and stormwater drainage as well as utilities, facilities, emergency services, and parks.	Operations and Infrastructure, Community Development	Immediately	Initiative	A
Consideration: • Establish the existing conditions and known concerns associated with each asset. • Gather cost estimates for addressing concerns or deficiencies.				
Action 4.7.2. - Develop a scoring system to prioritize projects based on safety, regulatory compliance, infrastructure condition, public benefit, cost feasibility, and alignment with the comprehensive plan.	Operations and Infrastructure, Community Development	Continuous	Initiative, Protocol	A
Action 4.7.3. - Pair projects with specific funding opportunities through the general fund, federal and state grants, or the Transportation Alternatives Program (TAP).	Operations and Infrastructure, Community Development	Continuous	Initiative, Protocol	A

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GOAL 4.8 LEVERAGE TRANSPORTATION PLANNING TO ENHANCE ECONOMIC DEVELOPMENT OPPORTUNITIES.

STRATEGY 4.8 - ATTRACT HIGH-PAYING, STABLE JOBS BY INVESTING IN TRANSPORTATION INFRASTRUCTURE NEAR FUTURE INDUSTRIAL, WAREHOUSING, COMMERCIAL, AND RETAIL SITESTHEIR INTENDED FUNCTION, TRAFFIC VOLUME, AND CONNECTIVITY.

Action	Ownership/Partners	Time Frame	Type	Ease of Implementation
Action 4.8.1.- Evaluate and inventory roads have adequate pavement strength, turning radii, and width for heavy trucks.	Operations and Infrastructure	Continuous	Protocol, Initiative	A
Action 4.8.2. - Identify certain roads to "economic development corridors" to justify state and federal funding requests to job creation.	Operations and Infrastructure, Economic Development, Community Development, City Managers's Office	Continuous	Policy	A
Action 4.8.3. - Plan for utility and transportation upgrades to occur simultaneously to create shovel-ready industrial lots.	Operations and Infrastructure, Community Development	Continuous	Protocol	A
Action 4.8.4. - Promote industrial sites as having access to rail, a municipal airport, and I-40.	Operations and Infrastructure, Economic Development, Community Development	Continuous	Protocol, Initiative	A

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PLACEMAKING FRAMEWORK

GOAL 5.1 EMPHASIZE SALLISAW'S IDENTITY THROUGH CREATIVE BRANDING AND STORYTELLING.

STRATEGY 5.1. - CREATE A UNIFIED VISUAL IDENTITY FOR SALLISAW THAT CAN BE APPLIED TO SIGNAGE, BANNERS, PUBLIC SPACES, AND MARKETING MATERIALS. ENSURE THE BRANDING FAMILY CAN BE SCALED AND ADAPTED TO MULTIPLE MATERIALS AND LOCAL CAMPAIGNS. BEGIN WITH LOW-COST, HIGH-VISIBILITY APPLICATIONS AND EXPAND AS RESOURCES ALLOW.

Action	Ownership/Partners	Time Frame	Type	Ease of Implementation
Action 5.1.1. - Install low-cost story panels or utility box wraps highlighting local history and Cherokee heritage.	Operations and Infrastructure, cultural partners	Short-Term	Project	A
Action 5.1.2. - Implement coordinated street banners using consistent colors and themes. Install street banners that reinforce Sallisaw's visual identity, with opportunities for sponsorship by local businesses or organizations to offset costs.	Parks and Recreation, Economic Development	Short-Term	Project	A
Action 5.1.3. - Incorporate approved branding colors, materials, and design motifs into new seating, planters, bicycle racks, and similar amenities to reinforce a cohesive visual identity through the community.	Operations and Infrastructure, Parks and Recreation	Continuous	Program	A
Action 5.1.4. - Establish a Mural Partnership Program to support large-scale public art near downtown by combining match grants with wall-owner agreements to bring murals to alley facades and side streets, strengthening downtown identity and supporting local grants.	Community Development	Short-Term	Program	A/B
Action 5.1.5. - Commission public art and sculptures along trails, parks, and downtown connectors. This includes small and large installations to link community spaces through local stores, culture, and history.	Community Development, Chamber of Commerce, Parks and Recreation, Sallisaw Main Street	Short-Term	Program	A/B

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GOAL 5.2 INCREASE THE VISIBILITY OF COMMUNITY PRIDE AND IDENTITY THROUGH SALLISAW'S GATEWAYS AND WAYFINDING SIGNAGE.

STRATEGY 5.2. - FOLLOWING THE RECOMMENDATIONS DETAILED IN THE PLACEMAKING FRAMEWORK, INCREASE THE VISIBILITY OF SALLISAW'S IDENTITY BY CONSTRUCTING GATEWAYS AND MONUMENTS AT KEY ENTRY SITES THROUGHOUT SALLISAW. ENSURE MATERIALS, FORMS, AND GRAPHICS ON WAYFINDING SIGNAGE ARE UNIFIED, SO MOTORISTS AND PEDESTRIANS CAN EXPERIENCE A CLEAR, CONSISTENT IMAGE OF SALLISAW.

Action	Ownership/Partners	Time Frame	Type	Ease of Implementation
Action 5.2.1. - Bolster Sallisaw's primary gateways at (1) South Kerr Boulevard/I-40 and (2) Cherokee Avenue/Highway 64 through layered landscaping, concealed utilities, and architectural lighting designed for higher speed corridors.	Operations and Infrastructure, Economic Development, ODOT, Operations and Infrastructure	Mid-Term	Project	C

Consideration:

- Primary gateway investments should be based on traffic volumes, visibility, and proximity to key destinations to maximize early impact and manage costs.
- Gateway construction should be aligned with planned roadway, lighting, or streetscape projects to reduce construction costs.

Action 5.2.2. - Coordinate lighting for gateways and monuments along key corridors, especially along Cherokee Avenue and South Kerr Boulevard, to ensure entry points are visible, legible, and recognizable at all hours.	Operations and Infrastructure, Community Development, Operations and Infrastructure	Mid-Term	Project	B
Action 5.2.3. - Install neighborhood-scale gateway signage at key entry locations to reinforce local identity while maintaining visual consistency with primary gateways.	Community Development, Economic Development, Operations and Infrastructure	Long-Term	Project	B/C

Consideration:

- Neighborhood gateway investments should be based on traffic volumes, visibility, and proximity to key destinations to maximize early impact and manage costs.
- Gateway construction should be aligned with planned roadway, lighting, or streetscape projects to reduce construction costs. (Locations include: Wheeler Street/US-64, North Wheeler Avenue and Taylor Drive, Intersection of South Oak Street and Creek Avenue, Badger Lee Road and Maple Street, East 1100 Road and Highway 59/Kerr Boulevard.)

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GOAL 5.3 BUILD A BRANDED WAYFINDING SYSTEM THAT CONNECTS VISITORS AND RESIDENTS TO KEY JUNCTIONS THROUGHOUT SALLISAW.

STRATEGY 5.3 - INSTALL A TIERED, BRANDED WAYFINDING PACKAGE - GATEWAY, VEHICULAR, PEDESTRIAN, AND PARK – THAT CONNECTS VISITORS TO DOWNTOWN, PARKS, SCHOOLS, CIVIC BUILDINGS, AND CULTURAL ASSETS.

Action	Ownership/Partners	Time Frame	Type	Ease of Implementation
Action 5.3.1. - Identify priority wayfinding locations throughout the community. Evaluate key decision points, gateways, corridors, and destinations to establish a prioritized wayfinding network.	Community Department, Economic Development, Operations and Infrastructure, ODOT	Short-Term	Project	A
Action 5.3.2. - Establish vehicular and pedestrian wayfinding signage using a consistent design system. Install signage with unified typography, color, and iconography, prioritizing high-traffic areas near I-40 ramps, along Cherokee Avenue, and South Kerr Boulevard.	Operations and Infrastructure, Community Development, Economic Development, ODOT (where applicable)	Short-Term	Project	A
Action 5.3.3. - Integrate architectural lighting into gateway and wayfinding signage where appropriate. Coordinate lighting for gateways and major wayfinding elements to improve nighttime visibility, safety, and visual impact.	Operations and Infrastructure	Mid-Term	Project	A

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GOAL 5.4 UPDATE AND ENHANCE SALLISAW'S EXISTING STREETSCAPES ALONG PEDESTRIAN AND VEHICULAR CORRIDORS.

STRATEGY 5.4 - UPDATE PRIORITY PEDESTRIAN- AND VEHICLE-ORIENTED CORRIDORS IDENTIFIED IN THE PLACEMAKING FRAMEWORK BY ENHANCING SIDEWALKS, CROSSINGS, FURNISHINGS, LANDSCAPING, AND SIGNAGE. PEDESTRIAN-FOCUSED CORRIDORS SHOULD EMPHASIZE COMFORT AND SAFETY. VEHICULAR CORRIDORS SHOULD STILL HAVE ACCESSIBLE PEDESTRIAN PATHWAYS WHEREVER POSSIBLE, BUT SHOULD HAVE SIGNAGE AND LANDSCAPING THAT IS AT A HIGHER VISIBILITY LEVEL THAN THOSE THAT ARE MORE PEDESTRIAN-FOCUSED.

Action	Ownership/Partners	Time Frame	Type	Ease of Implementation
Action 5.4.1. - Implement phased streetscape improvements along priority corridors. Advance corridor-specific improvements identified in the Placemaking Framework, focusing on sidewalk continuity, crosswalks, lighting, furnishings, landscaping, and signage. Locations include: • South Kerr Boulevard (from I-40 to Cherokee Avenue) • Cherokee Avenue (From South Kerr Boulevard to North Main Street) • Cherokee Avenue (from North Wheeler Avenue to I-40) • Cherokee Avenue (from North Main Street to Wheeler Avenue) • Oak Street • Wheeler Avenue • Creek Avenue	Community Development, Economic Development, Operations and Infrastructure	Continuous	Project	C

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GOAL 5.5 ENSURE SALLISAW'S PUBLIC REALM IS CONSISTENTLY CLEAN, WELL-MAINTAINED, AND WELCOMING.

STRATEGY 5.5. - MAINTAIN A HIGH-QUALITY, SAFE, AND ATTRACTIVE PUBLIC REALM BY PRIORITIZING CONSISTENT MAINTENANCE, PROACTIVE CODE COMPLIANCE, AND COORDINATED UPKEEP ACROSS SALLISAW'S ROADWAYS, NEIGHBORHOODS, DOWNTOWN, AND PARKS.

Action	Ownership/Partners	Time Frame	Type	Ease of Implementation
Action 5.5.1. - Evaluate and modernize Sallisaw's maintenance and code compliance practices, including staffing, inspection schedules, and standards to support regular proactive inspections to continually create a welcoming and safe environment.	Community Development, Operations and Infrastructure	Short-Term	Policy	B
Consideration: This requires internal coordination and potential process changes but requires minimal capital investment.				
Action 5.5.2. - Adopt maintenance agreements for new public and semi-public assets. Establish clear agreements for identifying responsibility for watering, cleaning, repairs, and reporting maintenance needs for streetscape elements, planters, and public art.	Public Works, Community Development, Economic Development, ODOT (where applicable), Property Owners, Local Business Owners	Short-Term	Protocol	A
Consideration: This can help prevent future maintenance gaps and could be tied to capital projects and development approvals.				
Action 5.5.3. - Create an Adopt-a-Planter or Adopt-a-Block program with public recognition.	Parks and Recreation, Operations and Infrastructure, Local Business Owners, Sallisaw Main Street	Short-Term	Program	A
Consideration: This allows residents, civic groups, or local businesses to support landscape upkeep or litter control, with optional recognition on wayfinding, signage, or city communications.				

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Action	Ownership/Partners	Time Frame	Type	Ease of Implementation
Action 5.5.4. Host recurring community clean-up days in targeted areas by organizing volunteer events focused on litter removal, minor landscape care, and graffiti removal in priority corridors and neighborhoods.	Parks and Recreation, Local Business Owners, Sallisaw Main Street, Sallisaw Chamber of Commerce	Continuous (Short-Term; annual or semi-annual)	Program	A
Action 5.5.5. - Consider creating a Placemaking Review Committee to support coordination between departments, volunteers, local businesses, and civic groups related to maintenance priorities, clean-up days, and stewardship programs.	Operations and Infrastructure, Community Development, Local Business Owners	Medium-Term	Planning	B
Action 5.5.6. - Integrate maintenance and compliance considerations into capital projects when feasible. Coordinate streetscape, wayfinding, and infrastructure investments to ensure maintenance access, durability, and upkeep responsibilities are considered during design and construction.	Parks and Recreation, Local Business Owners, Sallisaw Main Street, Sallisaw Chamber of Commerce	Continuous	Program	A

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DOWNTOWN STRATEGY FRAMEWORK

GOAL 6.1 STRENGTHEN DOWNTOWN'S IDENTITY AS SALLISAW'S SOCIAL, CULTURAL, AND ECONOMIC HEART.

STRATEGY 6.1 - INCREASE DOWNTOWN ACTIVITY AND VIBRANCY BY ENHANCING PUBLIC SPACES, EXPANDING CULTURAL PROGRAMMING, AND SUPPORTING NEW AND EXISTING BUSINESSES TO ATTRACT MORE RESIDENTS AND VISITORS TO THE DISTRICT YEAR-ROUND.

Action	Ownership/Partners	Time Frame	Type	Ease of Implementation
Action 6.1.1. - Establish a parklet ordinance that allows downtown businesses to convert on-street parking spaces into pedestrianized areas, enabling them to use these spaces for outdoor dining or social gatherings.	Community Development, City Council, Sallisaw Main Street, Business Community	Immediately	Policy	A
Action 6.1.2. - Create a cohesive downtown brand and narrative, and use that brand across event materials, downtown visuals, and other marketing efforts to further position Downtown Sallisaw as a destination.	Economic Development, Sallisaw Main Street, Chamber of Commerce, Community Development	Short-Term	Program	A

Consideration: Ensure all promotional materials outside the community consistently use this branding to make Downtown Sallisaw identifiable to those outside the community.

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GOAL 6.2 ENHANCE WALKABILITY, SAFETY, AND THE QUALITY OF THE PUBLIC REALM.

STRATEGY 6.2 - IMPROVE THE PEDESTRIAN EXPERIENCE BY UPGRADING SIDEWALKS, CROSSWALKS, LIGHTING, AND STREETSCAPE AMENITIES WHILE IMPLEMENTING TRAFFIC-CALMING AND SAFETY MEASURES THAT CREATE MORE COMFORTABLE, ACCESSIBLE, AND INVITING SPACES FOR ALL USERS.

Action	Ownership/Partners	Time Frame	Type	Ease of Implementation
Action 6.2.1. - Prioritize pedestrian comfort and safety by emphasizing traffic calming, high-quality crossings, and streets designed around slow speeds, particularly along the identified Downtown Promenades, Downtown Activity Streets, and the identified intersection improvement intersections in ***Figure 6.2 – Streets & Public Spaces.***	Community Development, Operations and Infrastructure, Sallisaw Main Street	Mid-Term	Project	B
Action 6.2.2. - Improve the streetscape incrementally through lighting, shading, art, and small-scale amenities that make walking pleasant and intuitive, particularly along the identified Downtown Promenades, Downtown Activity Streets in ***Figure 6.2 – Streets & Public Spaces***.	Community Development, Sallisaw Main Street, Downtown Stakeholders	Mid-Term	Project	B
Action 6.2.3. - Use typology-based street design to ensure each corridor fulfills its intended role within the downtown network, from promenades to alleys. Refer to ***Figure 6.2 – Streets & Public Spaces***.	Community Development, Operations and Infrastructure	Short-term	Plan	A

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GOAL 6.3 SUPPORT A DIVERSE, RESILIENT, AND LOCALLY DRIVEN DOWNTOWN ECONOMY.

STRATEGY 6.3 -CULTIVATE AN ECOSYSTEM FOR SMALL BUSINESSES AND ENTREPRENEURS BY ENCOURAGING ADAPTIVE REUSE, LOW-COST TESTING OPPORTUNITIES, AND FLEXIBLE REGULATORY FRAMEWORKS. REINFORCING DOWNTOWN AS A DESTINATION FOR VISITORS AND RESIDENTS, EXPANDING COMMERCIAL VARIETY, AND CREATING UNIQUE LOCAL EXPERIENCES. CONTINUE TO PROMOTE TRANSPARENT COMMUNICATION AND COLLABORATIVE VISIONING TO BUILD TRUST, MAINTAIN MOMENTUM, AND SUPPORT ONGOING REVITALIZATION EFFORTS AMONGST RESIDENTS, PROPERTY OWNERS, AND ENTREPRENEURS.

Action	Ownership/Partners	Time Frame	Type	Ease of Implementation
Action 6.3.1. - Strengthen partnerships between the City, Sallisaw Main Street, non-profits, and local businesses to ensure aligned priorities and shared investment.	Community Development, Sallisaw Main Street, Nonprofits, Local Businesses	Continuous	Partnership	A
Action 6.3.2. - Empower residents, property owners, and entrepreneurs to contribute through volunteerism, sponsorships, and participatory placemaking.	Community Development, Sallisaw Main Street, Business Community, Residents	Short-Term	Engagement	A
Action 6.3.3. - Promote transparent communication and collaborative visioning to build trust, maintain momentum, and support ongoing revitalization efforts.	Community Development, Sallisaw Main Street, Economic Development	Continuous	Engagement	A

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GOAL 6.4 REINFORCE DOWNTOWN SALLISAW AS A CIVIC AND SMALL BUSINESS HUB.

STRATEGY 6.4 - USE ADAPTIVE REUSE OF VACANT BUILDINGS AND CONTEXT-SENSITIVE INFILL TO INCREASE STOREFRONT OCCUPANCY AND FOOT TRAFFIC IN THE HISTORIC DOWNTOWN (OAK & CHEROKEE), BUILDING ON MAIN STREET PROGRAMMING AND CITY/COUNTY ANCHORS.

Action	Ownership/Partners	Time Frame	Type	Ease of Implementation
Action 6.4.1. - Create an inventory of vacant buildings, underused storefronts, and empty lots within downtown, focused on the historic core around Oak and Cherokee, and refresh it at least quarterly.	Community Planning, Downtown Stakeholders, Sallisaw Main Street, Sallisaw Chamber of Commerce	Short-term	Partnerships	A
Consideration: Build a simple "Downtown Deal Desk" workflow: one intake form, one staff point person, and a recurring cross-department check-in to unblock reuse/infill projects. Establish a short list of priority blocks connecting civic anchors (City/county offices, library, farmers market). This action may be implemented using local operating funds, but may be supplemented using CDBG, EPA Brownfields, Oklahoma DEQ Brownfield, and Oklahoma Main Street grants / foundation support.				
Action 6.4.2. - Ensure land use ordinances in Downtown provide flexibility for entrepreneurs, particularly enabling experiential retail.	Community Planning, Economic Development, Downtown Stakeholders	Mid-term	Regulatory	A
Consideration: Establish land use ordinances to limit or prohibit non-active uses on the first-floors of downtown to prevent storage, vacancy, and uses that do not generate public interest.				
Action 6.4.3. - Streamline permits for interior build-outs (small suites especially), with a clear checklist and quicker review path for downtown projects.	Community Planning, Downtown Stakeholders, Sallisaw Main Street, Sallisaw Chamber of Commerce	Near-term	Regulatory, Approval Processes, Program	A
Consideration: Allow and simplify approvals for outdoor seating and "street activation" moves like streeteries and parklets. Create a "reuse-ready" support package: code triggers, common life-safety upgrades, accessibility basics, and typical improvement cost items so small owners are not blindsided mid-permit.				

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Action	Ownership/Partners	Time Frame	Type	Ease of Implementation
Action 6.4.4. - Expand façade improvement grants for downtown storefronts. Add tenant-improvement (TI) support for small suites. Leverage the existing downtown reinvestment ecosystem (Sallisaw Main Street-style partnerships and diversified resources) to expand small matching façade grants, add quick-turn TI support for small suites, and grow community-backed tools like the engraved Brick Program.	Community Planning, Sallisaw Main Street, Downtown Stakeholders, Sallisaw Chamber of Commerce, Economic Development, Philanthropy	Mid-term	Program, Initiative, Partnerships	B

Consideration:

- Where a larger capital base is needed, pursue Oklahoma Department of Commerce CDBG pathways (especially Community Revitalization and CDBG-eligible rehab/economic development categories) to capitalize a broader storefront improvement pool, and consider ARPA SLFRF "Title I projects" eligibility as a one-time bridge if funds remain.
- For longer-term sustainability, evaluate a Local Development Act/TIF district approach to dedicate tax increment to downtown reinvestment, and use Oklahoma Main Street/OMSF grant channels for preservation-forward façade work where eligible.

Action 6.4.5. - Create a Downtown Event Calendar and related marketing materials. Coordinate and cross-promote signature downtown events to keep consistent foot traffic using social media, email lists, and regional partners.	Community Planning, Sallisaw Main Street, Downtown Stakeholders, Sallisaw Chamber of Commerce, Economic Development	Mid-term	Partnerships, Initiative	A

Consideration: Build an annual Downtown Event Calendar and intentionally schedule events to drive evening/weekend activity, then align business hours and promotions around it. Use storytelling/identity marketing that highlights downtown as the "social and economic heart," explicitly tying to the success of downtown Main Street momentum.

Action	Ownership/Partners	Time Frame	Type	Ease of Implementation
Action 6.4.6. - Launch a "Pop-Up to Permanent Program" to expand seasonal markets and short-term leases that let local makers test ideas in vacant bays.	Community Development, Operations and Infrastructure, Economic Development, Sallisaw Chamber of Commerce, Property Owners, Prospective Tenants	Mid-term	Study, Engagement	B

Consideration:

- Use Main Street programming and events as the funnel: require/encourage vendors to occupy a storefront for a weekend/month as the "next step" after the market.
- Use Sallisaw Main Street, Inc. to fund program administration, marketing, and small pop-up supports through sponsor donations, city contributions, and fundraisers. Layer in Oklahoma Main Street resources and pursue the Oklahoma Certified Main Street Incentive Program for public-facing downtown/event infrastructure that reduces friction for pop-ups (lighting, power access, wayfinding, etc.), leveraging required local match.
- For program scale, structure Pop-Up to Permanent as a CDBG Microenterprise Assistance initiative (microgrants/loans and training/technical assistance) and, where eligible, pair with Oklahoma Commerce CDBG Community Revitalization activities.
- If seasonal markets are a primary funnel, pursue USDA AMS Farmers Market Promotion Program (FMPP) for recruitment, training, and marketing/capacity-building (with match); consider LFPP if food-maker infrastructure (shared kitchen/food enterprise support) is part of the program model.

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Action	Ownership/Partners	Time Frame	Type	Ease of Implementation
Action 6.4.7. - Implement wayfinding and streetscape upgrades on key walk paths between civic anchors. Build on the documented sidewalk work along East Cherokee and North Oak (vintage lighting, landscaping, brick edging).	Community Planning, Economic Development, Philanthropy, Downtown Stakeholders	Mid-term	Program, Project	C

Consideration:

- Target crosswalk and intersection improvements that better connect neighborhoods (and the farmers market area) to downtown; focus on the edges where the walkability breaks down.
- Invest in gathering-space micro-projects: keep improving the stage at Oak and Choctaw, and explore alley enhancements/activation nearby to expand usable event space without big new construction.
- Build on the existing City + Sallisaw Main Street, Inc. partnership model that previously delivered the East Cherokee + North Oak sidewalk restoration with vintage lighting/landscaping/brick edging.
- Pursue ODOT Transportation Alternatives Program (TAP) for pedestrian connectivity, crosswalks, and streetscape improvements (supported by ODOT TAP guidance/application materials).
- For crossing "edge" fixes, align projects with pedestrian crossing countermeasure guidance and pursue safety funding (e.g., SS4A for roadway safety planning/implementation; HSIP-aligned safety investments).
- Leverage Oklahoma Main Street Incentive Program grants for public infrastructure like downtown lighting, wayfinding-supportive improvements, and stage/gathering-space upgrades.
- Use preservation-oriented grants (Oklahoma Main Street Foundation; National Trust planning/education grants) for historic-core wayfinding/interpretation and design standards where eligible. *Note: Preservation funding sources may include requirements related to design, maintenance, or long-term use that should be carefully considered before pursuing.*

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GOAL 6.5 IMPROVE AND EXPAND DOWNTOWN'S NETWORK OF PUBLIC SPACES.

STRATEGY 6.5 -STRENGTHEN EXISTING GATHERING SPACES AND PLAZAS, CREATE NEW PUBLIC AREAS, DEVELOP ALLEYWAYS, AND INVEST IN AMENITIES TO SUPPORT SMALL-SCALE COMMERCE AND PLACEMAKING.

Action	Ownership/Partners	Time Frame	Type	Ease of Implementation
Action 6.5.1. - Activate existing gathering spaces, such as the Oak and Choctaw stage area, by strengthening programming, shade, seating, and aesthetic qualities.	Community Development, Operations and Infrastructure, Sallisaw Main Street, Sallisaw Chamber of Commerce, Property Owners	Short-term	Program	A
Action 6.5.2. - Reimagine underutilized areas, including alleys and vacant lots, as flexible micro-spaces that support events, seating, art, and small-scale commerce. Refer to ***Figure 6.2 – Streets and Public Spaces*** for identified alleyways and gathering spaces.	Community Development, Economic Development, Operations and Infrastructure, Property Owners, Sallisaw Main Street, Sallisaw Chamber of Commerce	Mid-term	Project	B
Action 6.5.3. - Integrate creative, cost-conscious placemaking techniques to enhance comfort, visual interest, and everyday usability (e.g., shade structures, seating, lighting, planters, public art, etc.).	Community Development; Sallisaw Main Street; Arts Organizations; Local Businesses	Short-term, Ongoing	Program	A

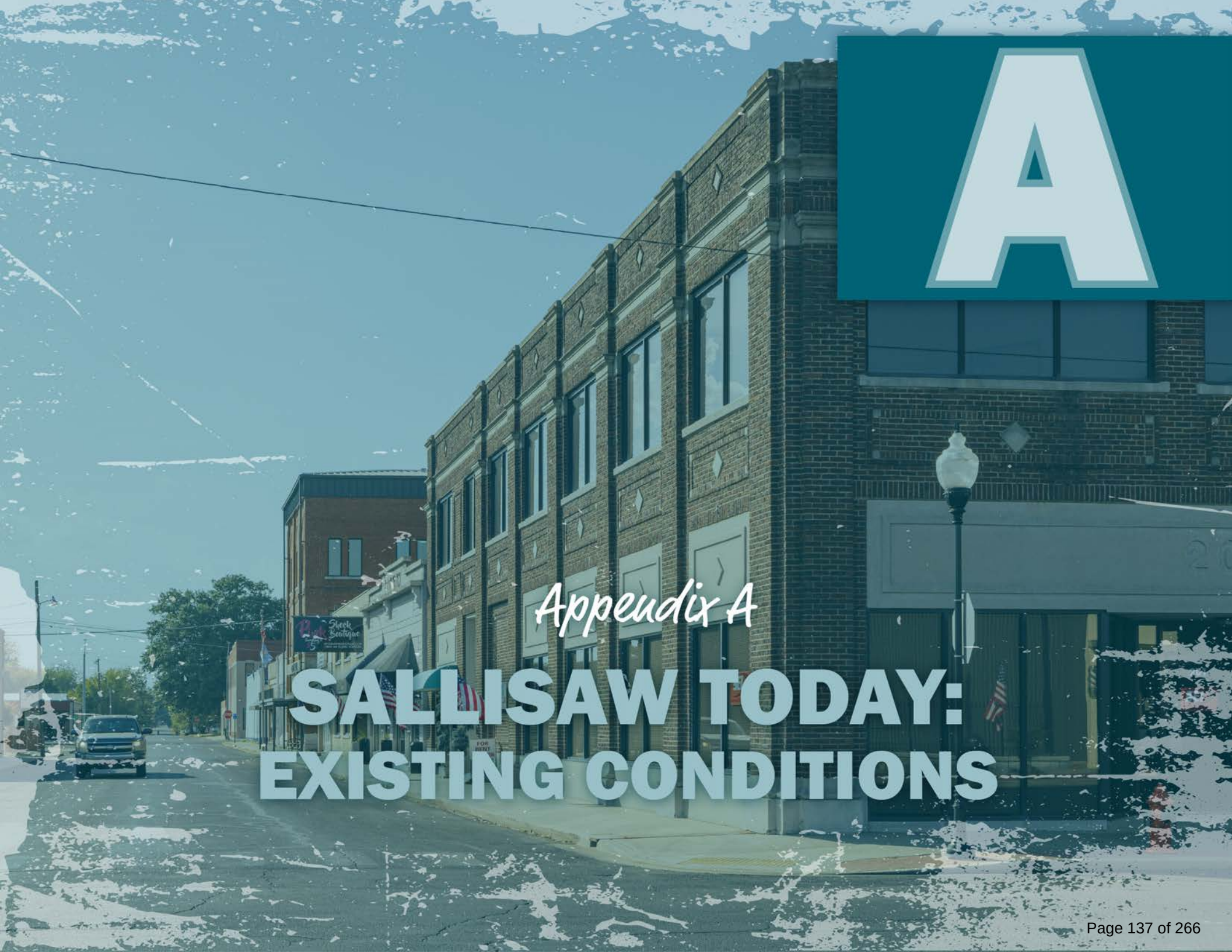
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GOAL 6.6 ESTABLISH DOWNTOWN AS A PEDESTRIAN AND BICYCLE-FRIENDLY AREA.

STRATEGY 6.6 - THROUGH SPACE REALLOCATION AND STRATEGIC INVESTMENTS IN INFRASTRUCTURE IMPROVEMENTS, SALLISAW WILL ESTABLISH DOWNTOWN AS A PEDESTRIAN AND BICYCLE-FRIENDLY DESTINATION FOR RESIDENTS AND VISITORS ALIKE.

Action	Ownership/Partners	Time Frame	Type	Ease of Implementation
Action 6.1.1. - Convert underutilized and oversized vehicle travel lanes into bicycle lines on key downtown streets.	Sallisaw Main Street, Community Development, Operations and Infrastructure	Short-term	Project	B
Action 6.6.2. - Add curb extensions, or bulb-outs, at intersections to shorten crossing distances and improve visibility and safety throughout downtown.	Sallisaw Main Street, Community Development, Operations and Infrastructure	Short-term	Project	B
Action 6.6.3. - Designate areas for public bike parking and encourage downtown businesses to be bike friendly.	Sallisaw Main Street, Community Development, Operations and Infrastructure	Short-term	Initiative	A
Action 6.6.4.- Ensure ADA compliance at all downtown intersections.	Sallisaw Main Street, Community Development, Operations and Infrastructure	Continuous	Project	B

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Appendix A

SALLISAW TODAY: EXISTING CONDITIONS

Long-range planning must be founded on an understanding of a community's past and present. ***Appendix A*** presents a summary of the analysis of the current state of the City of Sallisaw. This section acknowledges the importance of well-informed recommendations and strategies that appropriately respond to existing realities.

Appendix A provides an overview of Sallisaw's place and role within the region, natural and physical characteristics, and demographic and economic trends.

EXISTING LAND USE & ZONING

According to data provided by Urban Footprint, large tracts of land are being used as either Industrial & Employment, Commercial – Low to Moderate, or Civic & Institutional. The predominant residential use is Large Lot Residential, indicating that residential lots are larger, with single-family residences present.

- Main Street – Commercial
- Commercial – Low to Moderate
- Commercial – High
- Industrial & Employment
- Rural Residential
- Large Lot Residential
- Medium Lot Residential
- Small Lot Residential
- Townhome & Duplex
- Multifamily Housing
- Mobile Home Park
- Parks & Open Space
- Civic & Institutional
- Vacant & Undesignated

Land Use vs. Zoning - What's the Difference?

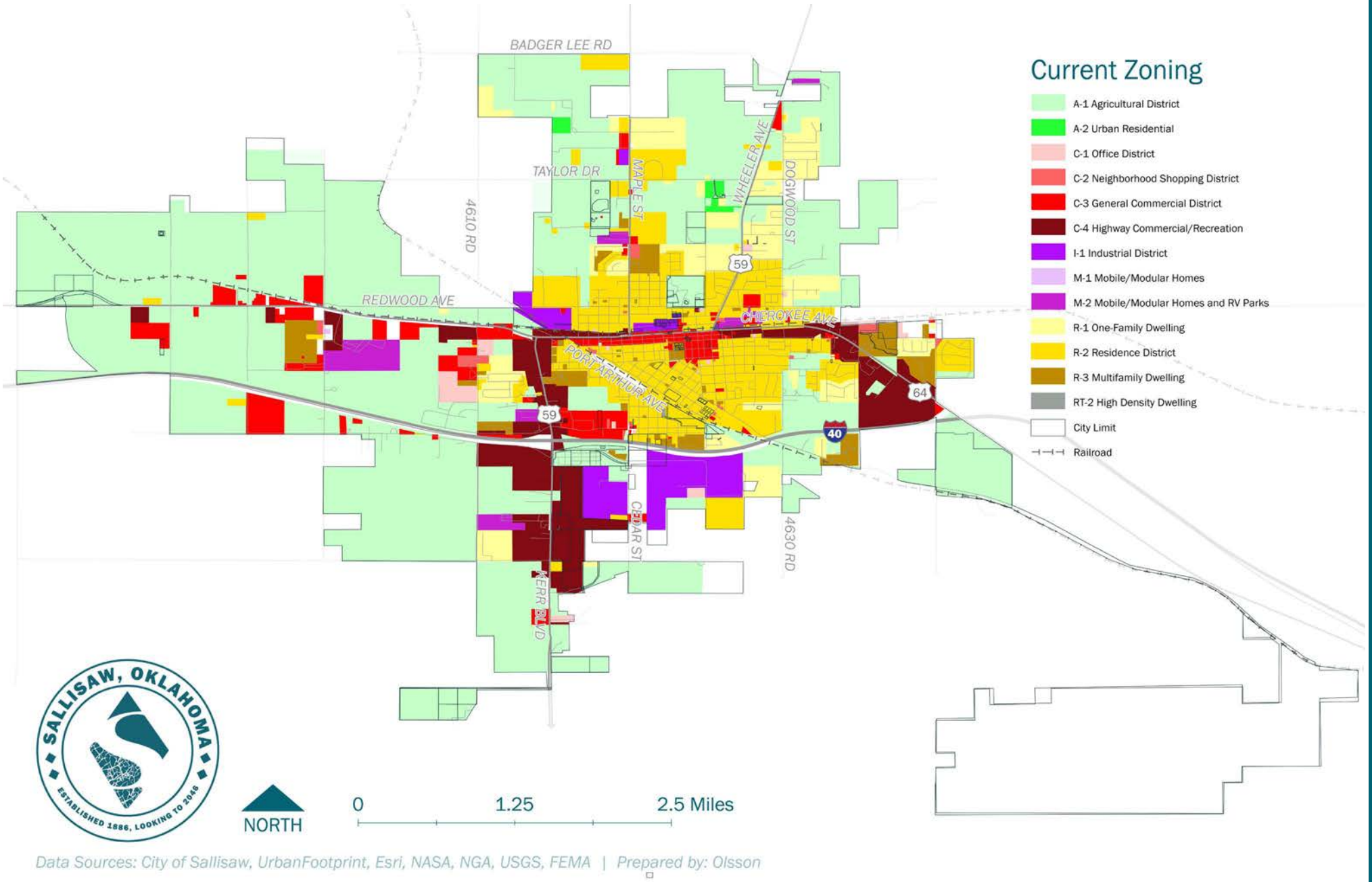
Although land use and zoning are sometimes used interchangeably, they are different and it is important to understand the difference between land use and zoning.

Land use describes how the land is being used and the kinds of activities that occur on the site. For example, a land parcel with a single-family detached home would be considered a residential use. A plot with a strip shopping mall would be considered a commercial land use. Land use is descriptive and observational – it tells you what is happening on that land.

Zoning is more specific and refers to the legal regulations, or the rulebook, in which the local government decides which land uses are allowed in a specific area. Zoning is an essential planning tool that helps local governments control development and ensure compatibility between uses. With zoning, a property that is zoned R-1 Single-Family Residential, only single-family homes are allowed on site. On a property that is zoned I-2 Heavy Industrial, one would likely find factories, large-scale manufacturing, or activities that would need heavy equipment and trucks.

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FIGURE A.1 - EXISTING ZONING



CURRENT ZONING DESIGNATIONS

Figure A.1 - Existing Zoning illustrates Sallisaw's current zoning and development patterns reflecting its small-town character that has accommodated its gradual growth and modernization. The city follows a traditional zoning structure, with clearly defined areas for residential, commercial, industrial, and agricultural uses. Residential zones dominate much of the city's interior, with a mix of single-family homes and some multi-family developments. These neighborhoods are typically low-density, with wider streets and large lots, reflecting the community.

Commercial development in Sallisaw is concentrated along major corridors such as U.S. Highway 64 and I-40, where businesses benefit from high visibility and accessibility. These areas include retail centers, restaurants, service providers, and lodging, serving both residents and visitors. The city has also designated areas for industrial use, primarily outside of the city's core. This supports manufacturing, logistics, and other employment-generating activities while trying not to disrupt residential life.

As Sallisaw continues to grow and/or adds additional residences, it will be important to consider the mixture of C-4 Highway Commercial/Recreation, I-1 Industrial District, C-3 General Commercial District, and C-2 Neighborhood Shopping District. Some of these zoned parcels immediately abut the R-1 One-Family Dwelling or R-2 Residential Districts. It would be crucial to understand the effects of these uses on the transportation network and on new residential developments.

The following are the zoning districts as presented in the City's Code of Ordinances:

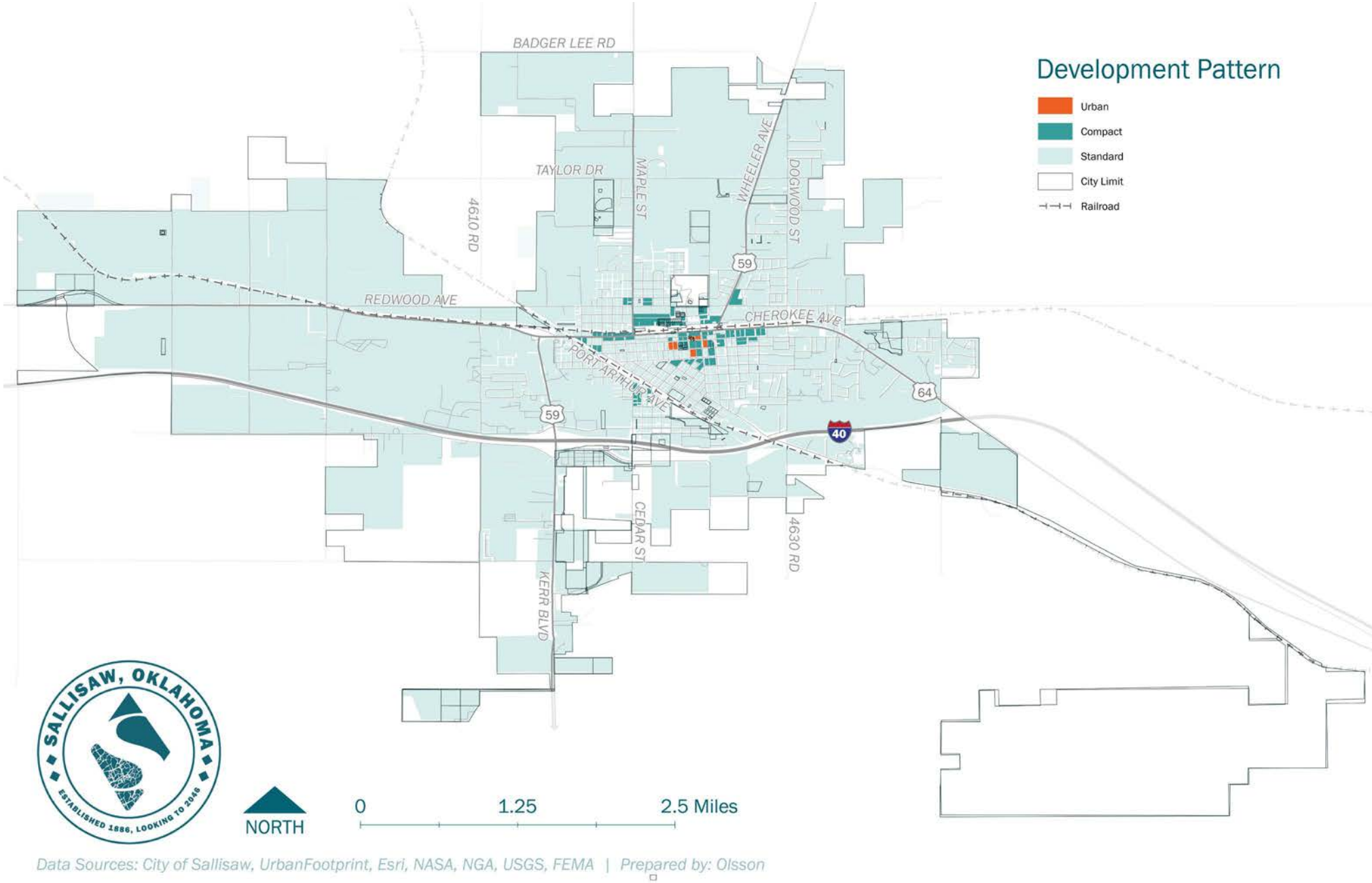
- **A-1 Agricultural District** - The A-1 district is established and intended to be used primarily in those areas: (i) where urbanization is either not likely to occur, or where farm land will ultimately be converted to urban residential land; (ii) where permanent agricultural land is intended; (iii) where permanent open spaces are intended; (iv) where conversion to industrial development is ultimately likely to occur; and (v) where severe inundation has occurred or is likely to occur as determined by proper authority, all according to the official plan for the city.
- **A-2 Urban Residential** - The A-2 district is established and intended to be used primarily in those areas where urbanization is likely to occur and will ultimately be converted to residential land for single-family development in accordance with the official plan for the city.
- **R-1 One-Family Residence District** - The R-1 one-family residence district is established as a district in which the use of land is for single-family dwellings except as noted. It is the purpose and intent of the R-1 district to promote the development of and the continued use of the land for single-family dwellings and to prohibit commercial and industrial use or any other use which would substantially interfere with the development or continuation of single-family dwellings in this district. The intent of the R-1 district is to further discourage any use in this district which would generate traffic or create congestion on neighborhood streets other than the normal traffic which serves the residents in the area. The R-1 district further encourages only those uses which, because of character or size, would not create additional requirements and costs for public services which are in excess of such requirements and costs if the district was not developed solely for single-family dwellings.

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- **R-2 Residence District** - The R-2 one-family and two-family residence district is designed specifically to provide an area for single-family and two-family housing. The development and continued use of this land for residential dwellings is encouraged and the encroachment of commercial and industrial use or any other use which would substantially interfere with the development of or continuation of the R-2 district as residential is prohibited. This division also discourages any use which would generate traffic or create congestion on neighborhood streets other than normal traffic which serves the residences on the street. This division also encourages only those uses which, because of character or size, would not create additional requirements and costs if the R-2 district were developed solely for residential dwellings.
- **R-3 Multifamily Residence District** - The R-3 residence district is established as a district in which the principal uses of the land are for multifamily dwellings. It is the intent of this division to encourage the development and the continued use of the land for multifamily dwellings and to prohibit commercial and industrial uses or any other use which would substantially interfere with the development or continuation of multifamily dwellings in this district. It is further intended that this division shall discourage any use which would because of its characteristics or size, create additional requirements and costs for public service which are in excess of such requirements and costs if the district were developed solely for multifamily or other similar residential uses.
- **M-1 Mobile/Modular Homes Subdivisions** - The purpose of the M-1 Zone is to establish the standards and criteria by which Manufactured/Mobile Home Subdivisions shall be sited and developed within the city. These standards are necessary to ensure the uniform, coordinated development of the community and to assure the general health, welfare and safety of the occupants of the manufactured/mobile homes that are located within a subdivision developed under these standards.
- **M-2 Mobile/Modular Home Parks and RV Parks** - The purpose of the M-2 Zone is to establish the standards and criteria by which Manufactured/Mobile Home Parks and RV Parks shall be sited and developed within the city. These standards are necessary to ensure the uniform, coordinated development of the community and to assure the general health, welfare and safety of the occupants of the mobile homes that are located within a subdivision or park developed under these standards.
- **C-1 Office District** - It is the purpose of the C-1 district to accommodate business, professional, management, and other similar offices in the city.
- **C-2 Neighborhood Shopping District** - It is the purpose of the C-2 district to establish and maintain areas of the city for the retail sale of convenience goods and household services adjacent to the R or M Districts.
- **C-3 General Commercial District** - The C-3 general commercial district is established as a district in the city to accommodate a wide variety of commercial uses in built-up areas of mixed business enterprises.
- **C-4 Highway Commercial and Commercial Recreation District** - The purpose of the C-4 local and through highway commercial and commercial recreation district is to provide a common location which caters mainly to through traffic which requires conveniently grouped rest and refreshment, auto maintenance and lodging stops. It is the intent to group these businesses not only for convenience purposes but because highway businesses are inclined to be brightly lighted. It is further intended that the C-4 district provide an area along highways and major traffic thoroughfares which has lots large enough to meet the needs of drive-ins and other highway uses that require large lots with low building coverage, in order to lessen the friction with surrounding uses and to obtain better business advertising through groupings.
- **I-1 Industrial District** - The I-1 industrial district is designed to accommodate those establishments which are engaged in manufacturing, wholesaling, distribution, or outside storage which can readily control any objectionable feature which may otherwise result from the processes engaged in on the site by the installation of appropriate abatement devices.

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FIGURE A.2 - DEVELOPMENT PATTERN TYPE



DEVELOPMENT PATTERN

In recent years, Sallisaw has shown interest in more strategic and sustainable development. There is a growing focus on infill development, revitalizing underused parcels within the city limits, and improving infrastructure to support future growth. The city's planning efforts aim to balance economic development with quality of life, preserving green space and community character while encouraging investment.

Currently, the majority of Sallisaw's development pattern is standard, rather than compact or urban developed parcels. This aligns with the city's history as a more rural community, prioritizing single-family residences with larger lot sizes and space for industrial and commercial uses. The more compact and urban style development patterns are primarily located within Sallisaw's core, aligning with downtown's location, its retail and office spaces.

AREA HISTORIC SITES

The following sites are considered to be more historic areas present within Sallisaw's city limits.

First Presbyterian Church

First Presbyterian Church is located at 120 South Oak Street, Sallisaw, OK 74955 and was built in 1918. It is registered on Oklahoma's National Register of Historic Places and is an example of Classic Revival architecture.

Sallisaw High School

Sallisaw High School is located at 2301 West Ruth Avenue, Sallisaw, OK 74955 and was built between 1939 and 1940. It was significant because of its association with the Works Progress Administration; a New Deal agency created in 1935 to provide jobs and support public works projects during the Great Depression. This program, established by President Roosevelt, employed millions of Americans in public works projects. According to the Historical Marker Database, Sallisaw High School was constructed with building materials from the previous high school building which had been demolished in 1938. ***(Source: https://www.hmdb.org/m.asp?m=282436)***

Judge Franklin Faulkner House

The Judge Franklin Faulkner House is located at East Cherokee Street along US 59. According to the National Park Service database, the Faulkner cabin was likely built around 1845 and was the residence of Judge Fraklin Faulkner, a lawyer who acquired legal training and became the judge of the Sequoyah District in 1871. In 1956, the cabin was moved to its current location near Downtown Sallisaw. ***(Source: https://npgallery.nps.gov/GetAsset/1f94c282-8b04-4c36-a651-9e9a31f50f89)***

Dwight Mission

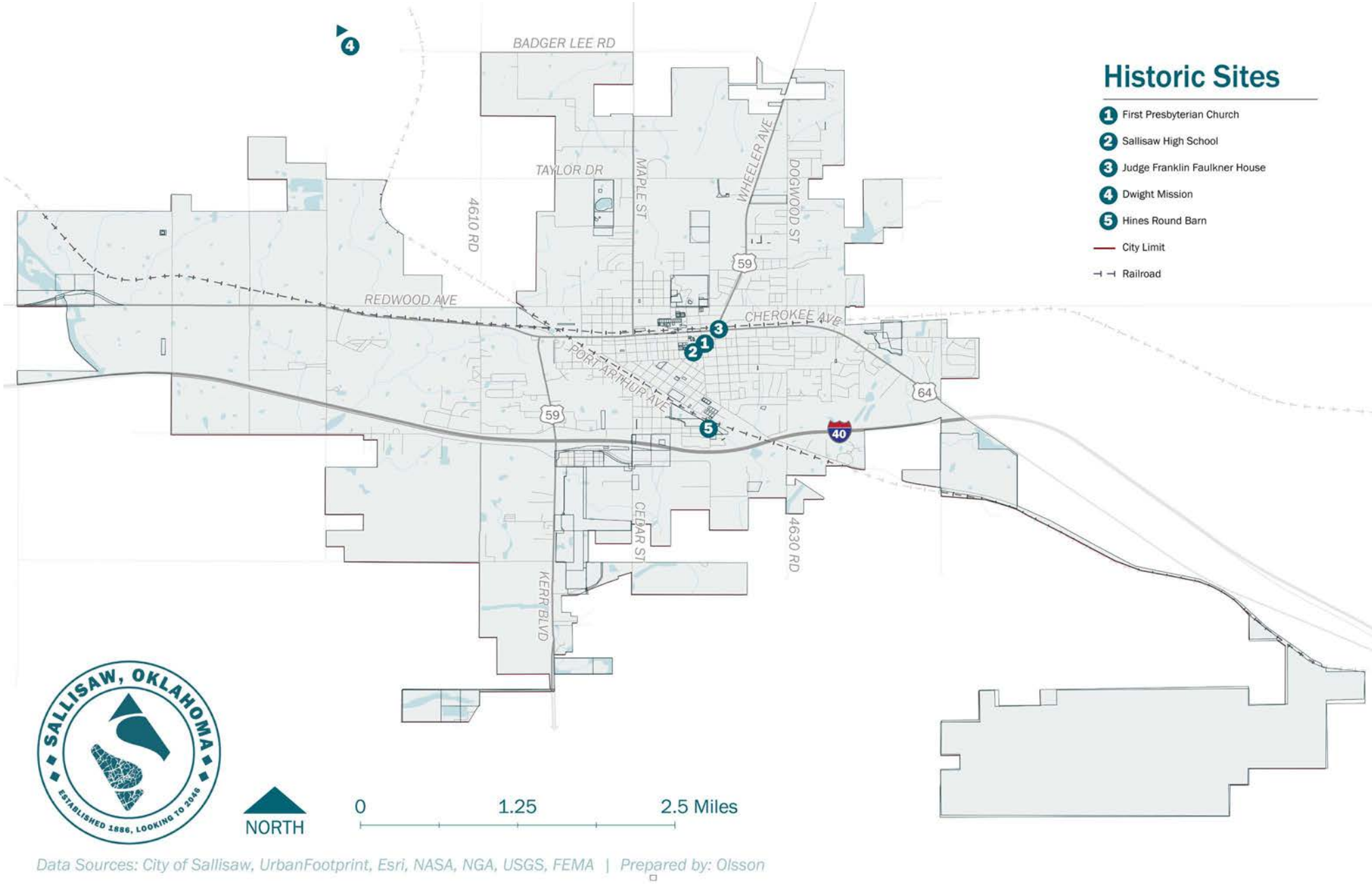
Located outside of Sallisaw, the Dwight Mission is on U.S. 64, one-quarter mile east of South 4570 Road. The Mission was an evangelical missionary originally established among the Cherokees and formalized in May 1821 in Arkansas. In May 1829, Dwight Mission was reestablished on Sallisaw Creek in Sequoyah County after the 1828 treaty between the United States and the Cherokees mandated that the Cherokee Nation must be removed and shifted westward.

Hines Round Barn

The Hines Round Barn (also known as the Williams Barn) was previously located at 544 East Ruth Avnuee, Sallisaw, OK 74955. It was significant due to its unique architectural style as one of three round barns in Oklahoma and its association with W.R. Hines, the well-known eastern Oklahoma financier. It was listed in 1984 on the National Register of Historic Places, but burned down in 2012. ***(Source: http://nr2_shpo.okstate.edu/QueryResult.aspx?id=84003432)***

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FIGURE A.3 - HISTORIC SITES



PLACES IN SALLISAW

Sallisaw's identity is shaped not only by its transportation networks and natural setting but also by the places where people live, work, gather, and connect as a community. From its historic downtown and neighborhood centers to parks, schools, and cultural destinations, these places form the backbone of daily life. They provide opportunities for commerce, recreation, and social interaction while reflecting the city's heritage and small-town character. Understanding the role and condition of these places is essential to planning for Sallisaw's future, ensuring that growth and investment strengthen the community's sense of place and enhance the quality of life for all residents. Such places include:

- Downtown Sallisaw
- Walkable Neighborhoods – Southside
- Walkable Neighborhoods – Northside
- Suburban Neighborhoods
- Rural Residencies
- Drive-to Commercial Places
- Sallisaw Municipal Airport
- Agricultural Areas

KEY TAKEAWAYS

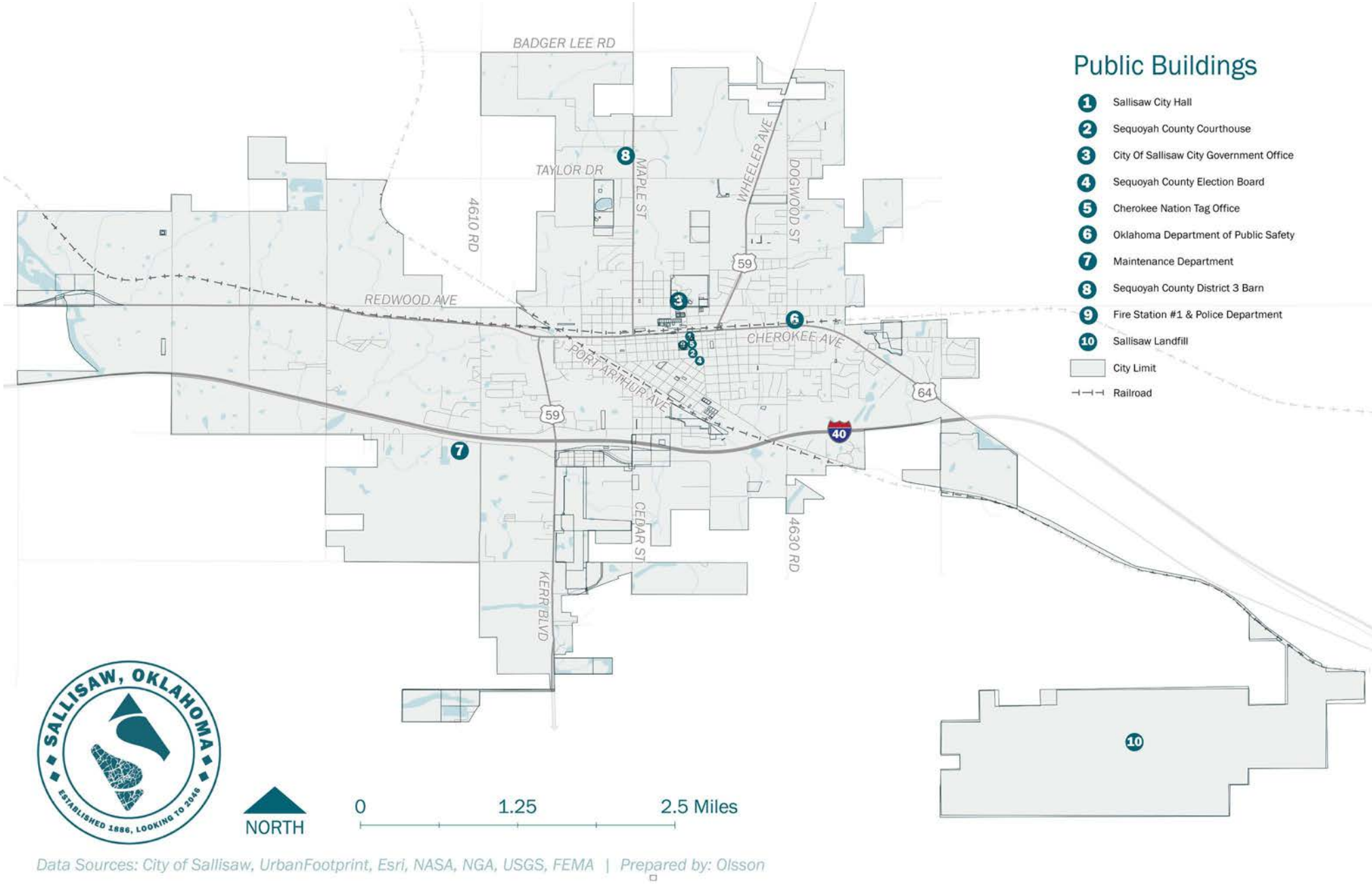
Sallisaw is characterized by large-lot residential areas where single-family homes occupy larger parcels. Commercial activity is concentrated along major transportation corridors, including U.S. 64 and I-40, providing retail centers, restaurants, and lodging.

Overall, the city's development pattern reflects its rural heritage, favoring standard, spread-out development rather than compact, urban forms. Medium-density development is primarily limited to the downtown core, which features retail and office spaces in two or three-story buildings that align with the city's historic center.



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FIGURE A.4 - PUBLIC BUILDINGS



EXISTING COMMUNITY FACILITIES

The following section provides a summary of existing community facilities, compiling a comprehensive list of government, public, and community facilities throughout the city.

PUBLIC & INSTITUTIONAL BUILDINGS

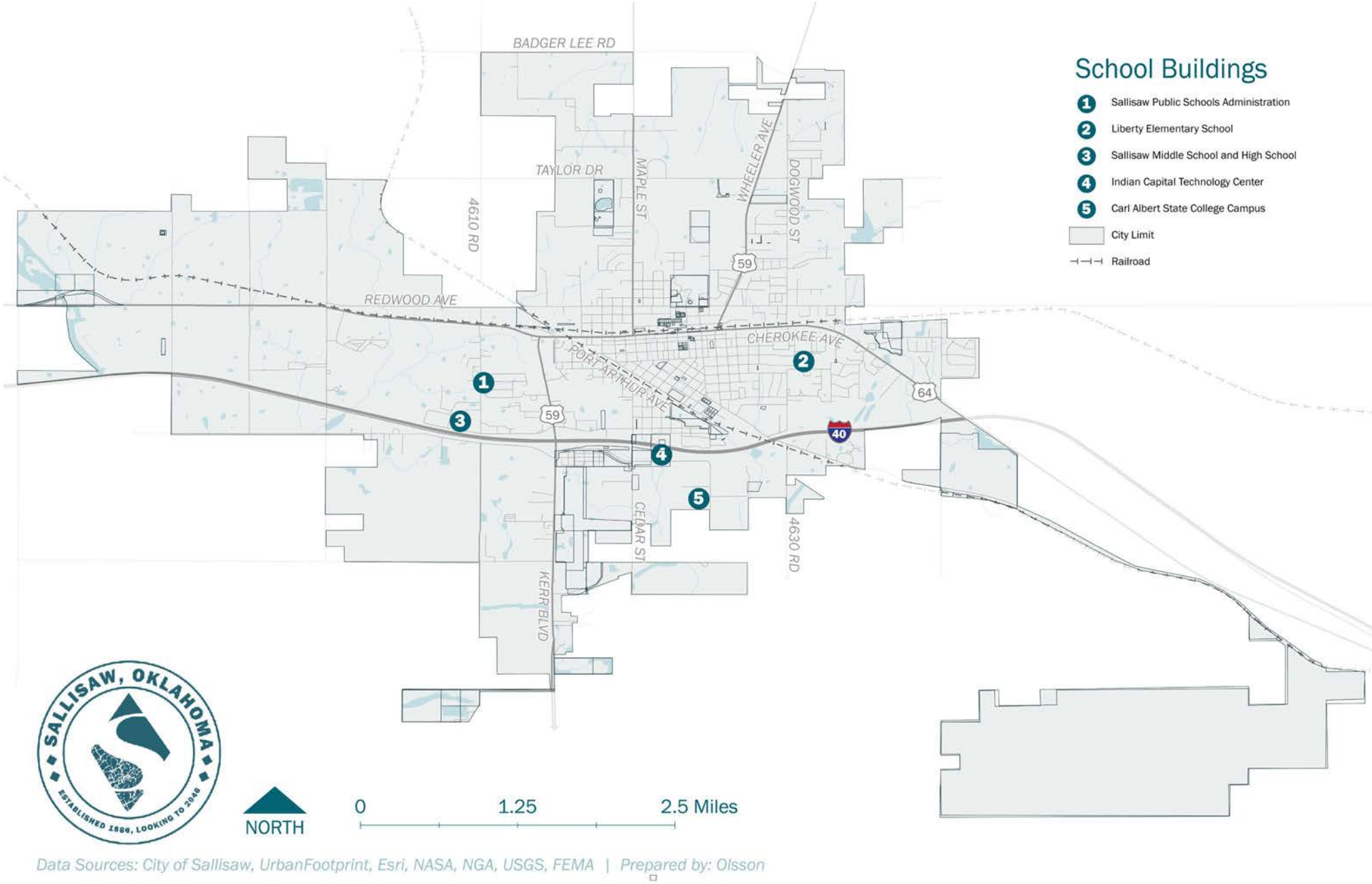
1. Sallisaw City Hall (115 East Choctaw Avenue, Sallisaw, OK 74955)
2. Sequoyah County Courthouse & Jail (120 East Chickasaw Avenue, #102, Sallisaw, OK 74955)
3. City Of Sallisaw City government office (F675+FF Sallisaw, Oklahoma)
4. Sequoyah County Election Board (110 East Creek Avenue, Sallisaw, OK 74955)
5. Cherokee Nation Tag Office (100 East Choctaw Avenue, Sallisaw, OK 74955)
6. Oklahoma Department of Public Safety (927 East Cherokee Avenue, Sallisaw, OK 74955)
7. Maintenance Department (2180 Lenington Road, Sallisaw, OK 74955)
8. Sequoyah County District 3 barn (2311 North Maple Street, Sallisaw, OK 74955)
9. Fire Station #1 (110 North Walnut Street, Sallisaw, OK 74955)
10. Sallisaw Landfill (C799+M8 Sallisaw, Oklahoma)
11. Northeastern Health System Sequoyah (213 East Redwood Avenue, Sallisaw, OK 74955)

SCHOOLS

1. Sallisaw Public Schools Administration Offices (701 J T Stites Boulevard, Sallisaw, OK 74955)
2. Liberty Elementary School (136 South Dogwood Street, Sallisaw, OK 74955)
3. Sallisaw Middle School and High School (2301 West Ruth Avenue, Sallisaw, OK 74955)
4. Indian Capital Technology Center (401 Houser Road, Sallisaw, OK 74955)
5. Central Schools: Elementary School, High School, Field House (108089 South 4670 Road, Sallisaw, OK 74955)

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FIGURE A.5 - SCHOOL BUILDINGS



SALLISAW MUNICIPAL AIRPORT

The Sallisaw Municipal Airport is located at 1700 South Kerr Boulevard #1, Sallisaw, Oklahoma 74955, and is a city-owned, public-use airport that is south of Sallisaw's downtown. According to the State of Oklahoma, Sallisaw's municipal airport is classified as a regional business airport. Its ICAO (International Civil Aviation Organization) code is KJSV and features an asphalt runway with a length of 4,006 feett (1,221 meters) with an elevation of 527 feet (surveyed).

KEY TAKEAWAYS

The City of Sallisaw is also the Sequoyah County seat and hosts a mixture of city and county buildings. Sallisaw also features a municipal airport that features an asphalt runway of 4,006 feet.

EXISTING PARKS, RECREATION, & DESTINATIONS

Sallisaw offers a small array of parks and recreational opportunities. One of the central hubs for recreation is Sallisaw City Park, which features walking trails, playgrounds, picnic areas, and sports facilities. Brushy Lake Park is another standout destination just north of town, offering camping, fishing, kayaking, and hiking opportunities. The lake is surrounded by wooded trails and picnic spots.

Sallisaw is also rich in cultural and historical destinations. The 14 Flags Museum provides a fascinating glimpse into the region's complex history, showcasing artifacts and stories from Native American, French, Spanish, and American influences. Additionally, the city is near the Sequoyah's Cabin Museum, a Cherokee-based historical site.

KEY TAKEAWAYS

Sallisaw City Park Trails

- Paved walking loops are suitable for both pedestrians and casual cyclists.
- Connects to playgrounds, picnic areas, and sports fields

Sidewalk Network in Residential Areas

- Expanded sidewalks in newer neighborhoods
- Designed for safe pedestrian access to schools, parks, and local businesses

Downtown Pedestrian Paths

- Improved walkability with crosswalks and sidewalks
- Supports foot traffic to shops, restaurants, and public buildings

Brushy Lake Park Trails

- Natural trails for hiking and off-road biking
- Scenic routes through wooded areas and around the lake

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FIGURE A.6 - BIKE & PEDESTRIAN PATHS

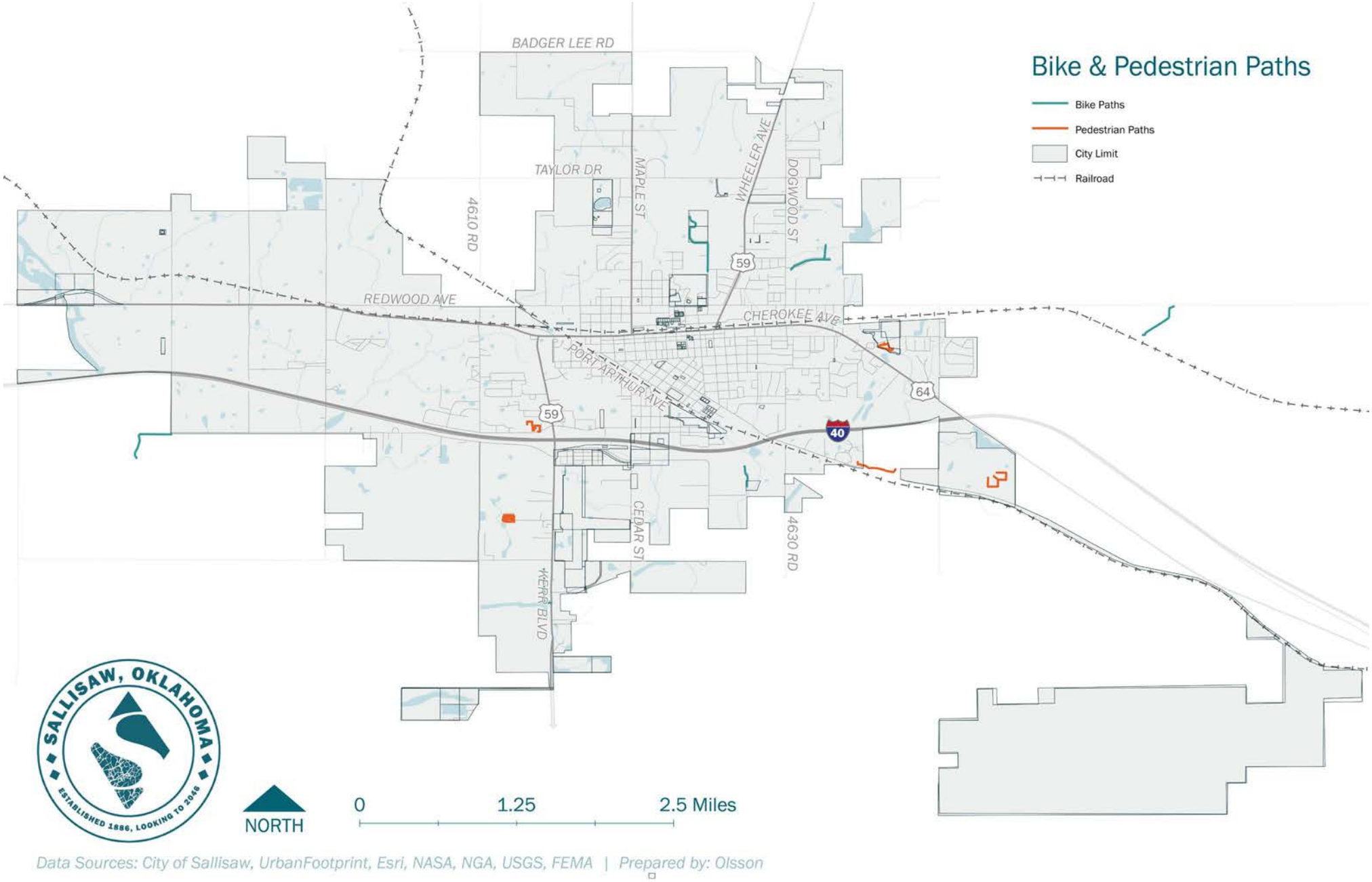


TABLE A.1 - PARKS AND RECREATIONAL FACILITIES

Park	Address	Amenities
Jay Reynolds Park	407 East Iola Avenue, Sallisaw, OK 74955 (Iola and Opdyke in south Sallisaw)	• Playground equipment • Splash pad • Picnic shelter • Restrooms • Walking trail (1.5 x equals one mile)
Alex Denton Park	Corner of East Delaware Avenue and South Oak Street	• Basketball court • Playground equipment
Sallisaw Pool and Redwood Park	Northeast corner of Redwood and Elm Streets	• Playground equipment • Picnic s • Tennis courts • Sallisaw Rodeo Grounds • Rodeo Arena Rental Availability
Sallisaw Creek Park	West of Sallisaw on Highway 64	• Picnic facilities • Restrooms • Playground equipment • East Pavillion • West Pavillion
McGee Park	Northeast Sallisaw on North McGee	• Picnic facilities • Playground eqipment • Softball facilities with four fields and concessions • Walking trail (0.5 miles)
Brushy Lake Park* *Brush Lake Park offers campsite rentals for $20.00	Highway 17 Route 3, Sallisaw, OK 74955 (8 miles North of Sallisaw off Highway 17/Maple Street)	• Campsites • Electricity • Grills • Picnic area • Playground • Pull Thru Sites • Water hookup • Pavillion #1 • Pavillion #2

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EXISTING TRANSPORTATION & CONNECTIVITY

Sallisaw's street network is organized around I-40, with US-59/Kerr Boulevard and US-64/Cherokee Avenue funneling most through-traffic into and across town. This concentrates activity along high-speed highway corridors and can create barriers for pedestrians and cyclists traveling between neighborhoods and the downtown core. Sidewalks are present in and around downtown; however, safe crossings along the highway corridors remain a challenge. The city's bike and pedestrian infrastructure has room to expand. The map above indicates the presence of bike and pedestrian facilities, though their quantity and connectivity are limited. Cyclists use sidewalks (per ordinance) as their primary route, making the most of available paths while designated bikeways are not yet in place.

At the same time, there is momentum to improve active transportation and safety. Oklahoma DOT has established a statewide Active Transportation program and plan and a "Safe Streets and Roads for All" (SS4A) safety action plan is underway for Sallisaw. These existing plans and programs, along with the update of this Comprehensive Master Plan plant the seeds to allow Sallisaw grow toward a more connected community.

Streets in Sallisaw are broken down into five different types, including:

LOCAL STREETS & ROADWAYS

These streets serve residential areas like those near North Maple Street or East Cherokee Avenue. They provide direct access to homes, small businesses, and local amenities.

Typical Features:

- Two-lane roads
- On-street parking
- Sidewalks in some areas
- Lower speed limits (25–30 miles per hour)

ARTERIAL THOROUGHFARE

Major east-west routes like Cherokee Avenue (US-64) and Wheeler Avenue (US-59) serve as arterial roads, connecting Sallisaw to nearby towns and I-40.

Typical Features:

- Higher traffic volumes
- Signalized intersections
- Commercial development along the corridor
- Speed limits around 35–45 miles per hour in town

PRIVATE ROAD

Found in rural outskirts or private developments, such as roads leading to mobile home communities, churches, or agricultural properties.

Typical Features:

- Maintained by property owners or HOAs
- May be gravel or paved
- Not maintained by the city or county

COLLECTOR ROAD

Roads like Ruth Street or J.T. Stites Blvd collect traffic from neighborhoods and direct it toward arterials like US-64.

Typical Features:

- Moderate traffic
- Serve schools, parks, and local businesses
- May include sidewalks and bike lanes

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VEHICULAR TRAIL (4WD)

Found in rural or recreational areas such as Brushy Lake Park, Sequoyah Wildlife Refuge, or Ouachita National Forest nearby.

Typical Features:

- Unpaved, rugged terrain
- Used for hunting, off-roading, or utility access
- Require four-wheel-drive or high-clearance vehicles

Sallisaw's street network reflects its role as a crossroads community shaped by I-40 and the major U.S. highway corridors that cut through town. While these routes provide critical connectivity for regional travel and commerce, they also concentrate traffic and create barriers for safe local movement, particularly for pedestrians and cyclists. Within neighborhoods and the downtown core, local and collector streets offer a more human-scaled environment, though gaps in sidewalks, bike facilities, and safe crossings limit the ability to travel comfortably without a vehicle.

The city's roadway typology—from arterials to local streets, private roads, collectors, and vehicular trails—provides a clear structure for mobility. However, the distribution of infrastructure investments has historically favored automobiles, leaving active transportation as an emerging priority. With the support of state and federal initiatives such as Oklahoma DOT's Active Transportation program and the SS4A safety action plan, Sallisaw is well-positioned to build upon its existing assets and address current gaps.

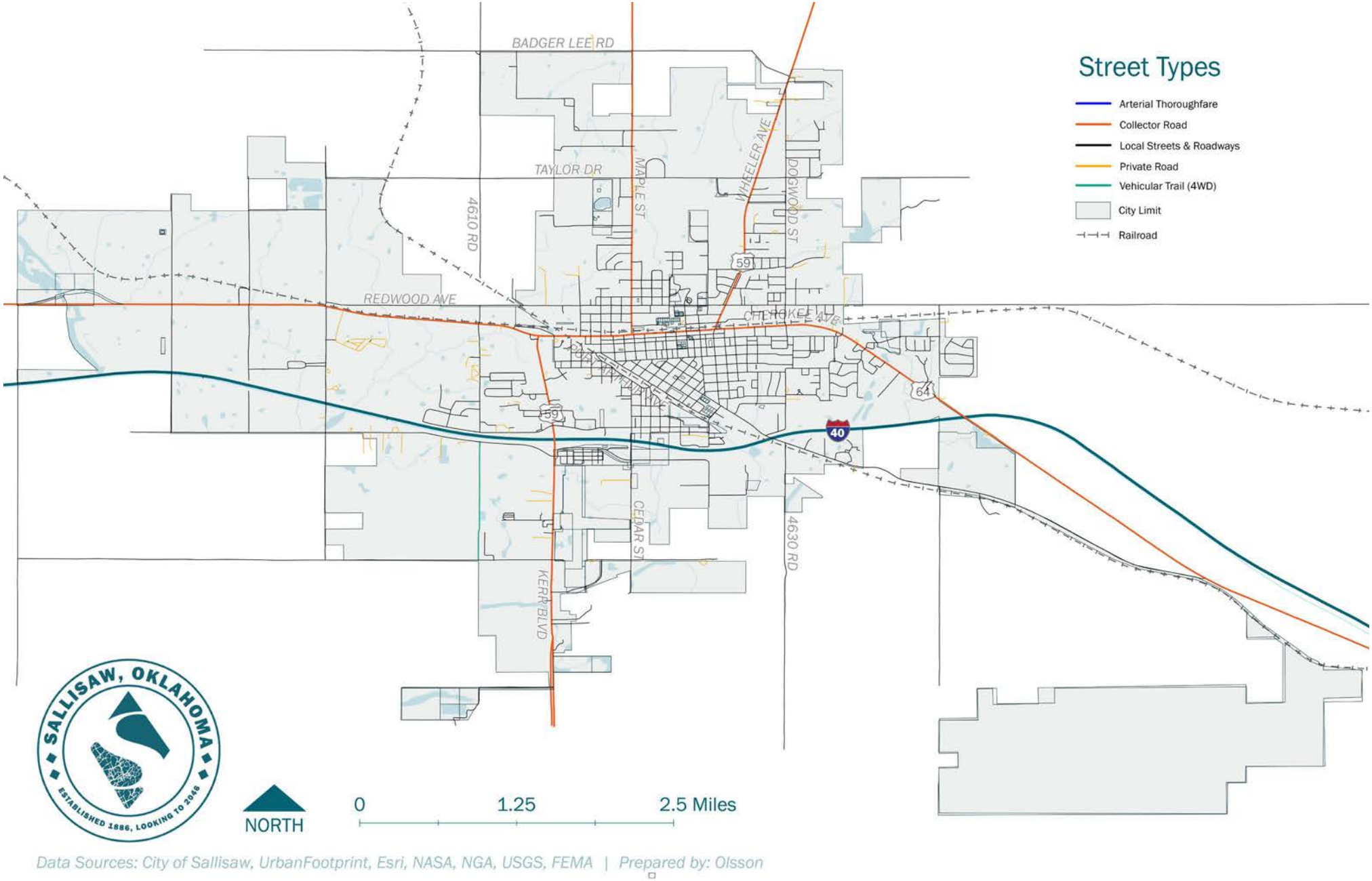
These efforts, paired with the Comprehensive Master Plan update, can guide the city toward a more connected, balanced, and resilient transportation system that better serves all users.

KEY TAKEAWAYS

- **Highway-oriented network:** I-40, US-59, and US-64 carry most through-traffic, which creates barriers for walking and biking between neighborhoods and downtown.
- **Active transportation gaps**: Sidewalks exist downtown, but safe highway crossings, bike facilities, and overall network connectivity remain limited. Cyclists often rely on sidewalks in the absence of dedicated bikeways.
- **Momentum for improvement**: State and federal programs—such as Oklahoma DOT's Active Transportation Plan and the SS4A safety action plan—position Sallisaw to expand pedestrian and bike infrastructure.
- **Street typology**: The city's roads fall into five types (local streets, arterials, private roads, collectors, and vehicular trails), providing a clear framework for understanding traffic patterns and planning improvements.
- **Future opportunity**: The Comprehensive Master Plan update can align these existing efforts to create a more connected, balanced, and safer transportation system for all users.

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FIGURE A.7 - STREET TYPES



EXISTING NATURAL FEATURES

Sallisaw is nestled in the scenic foothills of the Ozark Mountains in eastern Oklahoma, offering a landscape rich in natural beauty and ecological diversity. The area is characterized by gently rolling hills, lush forests, and fertile river valleys. One of the most prominent natural features is the Arkansas River, which flows just north of the city and provides opportunities for fishing, boating, and wildlife observation. The surrounding terrain includes a mix of hardwood forests and open grasslands, supporting a variety of native plant and animal species.

Nearby, the Sequoyah National Wildlife Refuge and the Cookson Hills offer additional natural attractions. The refuge, located along the Arkansas River, is a haven for migratory birds and other wildlife, making it a popular destination for birdwatchers and nature enthusiasts. The Cookson Hills, part of the larger Ozark Plateau, feature rugged terrain, scenic overlooks, and dense woodlands that are ideal for hiking and exploring. These natural features not only define the character of Sallisaw but also contribute to its appeal as a gateway to outdoor recreation in eastern Oklahoma.

KEY TAKEAWAYS

- **Scenic Setting:** Sallisaw is located in the foothills of the Ozark Mountains, surrounded by rolling hills, forests, and fertile river valleys.
- **Arkansas River Presence:** The river just north of the city provides recreation opportunities such as fishing, boating, and wildlife viewing.
- **Ecological Diversity:** The mix of hardwood forests and grasslands supports a wide variety of native plants and animals.
- **Nearby Natural Attractions:** The Sequoyah National Wildlife Refuge and the Cookson Hills offer birdwatching, hiking, and outdoor exploration.
- **Community Identity:** These natural features shape Sallisaw's character and strengthen its role as a gateway to outdoor recreation in eastern Oklahoma.

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EXISTING COMMUNITY HEALTH & QUALITY OF LIFE

Health factors have a significant impact on the quality of life (i.e., how long and how well someone lives) experienced in a community. The City of Sallisaw's health factors are examined at the county level in this section, with data and findings from County Health Rankings & Roadmaps (CHR&R; countyhealthrankings.org).

Health outcomes represent the current level of health of a county and are determined by both the length and quality of life. Different datasets are used to determine length of life and quality of life; each is detailed below.

LENGTH OF LIFE DATASETS

Premature Death Dataset refers to years of potential life lost before age 75 per 100,000 population (age-adjusted).

In Sequoyah County, 14,900 years of life were lost to deaths of people under age 75, per 100,000 people, compared to 10,800 years in Oklahoma and 8,100 years across the United States.

The leading causes of death under age 75 in Sequoyah County are diseases of the heart (252 deaths), malignant neoplasms (238 deaths), COVID-19 (102 deaths), accidents (102 deaths), and chronic lower respiratory diseases (66 deaths).

QUALITY OF LIFE

- **Poor or Fair Health** refers to the percentage of adults reporting fair or poor health (age-adjusted). In Sequoyah County, 27 percent of adults reported that they consider themselves in fair or poor health, compared to 20 percent in Oklahoma and 17 percent across the United States.
- **Poor Physical Health Days** refers to the average number of physically unhealthy days reported in the past 30 days (age-adjusted). In Sequoyah County, adults reported that their physical health was not good on 5.5 days of the previous 30 days, compared to 4.3 days for Oklahoma and 3.9 days for the United States.
- **Poor Mental Health Days** refers to the average number of mentally unhealthy days reported in the past 30 days (age-adjusted). In Sequoyah County, adults reported that their mental health was not good on 6.6 days of the previous 30 days, compared to 5.7 days in Oklahoma and 5.1 days across the United States.
- **Low Birthweight** refers to the percentage of live births with low birthweights. In Sequoyah County, 8 percent of babies had low birthweights (under 5 pounds, 8 ounces), compared to 8 percent for Oklahoma and 8 percent across the United States. This indicates that the rate of live births at low birth rates is the same for the state and national averages.

HEALTH FACTORS

Health factors represent those things that can be modified to improve the length and quality of life for residents. Health factors include health behaviors, clinical care, social and economic factors, and the physical environment. Physical environmental characteristics in a community can be affected by comprehensive planning, though policy changes can be explored to improve health behaviors, clinical care, and social and economic factors.

The following s show how Sequoyah County compares with the State of Oklahoma and the United States on each health factor. Sequoyah County had a higher or equal rate of 'Adult Smoking', 'Adult Obesity', 'Physical Inactivity', and 'Excessive Drinking' when compared to the State of Oklahoma.

Sequoyah County had lower rates of 'Access to Exercise Opportunities' and 'Alcohol-Impaired Driving Deaths' when compared to the States of Oklahoma and to the nationwide average.

WALKABILITY

Exercise opportunities are often with the 'walkability' of a county or city. Walkability is a term for planning concepts best understood by the mixed use of amenities in higher-density neighborhoods where people can access said amenities by foot. Walkability is dependent on available pedestrian infrastructure. ***Figure A.8 – Existing Walkability*** illustrates the walkability of the City of Sallisaw.

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The Walkability Index is a database maintained by the U.S. Environmental Protection Agency (EPA). The dataset characterizes every Census 2010 block group in the U.S. based on its relative walkability. Walkability depends upon characteristics of the built environment that influence the likelihood of walking being used as a mode of travel. A score from 1 to 20 is given based on a set of characteristics, such as sidewalk availability and street intersection density. Scores are categorized as follows:

- 1 – 5.75 = Least Walkable
- 5.75 – 10.5 = Below Average Walkable
- 10.51 – 15.25 = Above Average Walkable
- 15.26 – 20 = Most Walkable

Other than Downtown Sallisaw and the immediately surrounding area, Sallisaw ranks as Below Average Walkable or Least Walkable. The Above Average Walkability of central Sallisaw is likely due to the older, grid style development. Attached or detached sidewalks make up the street network, providing an opportunity for pedestrians to move about. Other areas throughout Sallisaw appear to have little to no sidewalk network. This can prove to be a challenge for pedestrians, especially those with mobility devices, to move freely. It can also pose serious safety concerns as it forces pedestrians to walk on or along roadways, which could create potential hazards between vehicles and pedestrians.

The physical environment and condition of the pedestrian network typically determine the degree to which a place is walkable. However, other physical characteristics may influence a person's desire to walk. These measurements are displayed in ***A.3 – Physical Environment Comparison (Sequoyah County vs. Oklahoma vs. United States)***. A City, town, or county may be constructed to support personal automobiles rather than public transportation use or walking conditions. This can depend on many external factors, including the municipality's economy and trade, the surrounding natural features, and societal influences at the time of construction. Residents may be forced to use the existing system at the city or county level, regardless of their personal preference.

TABLE A.2 - HEALTH BEHAVIOR COMPARISON (SEQUOYAH COUNTY VS. OKLAHOMA VS. UNITED STATES)

Health Behavior	Sequoyah County	Oklahoma	United States
Adult Smoking	23%	16%	13%
Adult Obesity	41%	41%	34%
Physical Inactivity	36%	29%	23%
Access to Exercise Opportunities	40%	71%	84%
Excessive Drinking	15%	15%	19%
Alcohol-Impaired Driving Deaths	19%	28%	26%

TABLE A.3 - PHYSICAL ENVIRONMENT COMPARISON (SEQUOYAH COUNTY VS. OKLAHOMA VS. UNITED STATES)

Health Behavior	Sequoyah County	Oklahoma	United States
Air Pollution – Particulate Matter (Average daily density of fine particulate matter in micrograms per cubic meter (PM2.5)	7.1	8.9	7.3
Severe Housing Problems	13%	14%	17%
Driving Alone to Work	83%	79%	70%
Long Commute – Driving Alone	38%	28%	37%

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FIGURE A.8 - EXISTING WALKABILITY

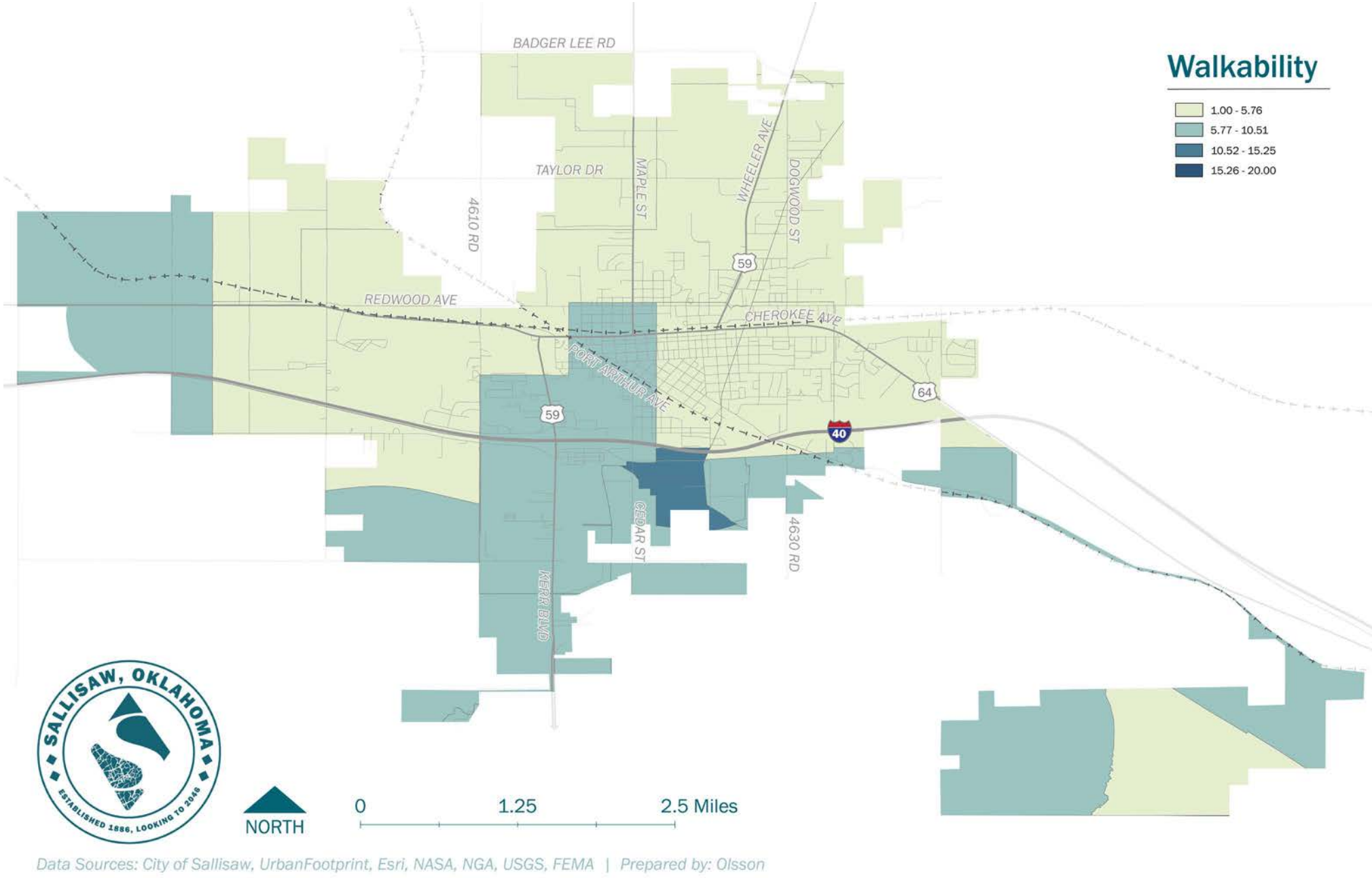
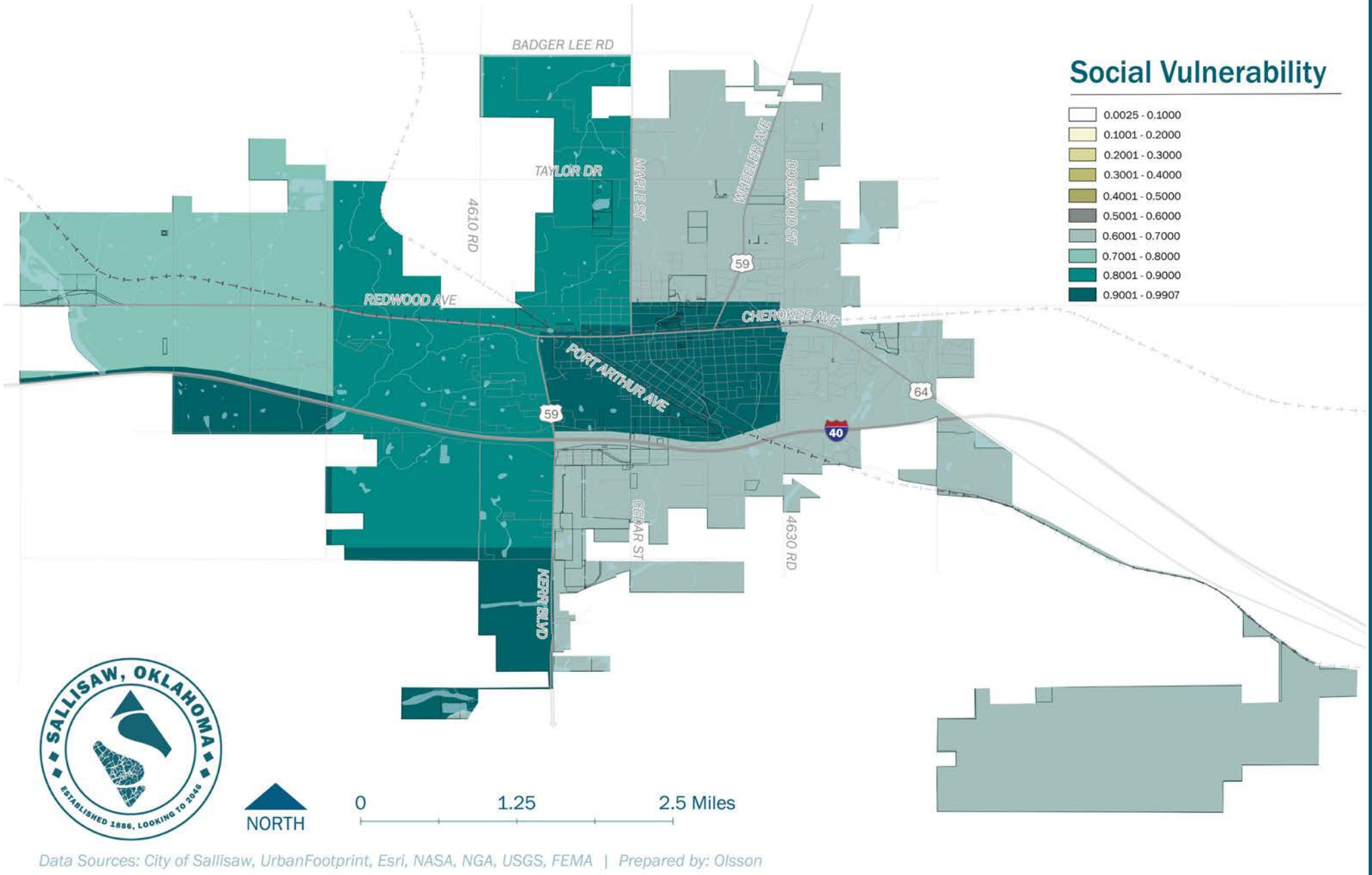


FIGURE A.9 - EXISTING SOCIAL VULNERABILITY



Data Sources: City of Sallisaw, UrbanFootprint, Esri, NASA, NGA, USGS, FEMA | Prepared by: Olsson

Sequoyah County did well in comparison to the State of Oklahoma and the United States on particulate matter measured in the air. This metric is determined by the average daily density of fine particulate matter in micrograms per cubic meter. In Sequoyah County, an annual average of 7.1 micrograms per cubic meter of fine particulate matter was measured in the air. The Environmental Protection Agency (EPA) has primary annual average standards of 12.0 micrograms per cubic meter. Other metrics also indicate that those who live in Sequoyah County are less likely to suffer from severe housing problems but are slightly more likely to drive alone when compared to the national rate.

SOCIAL VULNERABILITY

The Centers for Disease Control and Prevention's Social Vulnerability Index (SVI) uses U.S. Census data to determine the social vulnerability of every census tract. The SVI ranks each tract on 15 social factors, including poverty, lack of vehicle access, and crowded housing, and groups them into four related themes. The SVI can help public health officials and local planners better prepare for and respond to emergency events like disease outbreaks or exposure to dangerous chemicals. The lower the number, the less likely residents will be at risk during a public health emergency.

According to the SVI, the City of Sallisaw experiences a moderate to high range of social vulnerability. Central Sallisaw is rated as being 0.7 or higher on the SVI index. This indicates that, based on the 15 social factors, Sallisaw residents are more likely to be at risk during public health emergencies.

Help Terms and Facts (Source: U.S. Census)

Social Vulnerability refers to the resilience of communities (the ability to survive and thrive) when confronted by external stresses on human health, such as natural or human-caused disasters or disease outbreaks. Reducing social vulnerability can decrease both human suffering and economic loss.

Socially Vulnerable Populations include those who have special needs, such as, but not limited to, people without vehicles, people with disabilities, older adults, and people with limited English proficiency.

Census tracts are subdivisions of counties for which the Census collects statistical data. The SVI ranks each tract on 15 social factors, including poverty, lack of vehicle access, and crowded housing, and groups them into four related themes. Each tract receives a separate ranking for each of the four themes, as well as an overall ranking.

SVI Themes and Social Factors:

- Socioeconomic status (below poverty, unemployment, low income, no high school diploma)
- Household composition and disability (aged 65 or older, aged 17 or younger, older than age 5 with a disability, single-parent households)
- Minority status and language (minority, speak English "less than well")
- Housing type and transportation (multi-unit structures, mobile homes, crowding, no vehicle, group quarters

KEY TAKEWAYS

Sequoyah County faces significant health challenges, with leading causes of death under age 75 including heart disease (252 deaths), cancer (238), COVID-19 (102), accidents (102), and chronic lower respiratory diseases (66). Twenty-seven percent of adults report fair or poor health—higher than Oklahoma (20%) and the U.S. (17%) averages. The county also exhibits elevated rates of adult smoking, obesity, physical inactivity, and excessive drinking compared to state levels. Walkability is limited outside Downtown Sallisaw, and the city shows moderate to high social vulnerability, with central areas scoring 0.7 or higher on the Social Vulnerability Index, indicating increased risk during public health emergencies.

EXISTING DEMOGRAPHICS

POPULATION GROWTH

Between 1960 and 2010, Sequoyah County's population increased by 135 percent, adding 24,380 residents. From 2010 to 2020, the county's population declined 4.2 percent, losing approximately 370 residents. However, by 2024, the population saw a slight increase of 3.2 percent from 2020, bringing the county's population to an approximate total of 40,555 residents. Since 1960, the City of Sallisaw's population has followed a similar pattern to Sequoyah County. From 1960 to 1970, the city's population grew 45.9 percent, adding 1,537 residents. By 2010, the city's population reached 8,891 residents. From 2010 to 2020, Sallisaw's population declined 4.2 percent, losing 370 residents. By 2024, the city's population totaled 8,708 residents, up 2.3 percent from 2020.

According to the ***Economic and Market Analysis***, the City of Sallisaw's population is forecasted to grow at an average annual rate of 0.3 to 0.5 percent from 2025 through 2050. This would add between 679 and 1,162 residents to the total population.

FIGURE A.10 - SEQUOYAH COUNTY POPULATION GROWTH TRENDS

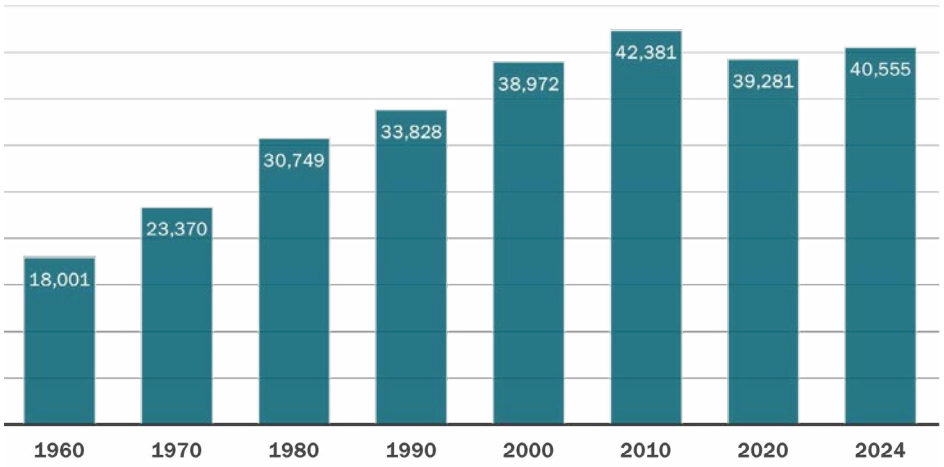
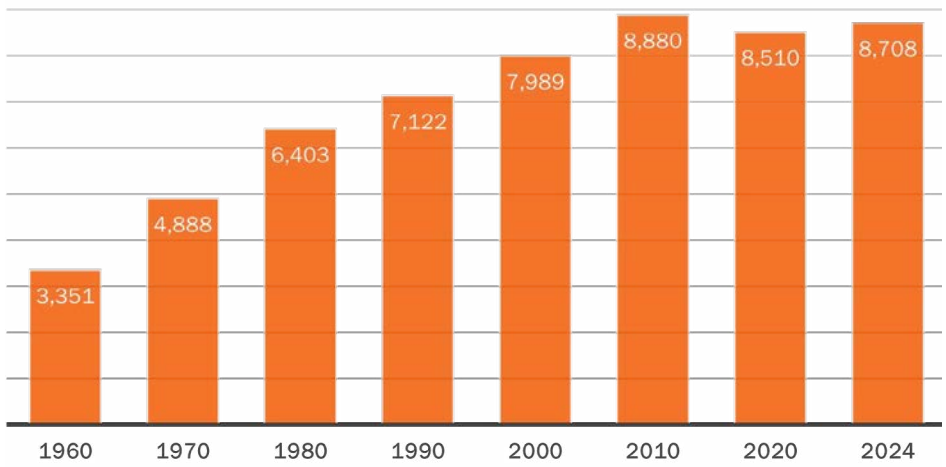
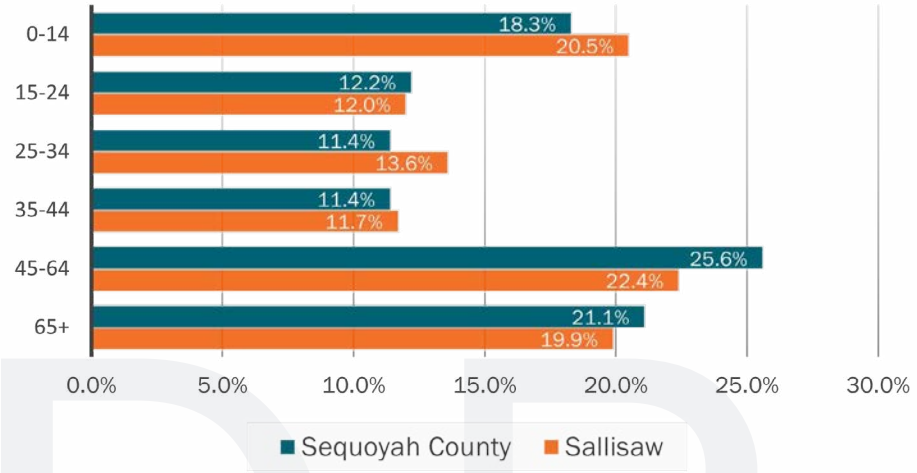


FIGURE A.11 - SALLISAW, OKLAHOMA POPULATION GROWTH TRENDS



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FIGURE A.12 - POPULATION BY AGE COMPARISON



POPULATION AGE

Age serves as a crucial indicator of consumer identity, community consumption patterns, housing needs, and residents' financial situations. ***Figure A.12 - Population by Age Comparison*** presents an insight into the Sallisaw population and the Oklahoma population across six primary age groups:

- Children (0-14 years),
- Adolescents (15-24 years),
- Young adults (25-34 years),
- Family/Working Adults (35-44 years),
- Empty nesters (45-64 years), and
- Elderly (65+ years).

Compared to Sequoyah County, Sallisaw has a higher percentage of 'Children' (0-14 years), 'Young Adults' (25 to 34 years), and 'Working Adults' (35 -44 years). The higher percentage of these age groups is indicative of young family households with children compared to other areas in the county. These age ranges will typically generate retail expenditures on apparel, groceries, electronics, entertainment, home furnishings, and eating and drinking establishments. The young adult range may create a need for rental housing, whereas the family and working adults will have a stronger demand for home ownership. Approximately 25.3 percent of Sallisaw's population is 25 to 44 years old, which may positively affect future employment and population growth.

Although the 'Empty Nesters' and the 'Elderly' percentages are lower than those of Sequoyah County, they still represent approximately 42.3 percent of the total population in Sallisaw. These age ranges may desire additional housing options if they wish to downsize, such as senior housing, assisted living facilities, or garden-style apartments or townhomes. This age range also provides a demand for additional healthcare amenities and services.

HOUSEHOLD COMPOSITION

Household composition and the mix of household types affect the composition of retail expenditures and housing needs. According to the ***Economic and Market Analysis***, as of 2025, an estimated 3,357 households reside in Sallisaw with an average household size of 3.16 persons.

Family households account for 61.6 percent of all households in Sallisaw, with approximately 35.6 percent of households having children present. This is higher than 25.6 percent of households with children present in Sequoyah County.

Families and households with children present dominate the City of Sallisaw's household composition. This composition directly impacts the community's housing needs and indicates a need for family-related retail sales such as groceries, clothing, sporting goods, and electronics.

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HOUSEHOLD INCOME

Household income levels will indicate a community's capacity for retail expenditures, housing needs, home values, and rental market rates.

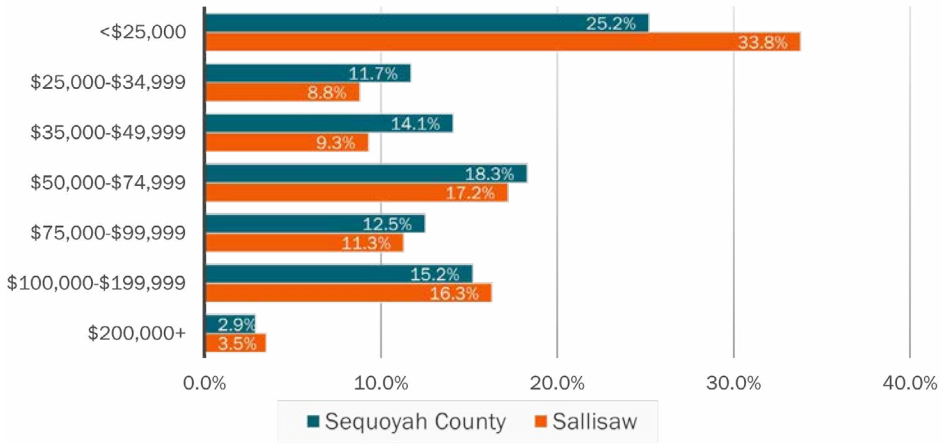
Sallisaw's median household income of $42,340 is lower than the $48,719 median household income for Sequoyah County and Oklahoma's median household income of $62,128. An estimated 33.8 percent of Sallisaw households earn less than $25,000 annually, compared to 25.2 percent countywide. There is a high rate of poverty in Sallisaw, with 26.4 percent of households living under the poverty level. This is higher than 14.6 percent for the State of Oklahoma. According to the ***Economic and Market Analysis***, the median rent in Sallisaw $861 per month. The U.S. Census suggests an annual household income of approximately $30,000 is required to afford this rent. With 19.1 percent of Sallisaw households earning less than $15,000 annually, significant demand exists for income-based rental housing.

Compared to Sequoyah County, Sallisaw only has a higher percentage of those earning $100,000 to $199,999, and those earning $200,000 or more. Combined, this accounts for a total of 19.9 percent of all households compared to 18.1 percent for Sequoyah County. These households represent a potential demand for housing at more than $500,000 as well as luxury retail goods and services. According to the ***Economic and Market Analysis***, only 2.6 percent of owner-occupied housing in Sallisaw is valued at $500,000 or more.

TABLE A.4 - CITY OF SALLISAW - HOUSEHOLDS BY TYPE; 2025

Household Type	City of Sallisaw	Sequoyah County
Total Households	3,357	15,503
Family Households	61.6%	67.0%
Married Couple Households	40.9%	48.4%
With Related Children	24.6%	16.4%
Householder with No Spouse Present	51.6%	45.5%
With Children Present	7.6%	6.5%
Cohabitating Couple Households	7.5%	6.0%
With Children Present	3.4%	2.4%
Living Alone	30.7%	26.5%
All Households with Children	35.6%	25.6%
Average Household Size	2.44	2.52
Average Family Size	3.16	3.14

FIGURE A.13 - HOUSEHOLD INCOME DISTRIBUTION COMPARISON



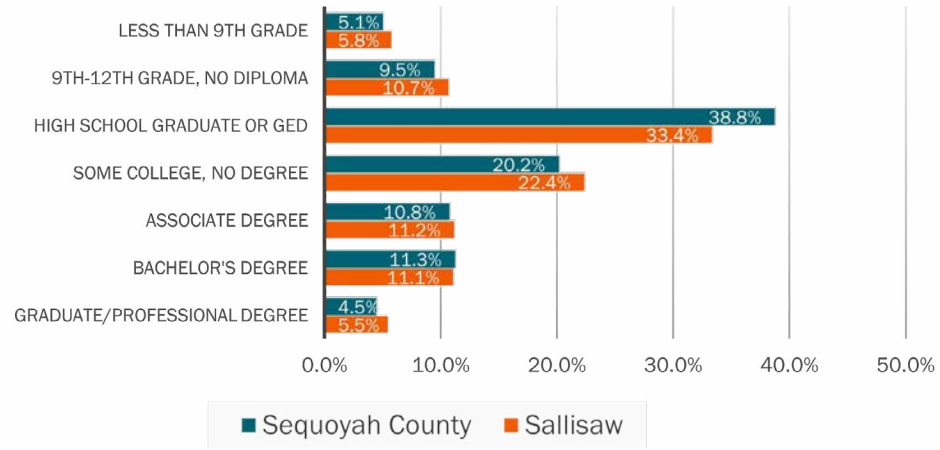
EDUCATIONAL ATTAINMENT

Educational attainment is an essential factor in understanding a community's labor market and workforce. Certain attainment levels are needed to attract and retain knowledge-based industries, as well as the ability to support above-average wages. Education levels also have a direct impact on income levels, retail expenditure patterns, housing values, and the overall demand for commercial retail space. The demand for commercial retail space typically increases as income and retail sales rise.

Compared to Sequoyah County, Sallisaw's adult population is slightly more educated, with 27.8 percent of all residents aged 25+ attaining an associate degree or higher, compared to 26.6 percent for Sequoyah County. However, 16.5 percent of Sallisaw's adult population had not achieved a high school education compared to. This is higher than 14.6 percent for Sequoyah County.

The lower education attainment level for the population places a constraint on economic development and household income levels for the community. Sallisaw's overall educational attainment levels are likely suitable for supporting jobs within the manufacturing, wholesale, services, and retail trade sectors of the market.

FIGURE A.14 - COMPARISON OF EDUCATIONAL ATTAINMENT LEVELS



KEY TAKEAWAYS

The City of Sallisaw's population in 2024 was approximately 8,708 residents, seeing a 2.3 percent increase from 2020. By 2050, it is anticipated that the city will see a population increase between 679 and 1,162 new residents.

The city's household composition is primarily characterized by family households with children. Compared to Sequoyah County, households have an above-average rate of children ages 0 to 14 (20.5 percent), young adults ages 25 to 34 (13.6 percent), and working adults ages 35 to 44 years (11.7 percent). These characteristics indicate a need for family-type housing and family-related retail expenditures.

Although Sallisaw's population is slightly better educated than Sequoyah County, 27.8 percent and 26.6 percent, respectively, a reported 16.5 percent of Sallisaw adults have not attained a high school education compared to 14.6 percent for the county. These lower educational attainment levels place a constraint on economic development and growth as well as household income levels.

Sallisaw's median household income of $42,340 is lower than Sequoyah County's and Oklahoma's median household income of $48,718 and $62,138, respectively. There is a high rate of poverty in Sallisaw, with 26.4 percent of households living under the poverty level. This is higher than 14.6 percent for the State of Oklahoma.

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EXISTING EMPLOYMENT CONDITIONS

EMPLOYMENT TRENDS

According to the ***Economic and Market Analysis***, the major employers include People, Inc., VA Center, Carl Albert State College, Walmart, Cherokee Casino, City of Sallisaw, Sequoyah County, and Sallisaw Public Schools. Many Sallisaw residents work at Ft Smith, located approximately twenty miles to the east and accessible via I-40. Approximately 1,200 residents work in Sallisaw, with 1,900 residents working outside of the city. An estimated 3,200 people travel to Sallisaw for work. Since 2015, Sequoyah County has seen a few changes in employment, with a drop in employment from 2015 to 2020. From 2021 to 2024, there was an overall increase of 511 jobs. This is depicted in ***Figure A.15 - Sequoyah County, Oklahoma Employment Trends***.

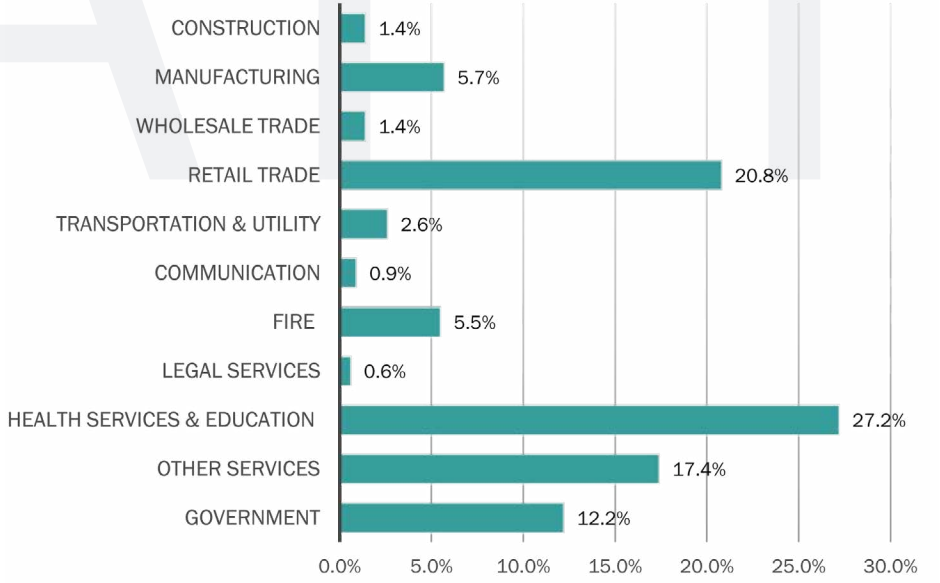
As illustrated in ***Figure A.15 - Sequoyah County, Oklahoma Employment Trends***, when compared to statewide averages, Sequoyah County possesses well above average concentrations of jobs in such occupations as education & health services (3,730 jobs); manufacturing (1,945 jobs); arts, entertainment, & food services (1,695 jobs); and retail trade (1,628 jobs).

According to the ***Economic and Market Analysis***, approximately 466 businesses operate in Sallisaw, supplying 5,461 jobs. The two largest job generators by sector include health services and education (27.2 percent) and retail trade (20.8 percent). It is estimated that from 2015 through 2024, Sallisaw's employment growth is forecast to have an average annual rate of 0.4 percent to 0.5 percent, generating 575 to 725 jobs by 2050.

FIGURE A.15 - SEQUOYAH COUNTY, OKLAHOMA EMPLOYMENT TRENDS



FIGURE A.16 - CITY OF SALLISAW EMPLOYMENT BY SECTOR



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KEY TAKEAWAYS

Overall, health services, education, retail, and manufacturing are the strongest employment sectors within Sallisaw. Despite a dip in employment between 2015 and 2020, the region rebounded with a new gain of 511 jobs from 2021 to 2024. Based on population and market estimates, a modest annual growth of 0.4 percent to 0.5 percent is expected to generate between 575 to 725 jobs by 2050.

RESIDENTIAL HOUSING MARKET

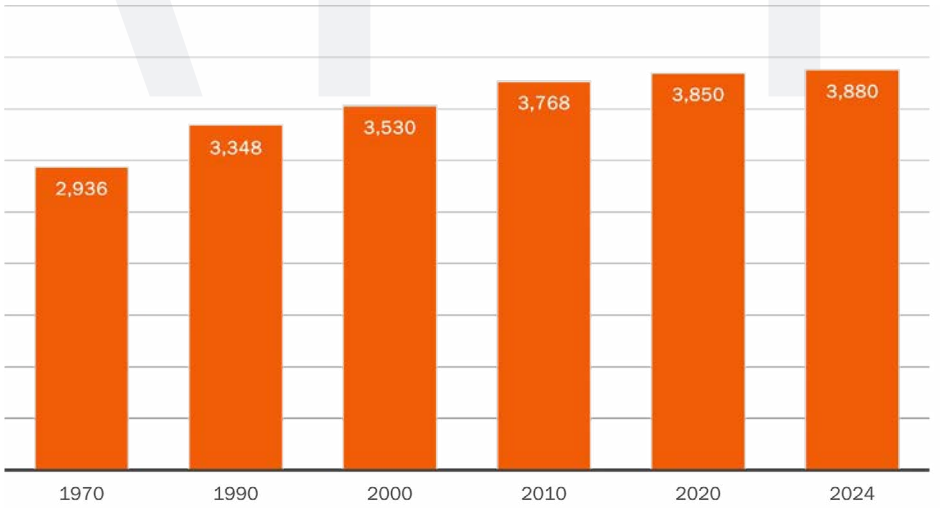
An evaluation of a residential housing market is vital to identify current and future opportunities to support new housing stock. This section provides an overview of the housing market within Sallisaw, including housing types, housing values, and sales activity among renters, owners, and owner-occupied housing.

HOUSING STOCK AND INVENTORY

In 1970, the City of Sallisaw's housing stock totaled 2,936 dwelling units. By 2024, the housing stock inventory totaled 3,880 dwelling units.

The most significant increase in units was between 1970 and 1990, with 412 dwelling units being added to the total housing stock. Recent years have shown more modest housing stock increases, with the housing stock increasing by 82 dwelling units, or 2.2 percent, from 2010 through 2020.

FIGURE A.17 - SALLISAW, OKLAHOMA HOUSING STOCK TRENDS



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A.5 - SALLISAW, OKLAHOMA HOUSING STOCK BY TYPE; 2023

Units in Structure	# of Units	% of total	Oklahoma %
1-Unit, Detached	2,717	73.9%	72.8%
1-Unit, Attached	48	1.3%	2.2%
2 Units	117	3.2%	1.9%
3 or 4 Units	154	4.2%	2.8%
5 to 9 Units	244	6.6%	3.7%
10 to 19 Units	62	1.7%	3.4%
20+ Units	17	0.5%	4.5%
Mobile Home	280	7.6%	8.4%
Boat, RV, Van, etc.	36	1.0%	0.2%
Total Housing Units	3,675	100.0%	100.0%

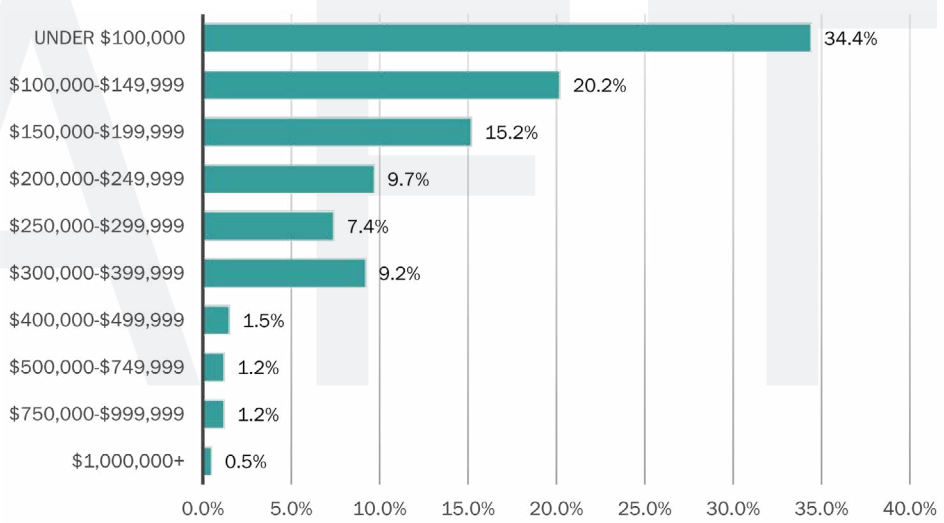
Overall, Sallisaw's housing stock is dominated by single-family housing, which accounts for 73.9 percent of the total. This is slightly higher than the statewide rate of 72.8 percent. Multifamily housing accounts for 16.2 percent of Sallisaw's housing stock, slightly less than the 16.3 percent statewide. Large-scale multi-family properties with 20 or more dwelling units account for just 0.5 percent of Sallisaw's housing stock compared to 4.5 percent for Oklahoma.

HOUSING VALUES

According to the ***Economic and Market Analysis***, the average value of owner-occupied housing in Sallisaw is approximately $171,020.

An estimated 34.4 percent of owner-occupied housing was valued under $100,000, and 35.4 percent was valued between $100,000 $199,999. These price ranges typically cater to first-time homebuyers. However, due to the below-average household income levels, these ranges indicate the strongest buyer demand within the Sallisaw market.

FIGURE A.18 - SALLISAW HOUSING VALUES BY PRICE RANGE, 2024



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MULTI-FAMILY HOUSING & RENTAL MARKET

Multi-family housing units account for 16.2 percent of Sallisaw's total housing stock, or 594 dwelling units. Compared to statewide averages, the City of Sallisaw possesses higher rates of multi-family housing with 2 to 9 dwelling units and much smaller rates of multi-family properties with ten or more dwelling units.

For the rental market, the median rent for Sallisaw has been less than the statewide median since 2015. From 2015 through 2023, Sallisaw's median monthly housing rent increased 24.4 percent, reaching $550 by 2023. Oklahoma's median rent in 2023 of $772 per month was 40.4 percent above the median for Sallisaw.

Based on 2023 data, no rental housing in Sallisaw garnered rents over $1,249 per month, and housing units renting for $1,000 to $1,499 per month only accounted for 1.5 percent of the city's market. This is significantly less than the statewide rate of 19.7 percent.

This disparity in rental rate is likely due to Sallisaw's high percentage of low-income households, older housing stock, higher inventory of income-based rental housing, and the absence of newer, larger-scale market-rate apartment properties.

KEY TAKEAWAYS

The City of Sallisaw's housing and rental market is primarily characterized by the low-income levels present in the community. An estimated 69.8 percent of housing is valued under $200,000, with 34.4 percent of owner-occupied housing being valued under $100,000, and 35.4 percent was valued between $100,000 $199,999. Based on 2023 data, no rental housing in Sallisaw garnered rents over $1,249 per month, and housing units renting for $1,000 to $1,499 per month only accounted for 1.5 percent of the city's market. This is significantly less than the statewide rate of 19.7 percent.

FIGURE A.19 - MEDIAN MONTHY HOUSING RENT TRENDS CITY OF SALLISAW VS. STATE OF OKLAHOMA

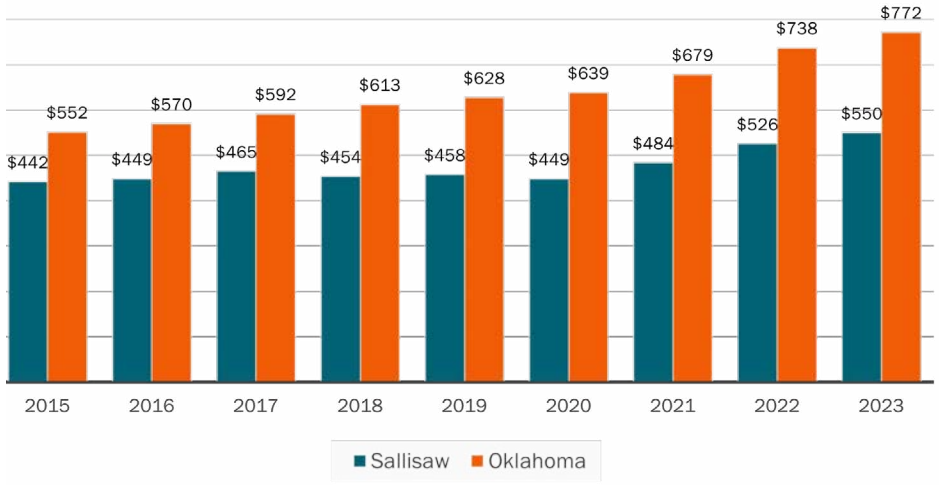
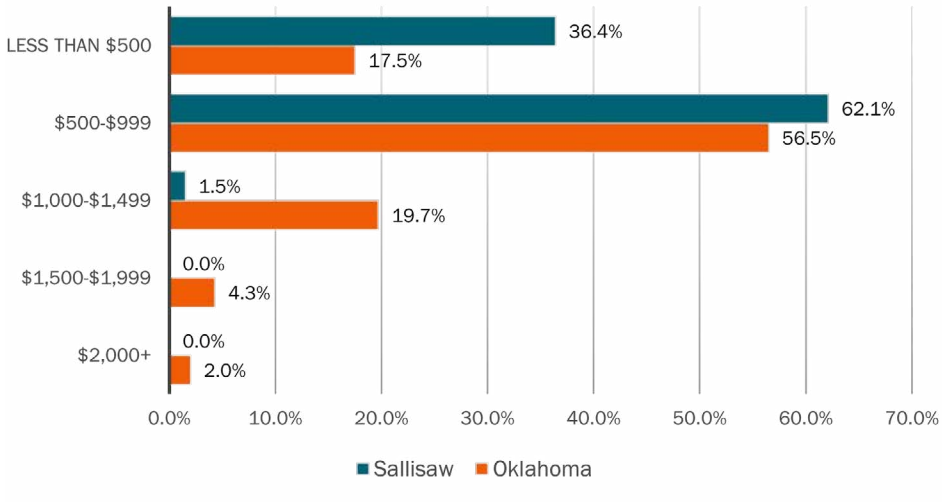


FIGURE A.20 - COMPARISON OF MONTHLY HOUSING RENTS, 2023



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RETAIL, OFFICE, & INDUSTRIAL MARKETS

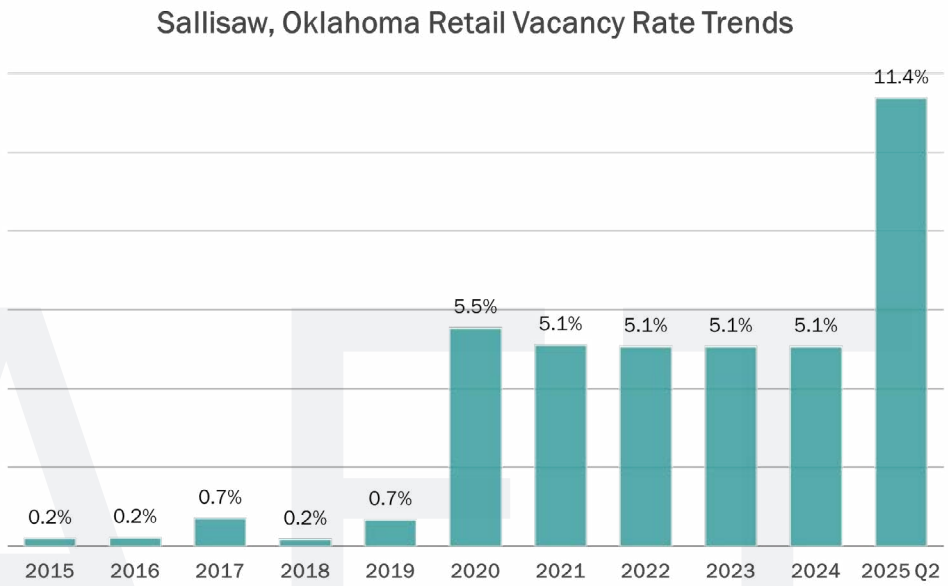
The following subsections provide an overview of the retail, office, and industrial submarkets within Sallisaw and Sequoyah County. For a more detailed analysis of these markets, including an overview of these markets in Sequoyah County, please refer to the ***Economic and Market Analysis*** in ***Appendix D***.

RETAIL MARKET OVERVIEW

Sallisaw is the largest city in Sequoyah County and serves as the county's principal retail destination. The ***Economic and Market Analysis*** identifies 72 retail properties totaling 691,709 square feet of building area. The principal concentrations of retail space in Sallisaw are along Kerr Boulevard, Cherokee Avenue, and within the historic downtown. ***Figure A.21 - Sallisaw, Oklahoma Retail Market Trends***; 2007-2025 Q2 Trends provide an overview of the retail market trends from 2007 through 2025.

Sallisaw's overall retail inventory had a healthy vacancy rate ranging from 0.2 to 5.7 percent through 2024. This level of vacancy indicates that while retail space is being occupied, there is still availability for potential businesses to occupy. However, during the first half of 2025, 43,645 square feet of retail space were vacated, raising the vacancy rate to 11.4 percent. Despite being the largest city in Sequoyah County and a major retail destination, Sallisaw's retail market lacks size and depth. Residents must leave the community to satisfy many of their shopping needs.

FIGURE A.21 - SALLISAW, OKLAHOMA RETAIL VACANCY RATE TRENDS



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TABLE A.6 - SALLISAW, OKLAHOMA RETAIL MARKET TRENDS; 2007-2025 Q2

Year	Number of Properties	Building Area	Vacancy Space	Vacancy Rate	Net Space Absorption	Average NNN Rent (SF)
2007	65	653,263	2,000	0.3%	39,292	
2008	67	667,193	87,548	13.1%	-71,618	$3.82
2009	69	677,326	84,265	12.4%	13,416	$3.01
2010	70	681,219	76,135	11.2%	12,023	$4.92
2011	70	681,219	70,365	10.3%	5,770	$2.42
2012	70	681,219	76,727	11.3%	-6,362	$2.07
2013	70	681,219	26,784	3.9%	49,943	$2.23
2014	71	685,949	30,703	4.5%	811	$3.96
2015	71	685,949	1,353	0.2%	29,350	$3.44
2016	71	685,949	1,500	0.2%	-147	$3.65
2017	71	685,949	4,850	0.7%	-3,350	$8.00
2018	71	685,949	1,200	0.2%	3,650	$8.00
2019	71	685,949	4,600	0.7%	-3,400	$9.58
2020	71	685,949	38,065	5.5%	-33,465	$9.15
2021	71	685,949	35,065	5.1%	3,000	$8.88
2022	72	691,709	35,065	5.1%	5,760	$15.28
2023	72	691,709	35,065	5.1%	0	$12.00
2024	72	691,709	35,065	5.1%	0	$12.00
2025 Q2	72	691,709	78,710	11.4%	-43,645	$12.00

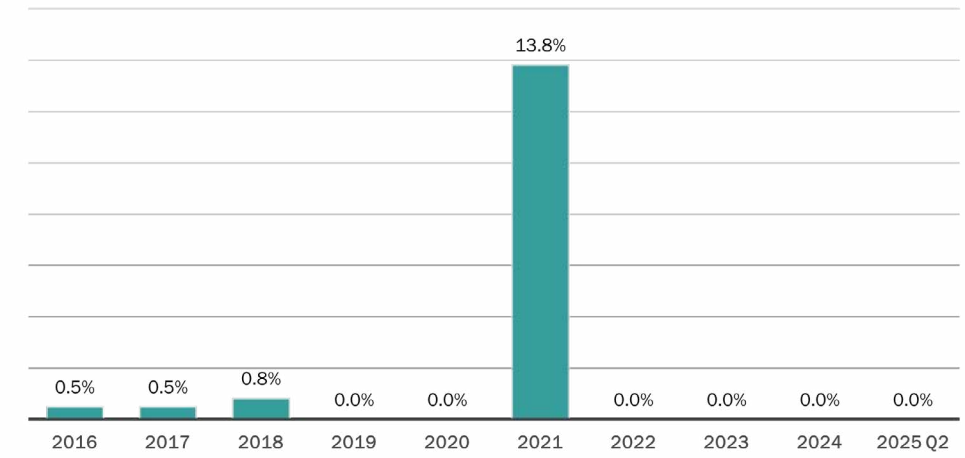
OFFICE MARKET OVERVIEW

According to the ***Economic and Market Analysis***, the City of Sallisaw's inventory of professional and medical office space is modest, consisting of 24 properties totaling 162,798 square feet of building area. The principal concentrations of professional and medical office space in Sallisaw are located within the Cherokee Avenue corridor and within the historic downtown. ***Figure A.22 - Sallisaw, Oklahoma Office Market Trends; 2007-2025 Q2*** Trends provides an overview of the office market trends from 2006 through 2025.

From 2007 through 2025 Q2, 68,575 square feet of new office space were constructed in Sallisaw. New office construction peaked during 2010 and 2011 when six buildings totaling 64,375 square feet were completed. Much of the past decade, the Sallisaw office market has operated at full occupancy. From 2016 through 2020, the overall vacancy rate ranged from 0.0 percent to 0.8 percent.

As indicated by ***Figure A.22 -City of Sallisaw, Oklahoma Office Space Vacancy Rate Trends***, in 2021, there was approximately 22,500 square feet of office space that came onto the market, driving the vacancy rate to 13.8 percent. However, since 2022, Sallisaw's office market has operated at full occupancy.

FIGURE A.22 - SALLISAW, OKLAHOMA OFFICE VACANCY RATE TRENDS



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TABLE A.7 - SALLISAW, OKLAHOMA OFFICE MARKET TRENDS; 2007-2025 Q2

Year	Number of Properties	Building Area	Vacancy Space	Vacancy Rate	Net Space Absorption	Average NNN Rent (SF)
2007	17	94,223	0	0.0%	7,000	
2008	18	98,423	0	0.0%	4,200	
2009	18	98,423	14,576	14.8%	-14,576	
2010	23	140,298	12,976	9.2%	43,475	
2011	24	162,798	1,600	1.0%	33,876	$7.20
2012	24	162,798	5,040	3.1%	-3,440	$3.20
2013	24	162,798	6,450	4.0%	-1,410	$4.17
2014	24	162,798	6,200	3.8%	250	$5.51
2015	24	162,798	4,350	2.7%	1,850	$5.56
2016	24	162,798	800	0.5%	3,550	$5.41
2017	24	162,798	800	0.5%	0	
2018	24	162,798	1,344	0.8%	-544	
2019	24	162,798	0	0.0%	1,344	$7.11
2020	24	162,798	0	0.0%	0	
2021	24	162,798	22,500	13.8%	-22,500	
2022	24	162,798	0	0.0%	22,500	
2023	24	162,798	0	0.0%	0	
2024	24	162,798	0	0.0%	0	
2025 Q2	24	162,798	0	0.0%	0	

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INDUSTRIAL MARKET OVERVIEW

By 2025 Q2, Sallisaw's industrial inventory included 14 buildings totaling 456,898 square feet of space. The principal concentration of industrial space is located along Cherokee Avenue and in the 90-acre Roye Frye, Jr. Industrial Park off the southeast of the I-40 and Kerr Boulevard interchange. The predominant industrial building type is manufacturing and warehouse space, accounting for nearly 85 percent of the total industrial space inventory. ***A.9 - City of Sallisaw Industrial Market Trends; 2007-2025 Q2*** provides an overview of the industrial market trends from 2007 through 2025. From 2007 to 2025 Q2, just 6,000 square feet of new industrial space was constructed in Sallisaw.

From 2016 through 2025 Q2, Sallisaw's industrial vacancy rate operated well above market equilibrium, ranging from 0.0 percent to 5.4 percent. Since 2021, the Sallisaw industrial market has operated at full occupancy, placing a constraint on the ability to accommodate the expansion of existing industrial businesses and the potential to attract new industrial businesses into the city.

The ***Economic and Market Analysis*** highlighted that Sallisaw has advantages in supporting future industrial development, including the rail service and direct access to I-40, affordable property values, low cost of operations, a well-trained workforce, and a pro-business environment. The primary constraint in accommodating future industrial development is the limited availability of land serviced with infrastructure.

TABLE A.8 - CITY OF SALLISAW INDUSTRIAL INVENTORY; 2025 Q2

Building Type	Number of Buildings	Space Sq. Ft.	Vacancy Space	Vacancy Rate
Warehouse	8	168,357	0	0.0%
Manufacturing	1	217,648	0	0.0%
Industrial	3	56,803	0	0.0%
Flex	1	7,840	0	0.0%
Service	1	6,250	0	0.0%
Totals	14	456,898	0	0.0%

KEY TAKEAWAYS

Sallisaw serves as Sequoyah County's primary retail hub, with 72 properties totaling nearly 692,000 square feet. Despite its role as a regional shopping destination, the retail market lacks depth and availability of retail options, prompting residents to shop outside of Sallisaw.

The city's office market is modest, with twenty-four properties totaling 162,798 square feet and occupied at full occupancy since 2022, following a brief spike in vacancies in 2021. Office space development peaked in 2010-2011, with no new space being created.

Sallisaw's industrial market includes fourteen buildings, totaling 456,898 square feet, with manufacturing and warehouse space making up 85 percent of the inventory. Since 2021, the industrial sector has operated at full occupancy, limiting opportunities for expansion and new business attractions. Despite limited land availability with the necessary infrastructure, Sallisaw offers affordable property values, low operational costs, and access to a nearby railway and I-40.

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TABLE A.9 - CITY OF SALLISAW INDUSTRIAL MARKET TRENDS; 2007-2025 Q2

Year	Number of Properties	Building Area	Vacancy Space	Vacancy Rate	Net Space Absorption	Average NNN Rent (SF)
2007	13	450,898	0	0.0%	2,700	
2008	13	450,898	21,000	4.7%	-21,000	$2.30
2009	13	450,898	21,600	4.8%	-600	$2.51
2010	13	450,898	21,600	4.8%	0	$2.51
2011	13	450,898	10,300	2.3%	11,300	$2.28
2012	14	456,898	3,500	0.8%	12,800	$2.28
2013	14	456,898	2,100	0.5%	1,400	
2014	14	456,898	0	0.0%	2,100	
2015	14	456,898	0	0.0%	0	
2016	14	456,898	4,800	1.1%	-4,800	$2.40
2017	14	456,898	5,000	1.1%	-200	$2.40
2018	14	456,898	5,600	1.2%	-600	
2019	14	456,898	24,600	5.4%	-19,000	$1.16
2020	14	456,898	22,600	4.9%	2,000	$7.50
2021	14	456,898	0	0.0%	22,600	
2022	14	456,898	0	0.0%	0	
2023	14	456,898	0	0.0%	0	
2024	14	456,898	0	0.0%	0	
2025 Q2	14	456,898	0	0.0%	0	



B

Appendix B

STAKEHOLDER & PUBLIC ENGAGEMENT SUMMARY

ENGAGEMENT OVERVIEW

Appendix B summarizes the stakeholder and public engagement opportunities that were undertaken to gather meaningful input that informed the planning process. Engaging stakeholders and the public is a vital part of any planning initiative, as it draws on first-hand knowledge and aspirations of those most familiar with the community.

In partnership with the city, the planning team actively involved a diverse range of stakeholders- including local advocates, property and business owners, city staff, and more. These groups participated in dedicated meetings and were invited to attend various public events. Serving as a sounding board, stakeholders contributed valuable insights and perspectives that helped shape the direction and recommendations of the Plan.

DISCOVER

Developing a baseline understanding of Sallisaw through existing conditions analysis, review of existing plans and studies, and a market and economic analysis.

PLAN AND REFINE

Creating a road map for the future of Sallisaw by drafting the vision and strategies of the Plan based on community input and findings from the Discover phase and further tailoring the plan to Sallisaw's needs and desires by working with community stakeholders and the public to refine the vision and strategies for the community.

JUNE JULY AUGUST SEPTEMBER OCTOBER NOVEMBER DECEMBER JANUARY FEBRUARY MARCH APRIL MAY JUNE JULY AUGUST

2025 2026

ENGAGE

Conducting stakeholder and public engagement by creating multiple touch points with the community including a public survey, a planning and design charrette, open houses, and other opportunities to collect feedback.

IMPLEMENT

Creation of specific tasks to ensure the Plan is achieved day-by-day and step-by-step.

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VISIONING PHASE - KEY FINDINGS

The visioning phase of the engagement process provides crucial input from stakeholders, city staff, and members of the public. While the planning team considers the city's existing conditions and the 'what is,' the primary purpose of this phase is to ask the city's stakeholders what they envision for their community and 'what could be.' Responses gathered during this period are the result of visioning exercises that the planning team led stakeholders through at various engagement events and work sessions, including leadership work sessions, pop-up events, and the Visioning Workshop.

Community Engagement & Buy-In

Residents repeatedly stress that the success of any comprehensive master plan depends on strong community involvement. People want transparency, trust, and opportunities to provide input. There is concern about past plans being shelved, so accountability and visible progress are critical. Engagement should foster a sense of ownership and pride, turning scepticism into collaboration.

Infrastructure & Connectivity

Infrastructure improvements are a top priority. Roads, sidewalks, drainage systems, and traffic flow need significant upgrades to support growth and safety. Walkability and pedestrian-friendly design are essential, along with better access to and from I-40. Modern utilities, storm drainage, and lighting are seen as foundational investments for future development.

Economic Development & Jobs

There is a strong desire to attract new businesses and industries to Sallisaw, creating higher-paying jobs and diversifying the economy. Residents envision Sallisaw as a destination city with vibrant retail, dining, and entertainment options. Workforce development and affordable housing are key to sustaining economic growth and improving household income.

Quality of Life & Amenities

People want more family-friendly activities, parks, and cultural venues to enhance livability. Requests include community centers, sports complexes, event spaces, and beautification projects. New restaurants, hotels, and recreational opportunities are viewed as essential for improving lifestyle and attracting visitors, reinforcing Sallisaw's appeal as a welcoming community.

Barriers & Long-Term Challenges

Flood plains, railroads, and limited land availability present physical constraints that cannot be ignored. Social challenges such as generational poverty, workforce limitations, and community negativity also hinder progress. Funding shortages and outdated zoning policies add complexity, requiring creative solutions and long-term planning to overcome these obstacles.

These themes that were gathered throughout the visioning phase helped the planning team to create more pointed questions as engagement continued during the planning phase.

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PLANNING PHASE – KEY FINDINGS

While visioning looks at the overarching big picture, the planning phase begins to narrow the focus on specific items that could be addressed in the Plan. During this phase of the engagement process, more specific questions were asked about issues and opportunities that exist in the following subject areas: Land Use; Development and Redevelopment; Mobility and Connectivity; Placemaking and Public Space; and Quality of Life and Community

The planning phase included the Planning and Design Charrette, In-Person Public Open House, and the Digital Public Open House. Themes that emerged during the visioning phase were further elaborated in responses to the topic questions, giving the planning team more detail and ideas of how to address each area of concern. A summary of responses for each topic area is provided below.

Vision for Growth & Economic Development

Residents envision Sallisaw as a thriving, self-sufficient community that attracts visitors and supports local prosperity. There is strong interest in expanding retail, entertainment, and tourism opportunities — from revitalizing downtown and Main Street to adding attractions like a casino, race track, and cultural museums. Industrial growth and high-tech manufacturing are seen as key drivers for job creation and economic stability. The community wants growth that feels "homey" while positioning Sallisaw as a regional hub.

Housing & Land Use

Housing emerged as a top priority, with calls for both single-family and multifamily options that are not income-based. Residents want sustainable growth that includes mixed-use developments and infill projects to revitalize underutilized areas. Preserving green spaces and converting the golf course into trails and outdoor recreation were popular ideas. There is also interest in maintaining landmarks like the race track and enhancing civic facilities to support a growing population.

Infrastructure, Mobility & Connectivity

Infrastructure improvements are critical to future success. Residents highlighted the need for better roads, sidewalks, drainage, and lighting, as well as safer traffic patterns and school-area congestion relief. Walkability and bike connectivity are major goals, with suggestions for citywide trail systems and pedestrian-friendly streetscapes. Additional access points to the industrial park and improved interstate connections were also noted as priorities.

Quality of Life & Community Health

The community values amenities that promote healthy living and family engagement. Desired features include wellness centers, indoor recreation facilities, hiking and biking trails, and pickleball/tennis courts. Mental health programs, addiction recovery, and obesity prevention were identified as essential services. Residents want more community events, cultural activities, and spaces that foster intergenerational connection and attract young professionals through vibrant lifestyle options.

Placemaking & Aesthetic Enhancements

Beautification and cultural identity are central to Sallisaw's vision. Residents called for improved landscaping, street trees, lighting, and wayfinding signage, especially downtown and at gateways like I-40 exits. Public art, murals, and design standards for retail buildings were suggested to create a visually appealing environment. Enhancing cultural assets tied to Cherokee heritage and local history — such as museums and festivals — is seen as vital for community pride and tourism.

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PROJECT MARKETING

Multiple forms of marketing collateral and media outreach were used to ensure Sallisaw residents were aware of opportunities to engage in the process. These communication channels included a dedicated project website, social media, and more! The various engagement tools are described below in more detail.

PROJECT WEBSITE

A dedicated project website (www.sallisawcmp.com) was created to facilitate online engagement and serve as a landing page for anyone interested in learning more about the Sallisaw Comprehensive Plan and the planning process. The project website also provided a means to contact the planning team with any questions or concerns.

SOCIAL MEDIA

The City of Sallisaw's social media platforms promoted project information and informed residents of upcoming engagement efforts. The planning team developed and created the social media graphics and captions to encourage engagement with the project.

PRESS RELEASES

Four press releases were distributed and used to formally announce milestones in the planning process. Each press release included basic project information and directed readers to the project website. The four press releases focused on the following topics:

- Press Release 1: Project Launch
- Press Release 2: Community Questionnaire Launch
- Press Release 3: Final Plan - Public Review Period
- Press Release 4: Plan Adoption

EMAIL BLASTS

The project website provided the public with the option of joining the contact list to receive project communications. The public could choose to receive various e-blasts or opt in to receive text alerts.

PROJECT GRAPHICS

A uniquely branded project graphic and brand were designed for the planning process. This helped the project stand out among other forms of media and ongoing community efforts.



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CITY LEADERSHIP VISIONING WORK SESSION

A Joint Leadership Visioning Work Session took place on Monday, August 18, 2025, from 4:30 to 6:30 pm at the Sallisaw Council Chambers (113 North Elm Street, Sallisaw, OK 74955). The planning team provided an overview of the comprehensive planning process to the City of Sallisaw's leadership. The planning team also outlined the stakeholder engagement period, including several events scheduled for the subsequent weeks. A preliminary existing conditions analysis, including existing land use, housing market trends, and demographic data, was provided.

After the presentation, the planning team led City Leadership through a visioning exercise to help members identify their Needs, Wants, Desires, Barriers, Obstacles, and Annoyances. The complete list of responses is provided in the Full Documentation of Responses.

VISIONING WORKSHOP

WHY VISIONING?

The Visioning Workshop is a critical milestone in this planning process. Not only is the visioning workshop the first in-person opportunity for community members, stakeholders, and city staff members to meet and work together, but it is also the time when the collective tone for the process to come is set. The goal of the workshop is to guide the development of the Plan, ensuring it reflects the community's overarching goals.

This visioning process is meant to uncover the community's needs, wants, and desires without being constrained. While it is essential to be realistic about what can be implemented, visioning is a time when participants are encouraged to set aside concerns about price tags and timing.

In addition to providing dedicated time and space for community members to participate in the planning process actively, this time is also crucial for the planning team, allowing them to listen intently to what the community hopes to achieve from the project. Although the facilitated dialogue and exercises provide rich input, simply listening to conversations between neighbors, acquaintances, city staff members, and City leadership with their constituents is invaluable for shaping the Plan.

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VISIONING WORKSHOP OVERVIEW

Before a plan's vision and ultimate plan can be crafted, it is critical to meet with various stakeholders to:

- Ensure a clear understanding of their desires for the future of the city.
- To gather local knowledge related to the issues and opportunities facing the city.
- To build consensus around a multifaceted solution.

As the first step in this planning process, the planning team held a visioning workshop. The stakeholder group comprises members of the community with a vested interest in this planning process, including property/business owners, municipal representatives, special-interest advocates, developers, and others. The technical committee members are vested community members who possess technical expertise as city staff members.

The City of Sallisaw Visioning Workshop took place on Tuesday, August 19 from 2:00 to 3:30 pm at the Sallisaw Council Chambers (113 N. Elm, Sallisaw, OK 74955). At the first stakeholder meeting, the planning team introduced themselves and presented a project overview, detailing the comprehensive plan's purpose, the project timeline, key public participation events, and the role of the members of the Stakeholder Committee (SC), Technical Team, and Core Team. The planning team also presented the initial findings from the existing conditions analysis and the ***Economic and Market Analysis***.

The rest of the presentation and the meeting focused on gathering and understanding the group's thoughts and ideas. The planning team led the SC, Technical Committee, and Core Team through a series of exercises to better characterize these ideas.

VISIONING EXERCISES

One of the first exercises asked attendees the following questions:

- What's the ONE THING that must happen for your comprehensive master plan to be a success?
- What's WORKING WELL in Sallisaw?
- What's NOT WORKING WELL in Sallisaw?

After these initial questions, the planning team split the participants into groups and had them go through their Needs, Wants, Desires, Barriers, Obstacles, and Annoyances for the City. These questions helped the planning team better understand what city residents hoped to see for the City's future.

- Needs – "We need to have this happen in City for future success"
- Wants – "If we had the choice, we would choose to have this…"
- Desires – "Wouldn't it be nice if…, but if we don't get it, that's okay."
- Barriers – "Immovable objects/obstructions that we must live with; these things can't be ignored"
- Obstacles – "Like an obstacle course, you can find a path through, around, or over, but you must plan a route".
- Annoyances – "Things we don't like; tend to be nuisances and personal, but don't prevent you from reaching your goals"

The complete list of responses is provided in the ***Full Documentation of Responses***.

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SALLISAW AIRPORT ADVISORY BOARD MEETING

The planning team met with the Sallisaw Airport Advisory Board on Tuesday, August 19, from 4:00 pm to 5:00 pm at the Sallisaw Council Chambers (113 North Elm Street, Sallisaw, OK 74955). This meeting focused on understanding the larger community conversation around Sallisaw's current airport and its future need.

PLANNING AND DESIGN CHARRETTE

The Planning and Design Charrette occurred on Wednesday, September 24 and Thursday, September 25 at the Sallisaw Council Chambers (113 N. Elm, Sallisaw, OK 74955).

DAY ONE

The planning team met with members of the stakeholder and technical committees to review the charrette process and schedule for the subsequent charrette sessions, which would take place over the two days. The planning team also provided participants with an overview of the existing conditions and economic and market analyses, as well as the preliminary results of the public survey. After the presentation, the planning team split the participants into groups and asked them to work through six topic stations. Each group was given enough time at each station to provide their comments to different questions created by the planning team. The various topic stations included the following:

Vision and Guiding Principles

- What is your vision for the future of Sallisaw? Tell us with a sticky note.
- What should be our community goals for the future of Sallisaw? Tell us with a sticky note.
- What community values should be kept in mind as we create the plan? Tell us with a sticky note.

Land Use

- Which land uses would you like more of in Sallisaw? Tell us by placing a dot next to each land use you more of (e.g., single-family residential, multifamily residential, mixed use, commercial, office, light industrial, heavy industrial, parks and recreation, conservation/open space, civic facilities, education/healthcare, agriculture)
- Following the legend, indicate on the map where each type of land use is appropriate. Show us by placing dots on the map. Use as many dots as you'd like. (e.g., commercial, public/government, industrial/light manufacturing, single-family residential, multi-family residential, mixed use, parks and recreation/open space)
- Are there any land uses in Sallisaw that are misplaced? If so, which ones? Tell us with a sticky note and show us by placing red dots on the map.
- What land uses should be preserved? Tell us with a sticky note and show us by placing green dots on the map.
- Where are Sallisaw's landmarks or destinations? What are they? Tell us with a sticky note and show us by placing blue dots on the map.
- Show us where you think different kinds of housing are appropriate. Use as many dots as you'd like, per the legend.

Development/Redevelopment

- Which areas of Sallisaw should be considered for new development? Tell us with a sticky note and show us by placing green dots on the map.
- Which areas of Sallisaw need to be redeveloped or are available for infill development? Tell us with a sticky note and show us by placing blue dots on the map.
- Where do you consider the center or "heart" of Sallisaw? Tell us with a sticky note and show us by placing red dots on the map.
- What new attractions, entertainment opportunities, programs, or events would you like to see in Sallisaw? Tell us with a sticky note.

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Mobility and Connectivity

- Where do you notice transportation safety issues in Sallisaw (e.g., traffic, speeding, dangerous turns, low visibility, etc.)? Tell us with a sticky note and show us by placing yellow dots on the map.
- Where is traffic congested? Are there any high crash locations? Tell us with a sticky note and show us by placing red dots on the map.
- Where are there missing vehicular connections within or to/from Sallisaw? Tell us with a sticky note and show us by placing yellow dots on the map.
- Where is difficult to walk in Sallisaw? Where are there missing connections (e.g., sidewalks, safe crossings, etc.)?
- What would make walking more enjoyable? Tell us with a sticky note and show us by placing green dots on the map.
- Where is additional biking infrastructure needed in Sallisaw (e.g., off-road trails, road shoulder, painted bike lanes, etc.)?
- What would make biking more enjoyable? Tell us with a sticky note and show us by placing yellow dots on the map.

Placemaking and Public Space

- What aesthetic and/or cultural aspects of Sallisaw do you think should be preserved or enhanced? Tell us with a sticky note.
- What code enforcement or maintenance concerns should the City focus on more? Tell us with a sticky note.
- What areas of Sallisaw most need aesthetic improvements? What types of enhancements would you like to see in these areas? Tell us with a sticky note and show us by placing red dots on the map.
- What are the "gateways" or entry points to Sallisaw? Use your purple dots to show us where.
- Which of these enhancements should be prioritized in Sallisaw? Tell us by placing a dot next to each enhancement you want more of (e.g., public art, gateways, benches/outdoor furniture, lighting, street trees/landscaping, shade structures, public wi-fi, wayfinding/signage, public performance space, playground/splash pad, public restrooms).

Quality of Life and Community

- What does healthy living or a healthy lifestyle look like to you in Sallisaw?
- What additional amenities and/or programs should be incorporated to improve healthy lifestyles? Tell us with a sticky note.
- How can the City support community health? What programs are most important to focus on (e.g., mental health, opioid/drug crisis, obesity, etc.)? Tell us with a sticky note.
- What can the City do to build a stronger sense of community? Tell us with a sticky note.
- What do you think would attract young professionals to stay or come back to the community? Tell us with a sticky note.

After these questions, the groups were asked to provide their prioritizations for each station.

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GROUP PRIORITIES

Group 1

Think Big:

- Viability, vitality for thriving households
- Opportunities for work/play while cashing in on tourist/trader dollars

Land Use:

- Sallisaw has ample real-estate opportunities for development and growth
- Find investors to develop + build housing

Development and Redevelopment:

- People need + require amenities. Amenities will drive development.
- Accessibility +recreation.

Mobility and Connection:

- Accessibility – walking – biking-driving
- Improved Infrastructure for traffic flow "Connecting housing to growing retail"

Quality of Life:

- Access to healthy outlets +services
- Upscale amenities to raise the bar for new +existing residents

Placemaking/Aesthetics:

- Overall Curb Appeal
- Gateways +wayfinding "Have an aesthetic + be consistent throughout"

Group 2

Think Big:

- Infrastructure
- Growth

Land Use:

- Airport length
- Affordable single fam. Housing Commerical

Development and Redevelopment:

- 140 Soth
- Race Track

Mobility and Connection:

- Biking/walking - trail system
- Redwood + IT Hwy

Quality of Life:

- Jobs/wages increasing
- Attractions for younger gen

Placemaking/Aesthetics:

- Lighting
- Sidewalk

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Group 3

Think Big:

- Building on community heritage with sustainable growth

Land Use:

- Airport (moved)
- Housing

Development and Redevelopment:

- Race Track/venue/hotel
- Golf Course

Mobility and Connection:

- QT area/exit
- Caseys/underpass (flooding)

Quality of Life:

- Community Center
- Jobs w/living wages

Placemaking/Aesthetics:

- Lighting
- Sidewalk

Group 4

Think Big:

- Forward-thinking Vision
- Focus on attracting career – level employment opportunities

Land Use:

- Optimize utilization to highest and best use of old golf course, race track properties
- Enhance quality housing opportunities multi and single family

Development and Redevelopment:

- Race track redevelopment
- Developing Downtown (the heart of Sallisaw)

Mobility and Connection:

- Exit 308
- Sidewalks from Aquatic center -> redwood->wheeler->sports complex

Quality of Life:

- Enhancing current city owned facilities with new activities, upgraded features
- More entertainment options

Placemaking/Aesthetics:

- Sidewalk maintenance
- Seasonal/beautification of public spaces

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Group 5

Think Big:

- Bring back the racetrack!
- Family values things for family, retail, dining, quality of life

Land Use:

- We need to develop commercial + residential sites south of town
- Make the golf course usable again. Preserve it.

Development and Redevelopment:

- Redevelopment of the race track area
- Outdoor facility development at golf course to include biking, walking, connected to sports complex

Mobility and Connection:

- City should buy golf course + develop adding biking/trail infrastructure and other amenities ie. Amphitheatre/pickleball +connect to sports complex
- A lot of areas that need sidewalks +improvements on sidewalks *big issue*

Quality of Life:

- Upscale! Housing, retail, shopping
- The ability to have outdoor recreation +activities

Placemaking/Aesthetics:

- Citywide beautification
- Stricter code enforcement for exteriors + signage

Group 6

Think Big:

Jobs

- Quality jobs
- Safe place to raise a family

Land Use:

- New hospital
- Downtown

Development and Redevelopment:

- Behind Walmart 80 acres
- South I -40

Mobility and Connection:

- Houser Cemetary Quick Trip
- 59 & 64

Quality of Life:

- Affordable Housing
- Outdoor rec

Placemaking/Aesthetics:

- Lighting
- Wayfinding signs

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DAY TWO

The second day of the charrette began with open studio time. Members of the stakeholder and technical committees were able to come in and view what the planning team were busy working on. Later that day, the stakeholder committee was invited to a concept review period in which they could provide initial thoughts and reactions to the planning team's recommendations. These comments are included in the ***Full Documentation of Responses***.

PUBLIC OPEN HOUSE

Following the two-day charrette, the Project Team hosted an in-person public open house on Thursday, September 25, from 6:00 p.m. to 7:30 p.m. at the Sallisaw Council Chambers (127 North Elm Street, Sallisaw, Oklahoma 74955). Similar to the stakeholder and technical committee meetings, the public had the opportunity to work through the different topic stations and review the proposed frameworks. Attendees were able to provide their direct feedback and speak with the planning team at their leisure.

COMMUNITY QUESTIONNAIRE

As part of the public engagement process, a community questionnaire was made available. This survey focused on residents' and stakeholders' preferences for Sallisaw's future. This survey asked residents to give their feedback on topics related to housing, transportation and mobility, vision and values, and other topics. The results were used by the planning team to further inform the plan's recommendations.

The survey was available from September to early December 2025, via the project website. In total, 156 respondents completed the survey. Below are some of the findings from the public survey:

- The majority of people remain in Sallisaw throughout the week but leave on the weekends, a potential loss of discretionary dollars to other nearby communities. When people do leave, they most often go to Fort Smith or Van Buren, Arkansas.
- Survey respondents indicated that Sallisaw should prioritize attracting new businesses and jobs (82 percent), improving streets and public infrastructure (64 percent), creating a more inclusive and welcoming community (31 percent), and supporting diverse housing options (31 percent) over the next twenty years.
- Responses indicate that residents would like to see more of the following kinds of businesses in Sallisaw: a movie theater (70 percent), fine dining options (59 percent), clothing and apparel stores (46 percent), and casual/fast casual dining options (37 percent).
- Respondents indicated that they would like to see more neighborhood retail options, such as restaurants, coffee shops, and services, along major roads and corridors in Sallisaw (63 percent)

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POP-UP EVENTS

The planning team attended two pop-up events throughout the planning process to disseminate information about the Sallisaw Comprehensive Plan and to understand the community's priorities better. These events offered the project team a chance to host booths, distribute project information, and engage in discussions with interested community members. The following descriptions provide a brief overview of each event and the planning team's outreach efforts.

SALLISAW HOMECOMING FOOTBALL GAME

The planning team attended Sallisaw High School's Homecoming football game at Lattimore Stadium on Friday, October 10, from 5:30 p.m. to 7:30 p.m. (423 North Elm Street, Sallisaw, Oklahoma 74955). At the pop-up booth, community members were able to participate in a visioning exercise, a raffle to win a $25.00 gift card to Sozo's Coffee Company & Bistro, and indicate their priorities through a marble exercise. For the marble exercise, participants were able to place a marble to indicate their priorities for the Sallisaw Comprehensive Plan. The planning team also handed out promotional material for the project website.

MAIN STREET FALL FESTIVAL

The planning team attended the Main Street Fall Festival on Saturday, October 11, from 9:00 a.m. to 12:00 p.m. (SE Corner of East Choctaw Avenue and North Oak Street). Similar to the previous day's pop-up event, participants could enter a raffle to win a $25.00 gift card to Sozo's Coffee Company & Bistro and indicate their priorities through the marble exercise. The planning team also handed out promotional material for the project website.

After combing the totals from the marble exercise at each event, the community indicated that (1) economy, (2) housing, and (3) sidewalks were the largest priorities for the community.

Combined List

1. Economy (77)
2. Housing (69)
3. Sidewalks (67)
4. Well-Being (64)
5. Trails (41)
6. Lighting (33)
7. Access (27)
8. Aesthetics (23)

DIGITAL OPEN HOUSE

Following the In-Person Public Open House, a Digital Open House was available via the project website for those who were unable to make it in person from Friday, October 17, until Friday, October 31, 2025. Participants could review the same materials presented at the in-person version and provide their comments directly to the PDF. In total, the planning team received 28 comments. All responses gathered during this period have been compiled and are available in the ***Full Documentation of Responses***.

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FULL DOCUMENTATION OF RESPONSES

The following is a full list of all written comments received during the public and stakeholder engagement period. Responses are verbatim to preserve participants' voices and original intentions.

CITY LEADERSHIP VISIONING WORK SESSION

What's the one thing that must happen for you to say comprehensive master plan is a success? One sticky note with one idea.

- Public gets a chance to see and input (as many as possible)
- Citizens must be willing to engage and be onboard along with staff
- Make vision for industrial park
- Community buy in
- Community engagement for approval
- Support from community
- Following through with the plan, not put on the back burner
- Balanced account for growth geographically
- Someone or someone's to make sure that the plan is not put on the shelf and ignored like last time. Driving force!
- Give Sallisaw resources. Transportation hub, bedroom community for Ft. Smith, etc. What opportunities are we overlooking
- Bring jobs
- It does not divide the community

What's working well in Sallisaw? One sticky note with one idea.

- There is excitement of growth
- Industrial areas
- Economic development, attraction of some employees and retail
- Public utilities
- Community
- City gov showing more interest in positive change.
- Law enforcement
- Community outlook for positive future (they are optimistic about positive growth)
- City council and staff
- Business development is working
- Hear projects developing
- City employees, Get the stuff done.
- Government

What's not working well in Sallisaw?

- No jobs
- Public engagement
- Transparency page
- We must help folks understand that growing pains are not cheap!
- Housing
- Community involvement
- The trust between the citizens and city

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- Family activities, quality of life
- Community envolvement
- Open XXX with out of town people
- Housing growth
- Traffic flow
- City streets
- Actual planning i.e, reactionary
- Planned development housing

Needs/Wants/Desires/Barriers/Obstacles/Annoyances

Needs – "We need to address this issue"

- Competent workforce
- Comprehensive zoning plan, clear and concise policy
- Identify across that can and cannot be developed
- Road access to key development
- Affordable housing
- Land for growth, industrial park
- Jobs
- Educational opportunities for kids
- Hotels

Wants – "If we had the choice, we would choose to have this…"

- Sidewalks
- Drainage
- Housing
- Community center
- Attraction
- Get tribal buy-in
- Mark on map
- Huge multi-event comm. Ctr.
- Driving range/batting cages
- Better traffic flow- H.S. (schools) (infrastructure)
- Kids activities (bowling…)

Desires – Wouldn't it be nice if…., but if we don't get it, that's okay."

- Amphitheater
- In-out burger
- Sit-down restaurant
- Educational opportunities
- New/upgraded schools
- New athletic facilities
- ROTC program
- Famous person/celebrity
- Golf course/top golf
- New rodeo grounds/huge event Ctr.
- Kayak park – Sallisaw Crk. Damn
- Outdoor activities
- Good hotels
- New restaurants (higher end)
- Cherokee involvement
- Dance hall
- Fire Dept. (paid)

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- New hospital
- Big Box Stores

Annoyances – things we just don't like; tend to be nuisances and personal; don't prevent you from achieving your goals.

- Keyboard warriors
- Traffic flow – traffic lights
- Trains – divided town
- One minded people
- Lack of engagement/personal commitment/community involvement
- Drainage/roads

Obstacles – like an obstacle course you can find a path through, around, or over it, you must plan a route

- Flood plains
- I-40
- Railroads
- Drainage
- Generational curses
- Educational opportunities
- Workforce limitations
- Flat land-development
- Generational poverty mindset
- Infrastructure (downtown/roads)
- Lands
- Housing
- Jobs $$
- Drugs
- Community negativity

Barriers – immovable objects or obstructions that we must live with; these things cannot be ignored.

- Flood plains – mountains
- I-40
- Disorganized/legacy zoning planning
- Amount of usable land
- Storm drainage
- Narrow streets
- South sub station / electrical
- Ugly areas

VISIONING WORKSHOP

What's the One Thing that must happen for you for the comprehensive master plan is a success?

- More business and industry in the Sallisaw community
- Family entertainment
- #1 Sallisaw moves forward
- #1 a success would be to set realistic and obtainable goals infrastructure
- Affordable housing
- Find the money and talent to make plan happen
- Agreement among all parties involved is generating the plan!!
- Infrastructure
- Put the plans into action
- Focus on infrastructure with ped friendly focus

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- #1 buy-in by the community. These days, there's too much complaining about what Sallisaw is not rather than what Sallisaw is.
- Workforce development
- Walkability improved!
- More worker bees! :)
- Destination city
- A goal in the in the plan to increase average household income
- Attractive, affordable, non-income based housing
- More involvement
- Develop plan from streets and roads
- Cleanliness
- Include future projects for kids! We always need more places of things for kids to do!
- Defined success
- Economic growth
- Increase in median household income
- Action
- Execution
- Actionable plan
- Growth
- New hospital
- Prompt curby response
- More community buy-in create more leaders
- Residents have affordable housing
- Vision embraced by the residents of Sallisaw
- More football field to HS campus
- 1000' runway added
- Work together
- XXX must have improved
- The plan should be followed.
- Plan into Action
- That we actually come away with a CMP that is reasonable, doable, and affordable
- Jobs
- Logistics
- Significant road and sidewalk improvements
- All ideas are given some thought and realistic consideration
- Infrastructure for the city – regarding buildings, roads, bridges must be improved.

What's working well in Sallisaw?

- Internet
- Economic development
- Private sector has input about what is needed to encourage growth/investment
- Community involvement
- Increase in engagement/caring for future of city/expanding
- Community Involvement
- Fire department
- I think we are seeing many organizations working together for the common good. Civic groups, main street, city depts, and city really seem to be working for the common good.
- Our citizens care for their neighbors

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- Sallisaw's growth
- Younger gnerations with their families
- Growth! Be availaboe of new business that have joined community
- Property value
- Economic growth
- The economy is growing
- The way the city manager include the community in decision making for Sallisaw
- The city and school relationship
- Collaboration
- The school system
- Good city leadership
- Recreation facilities
- Sales for growth, some new business growth
- Schools
- The collaboration between the city, county, Cherokee nations, other county governments, and civic XXX
- City leadership
- Mindset of our current leadership
- Cost to do business taxes, wages, utilities
- Hospital #2 still functional and open
- $
- Partnerships, people want change
- Retail and industrial development
- Revenue generation from assets
- The direction of one school program
- Community leadership cooperation
- Economic development, school system, college, Votech
- Great school system
- Economic development
- Community events and relationships between organizations working for the city
- Partnerships
- Delivery of city services, specifically Electric Dept.

What's not working well in Sallisaw?

- Increased traffic throughout the city
- Infrastructure
- Sidewalks
- Drainage (flooding)
- Traffic patterns
- Lack of night life
- Traffic flow
- 911 – ambulance support for hospital
- Pedestrians bicyclists walkers runners all at danger
- Not working well – current infrastructure
- Activities for kids outside of sports
- Drainage system
- Streets need consistent upkeep
- Too few of people carry all of the weight
- Lack of activities for children that capture interest and will give time to

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- Road systems, specifically QT area, Lennington Rd, Drake Rd.
- Pedestrian accommodation
- Our streets/neighborhoods do not look as well as they should.
- Walkability
- Rate increase
- Roads near schools
- Improving health care access
- Lack of workforce
- Speed of projects we need to be prepared for growth before its on us
- Money that is supplied to the local hospital over
- Drainage
- Drainage!!
- Drainage
- As a community, self-worth is a hindrance. "All other communities have more than we have, "why don't businesses like Sallisaw?" etc.
- Street improvements recreational opportunities ballooning budget
- E transformers
- Generational poverty and all that comes with it
- Wages
- Housing!
- Community perception
- Stop putting fluoride in Sallisaw's city water
- Community not wanting to spend more of their money. But they want things
- Short staffed/turn over
- Drainage!!!!
- Traffic off I40 Exit 311
- Same few doing all the work
- Streets!!!
- Deterioration of public buildings

Needs/Wants/Desires/Obstacles/Barriers/Annoyances

Needs – "We need to address this issue"

- Storm shelter
- Redevelopment of blue ribbons downs event center
- Beautification x 2
- Dining and shopping
- Better infrastructure x 2
- Entertainment/detination city
- Take fluoride out of water
- Then, dentists
- Housing
- "Nothing to do."
- Especially with kids when its hot, pickleball, movies, golf
- Improved lodging
- New hospital
- Exit 308 interchange needs to be straightened
- Drainage
- Exist at Shiloh Rd.
- Over or underpass Union Pacific

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- East exist from Carl Albert/Industrial Park
- JT Stites/school
- Go Pro for Deputy Drivers
- Improve XXX theory the Int and XX x 2
- Hospital
- Longer airport runway
- Event center
- Community center
- Blue ribbon downs resort
- Higher paying jobs
- Sidewalks on Kerr Blvd., J.T. Stites, Cherokee Ave.
- Homeless shelter
- Infrastructure investment in Sallisaw Core to enable housing development
- Improved internet band width
- Improving the aesthetics of the town
- No homeless x 2

Wants – "If we had the choice, we would choose to have this…"

- Batting cages
- 308 exit re-design
- Fix JT stites Blvd.
- Sidewalks through out city *
- Over or underpass union pacific railroad
- Nice dining experience
- Redevelop 311 – expand
- Nature park
- Soccer fields
- More parking at complex
- Turn golf course into trails from 101 (hwy 59 bypass)
- Large venue (indoor)
- Take electrical lines underground
- Expand sidewalk and trail access
- Better transformed fuse?
- Fine arts center
- More XXX industrial park
- New hospital
- Hotels and ARB
- Sidewalks
- Event/convention center
- Expand carl albert
- Splashpad at sports complex
- New hospital
- Move airport to south of I-40 Exit 202 turn existing airport (and into commercial and industrial use)
- Longer runway at the airport
- Better access for interstate traffic
- Redirect Hwy 59 around town
- Pickleball court tennis courts
- Reclaim tennis courts @ police station
- Amazing 24-hour healthcare at the completely renovated city hospital

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Desires – "Wouldn't it be nice if…., but if we don't get it that okay."

- Water park add-on
- Move theatre
- Golf course
- Activity center
- Chili's x 2
- Shopping center
- New library
- Batting cages
- Sidewalks bike path x2
- Widening underpass on Opdyke
- Bowling alley
- Trail system
- Driving range
- Blue ribbon downs resort (ie. Hotel, golf, casino, restaurant) x2
- Cn wellness center!
- shooting range
- event center – ymca
- restaurants – sit down not fast food
- longer airport x2
- new hospital/rehab center x 3
- indoor pool/Airbnb x2
- hotels
- Sharpe's
- Deep water port
- Outlet mall
- Riverwalk
- Texas roadhouse x2
- Chik-fil-A
- Club carwash
- Quality of life projects
- Aldis x2
- Fine art center
- New rodeo grounds
- Appearance
- Curb appeal
- Standard
- Youth activities
- Pickle/tennis courts x2
- Playground to splashpad at sports complex
- More quality-of-life programs

Barriers – "Immovable objects or obstructions that we must live with; things cannot be ignored.

- Population under 10,000
- Location of hospital in regard to Ft. Smith hospitals, mercy baptsit x 2
- Land availability in city limits – absenteeism x 2
- Eminent domain policies and procedures x 2
- Career opportunities
- Floodway
- I-40

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- Pave cedar going south
- Funding for these projects
- Railroad tracks
- What people consider good enough
- Largest metro area across state lines x 2
- Hwy 39 thru town, train tracks x 2
- Sallisaw cemetery location
- Public transportation
- Flood plains x 2
- Airport expansion x 2
- Gov't policies

Obstacles – "Like an obstacle course you can find a path through, around, or over it, but you must plan a route".

- Infrastructure; such as drainage, etc.
- Utilities
- Land use
- Lighting
- Homeless
- Sidewalks
- Workforce housing x1
- Education Facilities
- Elementary update
- « new » HS is old
- No Community center
- Railroads
- Lack of property in city
- Generational poverty and lack of education
- Lack of activities for children
- Druge use/abuse
- Hwy 59 through town re-route
- Library and funding
- Be more aggressive on property assessments
- Be more aggressive on condamation
- Get out in front of infrastructure needs
- Narrow overpasses
- Lack of new and updated health care hospital
- Affordable healthy food

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Annoyances – things we just don't like; tend to be nuisances and personal; don't prevent you from achieving your goals

- Trash/junk/limbs pile dup
- Signal lights need synched
- Street sign fonts mismatched and missing – not muted compliant
- QT traffic
- Town is horribly lit x's 2
- Turn up brightness on LED lights
- Need overpass over union pacific railroad
- JT stites school traffic /need outlet to Shiloh/all schools
- Drainage is poor/flooding
- Loose dogs and cats
- Drug addicts walking streets x's2
- Railroad noise
- East side of town dying x 2
- Actually might be having a rental compared to XXX.
- Faster curb x1000
- Build a transfer station
- Can't host track meets
- Access off I-40 is inefficient to cost tax revenue
- Road maintenance
- Bad railroad crossing a Port Arthur not adequate hospital signage more signs on I-40 (wayfinding)
- Overnight stay for out of town guests

PLANNING AND DESIGN CHARRETTE

What is your vision for the future of Sallisaw? Tell us with a sticky note.

- Tourism – Sequoyah, grapes of wrath, pretty boy floyd, a time before tears
- Self Sufficiency that draws the region
- Investing in downtown/Mainstreet corridor
- Enhance downtown are for entertainment (this!)
- Bring back the race track and add hotel, Casino, event stage
- More industrial Growth
- Work on our google view of Sallisaw
- Real retail
- High tech manufacturing hub
- Growth that's homey
- Reroute 18 wheelers + trucks
- More things/activities to do for our youth (+1)
- Health Focused
- Deep Water Port
- Double Job Housing Growth Rate
- Better health outcomes for really all ages +populations but especially our elders
- Continue the progress with commercial development (more shopping, dining, venues) entertainment options

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What should be our community goals for future of Sallisaw? Tell us with a sticky note.

- Jobs (agree, agree)
- Retail Growth (agree, agree)
- Housing growth
- Maintain youth sports and expand
- Update Infrastructure
- Walkability (agree)
- Recovery and counseling
- Median household income increases to level competitive with Oklahoma's MHI
- Quality educational options that will attract and retail families
- Larger university secondary education
- Healthy Community + More walking
- Longer retail chains
- Activities + entertainment, things to do (agree)
- Common vision
- Always improving schools + facilities
- More housing, bike routes
- Sustainable growth
- Housing
- Industrial park
- We need to address our city attraction on both exits shops, dine, unmend brushy lake billboard auto museum, Cherokee traits, vian refuge seq. Mdme.

What community values should be kept on mind as we create the plan? Tell us with a sticky note.

- Growth doesn't come at an environmental cost to water + air (+1)
- Culture of Cooperation (+1)
- Safe place to raise a family
- Family values, more families to do together (Agree!)
- Cultural Aspects
- Safety, wellness, education, strong work ethic
- Mindfulness + Transparency
- Unity of Vision
- •ntergenerational Connection +1
- Would live to see Cherokee language signs like they have in tahlgrawah
- Lovely green space curated/well kept
- Create beautiful buildings
- Building on community heritage for future generations

Land Use

Which land uses would you like more of in Sallisaw? Tell us by placing a dot next to each land use you want more of.

- Single Family Residential: 8 dots
- Multifamily Residential: 10 dots (not income based)
- Mixed Use: 5 dots
- Commercial: 6 dots
- Office: 3 dots
- Light Industrial: 2 dots

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- Heavy Industrial: 3 dots
- Parks and Recreation: 6 dots
- Conservation/Open Space: 1 dot
- Civic Facilities: 4 dot
- Education/Healthcare: 4 dot
- Agriculture: no dot

Are there any land uses in Sallisaw that are misplaced? Write a sticky note and show us by placing RED Dot on the map.

- Airport
- Cemetary
- Skate (Agree!!)

What land uses should be preserved? Tell us with a sticky note and place a GREEN dots on the map.

- 14 flags
- Golf Course into bike trails outdoor rec (agree)
- Greenspace by sports complex inro outdoor rec (agree)
- Race Track
- KOA
- Not sure how many but any cemeteries especially small forgotten ones

Where are Sallisaw's landmarks or destinations? What are they? Tell us with a sticky note and show us by placing BLUE dots on the map.

- Downtown
- Hospital
- 14 flags
- Sequasyah's meme
- Race track
- Need our race track back (This, Definitely)
- Sallisaw Core
- Veterans Center (new by a great thing to have here)
- Brush Lake

Development and Redevelopment

Which areas of Sallisaw should be considered for new development? Tell us with a sticky note and show us by placing GREEN dots on the map.

- South of 140 + behind Walmart
- South of country club (lower tracks) (agree)

Which areas of Sallisaw need to be redeveloped or are available for infill development? *infill development refers to construction of buildings or unused or underutilized land located with existing urban/developed area. Think about empty lots besides buildings or dilapidated structure take up space for potential business or homes.

- Area from simple Simons west
- Drainage
- Blue Ribbon Downs Campus
- Sidewalks on J.T. Stiles
- Properties west of town on 64 Hwy
- East end of Town
- Tear down old vacant homes south cental, hickory, choctan, maple streets
- Hiking trails where old course is located
- Eds trick stop

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Where do you consider the heart of Sallisaw? Tell us with a sticky note and show us by placing RED dots on the map.

- Visitors off 140 by quick trip/7 brew, citizens library/downtown
- Downtown/library
- Downtown by rending to Kerr & Ruth due to only development opps.
- Walmart Area (ruth Ave)
- Mainstreet
- Downtown

What new attractions, entertainment opportunities, programs or events would you like to see in Sallisaw? Tell us with a sticky note.

- Casino/hotel/race track (+3, agree)
- Golf course (agree)
- Movie Theatre (+3, yes please! Agree)
- Drive in movie theatre
- A museum (Art, History, Kid friendly, cultural, etc. +1)
- Large amp theatre – outdoor music festivals
- Indoor family recreation (bowling, rope course, movies, trampolines, games) + 1
- Indoor facility where the race track is
- Small scale gathering place like in Tulsa (agree, +1)
- Family center with things for families to do, putt-putt, ice cream shop, kids gone play area, ineligible house
- Race Track +2
- Nice restaurants
- IHOP
- Trader Joes, TJ Maxx, Aldi
- Outlet Mall/Stores
- Golf Course (agree)
- Driving range
- Sit down restaurants (+2) (Not fast food or Mexican)
- Art Center (+1)

Mobility and Connectivity

Where do you notice safety issues in Sallisaw (traffic, speeding, dangerous turns, low visibility, etc.) Tell us with a sticky note and show us by placing YELLOW dots on the map.

- JT Stiles – middle school redbird (agree)
- Cherokee + Wheeler
- Cherokee + Jefferson (Turn/traffic front truck
- Redwood +west speed No shoulders
- Tathe, + Rem
- Tunnel under RR (Delaware)
- In front of Mazzios, 7 brew
- Exit 308 by quick trip
- Hwy 17 to city limits
- Caseys area
- (Hidden) High traffic, narrow roads

Where is traffic congested? Are there any high crash locations?

- 308 exit (+1, agree)
- JT Stites congestion – school
- QT/ Lennington

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- Maple Stoplight
- JT Stites

Where are there missing vehicular connections within or to/from Sallisaw? Tell us with a sticky not and show us by placing a YELLOW dot on the map.

- Additional access/outlet @ industrial park
- Extend raced past school (yes!)
- Frisbee golf crossing on opdyke (agree, we need something safer)

Where is it difficult to walk in Sallisaw? Where are there missing connections (e.g. sidewalks, safe crossing, etc.) What would make walking more enjoyable? Tell with a sticky note and show us by placing GREEN dots on the map.

- Cedar Street Bridge over I-40 connecting to ruth – workers walking to walk or soppers to Walmart etc.
- Kerr +2
- Ruth +2
- Downtown +1
- Lighting
- Underpass by Jay Reynolds park
- JT Stites, clinic – housing – school – apartments +1
- Sidewalks, trees, lighting, gardens or a community garden

Where is additional biking infrastructure needed in Sallisaw? (e.g., off-road trails, road shoulders, painted bike lanes, etc.) What would make biking more enjoyable? Tell us with a sticky note and show us by placing BLUE dots on the map.

- Turn golf course into multi-use hiking, biking trail connected to sports complex. Build small event center like an amphitheater on golf course grounds (fabulous idea!, Love, yes! Yes! , Love this idea!)
- The city doesn't own the golf course. It is for sale)
- Maybe the city should purchase this land to enhance quality of life to our residents
- Jay Reynolds to the complex
- Brushy
- Make large square around Sallisaw for biking, 64 w, etc.
- Map: Long form sidewalk, walking trail. Connecting whole town

Quality of Life and Community

What does healthy living or a healthy lifestyle look like? What additional amenities and/or programs should be in healthy lifestyles?

- Wellness center where Ed's truck stop is located
- Community Health Center +1
- Walking Trails +1
- Hiking Trails
- Biking Trails
- Horse Trails
- Add Creekside hiking trails to Sallisaw creek park +1
- Community center q/ indoor pool
- Sidewalks

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- More exercise station at walking trails
- Lighting at all parks
- City indoor pool + activity center
- Lighting in neighborhoods for walking
- Planet fitness
- Community Center
- We have an 8 mile horse trail at Cherokee National Park
- Tennis/Pickleball Courts +3

How can the City support community health? What programs are most important to focus on? (e.g mental health, opiod/drug crisis, obesity, etc.)?

- Sleep health program
- Mental health
- Obesity
- Stress management for teens
- Diabetes Awareness come to the health department
- Addiction
- Habitat for Humanity +"Restore"
- Addiction
- Community Playhouse (drama club)
- Education programs to teach
- •Mental Health Family restoration Addiction, recovery (+1)
- Parks +Rec

Where can the city do to build a stronger sense of community? Tell us with a sticky note.

- More community events +1
- More senior events
- Community center (exercise classes, event hosting, etc) Ex. Donald Renyolds, center potentially
- Yes, all of these
- Show up! Agree

What do you think would attract young professionals to the community? Tell us with a sticky note.

- Possibly more sport options for children
- More entertainment
- Shared workspace business setting
- Example: like the one in bakery district ft smith
- Jobs w/living wages +2
- A bigger art festival!
- Good schools
- Outdoor recreation
- Affordable housing
- Higher-end housing
- Retail, Restaurants, jobs +1

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Placemaking and Public Space

What aesthetic and/or cultural aspects of Sallisaw do you think preserved or enhanced? Tell us with a sticky note.

- More Codes for business to comply with better aesthetics
- Lighting that draws you in giant chess
- Wayfinding signs
- Giant chair, etc.
- Pocket parks
- Landscaping trees, flowers, lamp post signs downtown
- 14 flags – more upkeep +1
- Sidewalks
- Beautiful downtown with landscaping +1
- Design standards for retail
- Cultural aspect: Pretty Boy Floyd Cherokee Nation True Grit Grapes of Wrath +1 Sequoyah
- Race Track
- Painting outside of bldg (Murals)
- Improve library space. Yard games benches for eating +1
- Small Botanical Harden in a public space +1
- Covered Famers Market +1 (yes please)
- Move It CN Parking lot by Casio
- City Mulching program (ranked leaves, chipped branches) Helps cleanup free or law cost to people needed mulch
- Can we elevate form and not just function?

What code enforcement or maintenance concerns should the city focus more? Tell us with a sticky note.

- Closed railroad crossing look very bad – lue need to clean those areas to look better
- Hold commercial owners account drivers account for building maintenance
- Requirements for type of business structure
- Sidewalk +1
- This (hold it as an annual day of cleaning)
- Picking up trash in front of residences
- Faster Curby
- Gutter cleaning
- Making sure all easements + ditches are clean and mowed
- Downtown public restrooms like @ walking trail
- Clean up homes- too many are not following city code (junk, debris)
- Hold residents Accoun to keep yards mowed/tidy

What area of Sallisaw most need aesthetic improvements? What enhancements would you like to see in these areas? Tell us with a sticky note by placing RED dots on the map.

- Make downtown, more pleasing landscapes signs
- Jay Reynolds Park + Alex Denton Park need more developments
- Revitalization – Just needs life + to be cleaned!
- Last end exit needs to be cleaned – more development
- Street lighting on s Kerr 59

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What are "gateways" or entry points for Sallisaw? Use your PURPLE dots to show where.

- 308 + 311 exits
- Lighted entrance to sports complex

Which of these enhancements should be prioritized in Sallisaw? Tell us by placing a dot next to each enhancement you want more of.

- Public Art: 4 dots
- Gateways: 2 dots
- Benches/Outdoor furniture: 2 dots
- Lighting: 4 dots
- Street trees/landscaping: 4 dots
- Shade structures: 1 dots
- Public Wi-Fi: 1 dot
- Wayfinding/signage: 4 dot
- Public performance space: 3 dot
- Playground/splash pad: no dots
- Public restrooms: 3 dots
- Something else? Tell us with a sticky note: Sidewalks (5 dots)

Tell us more by using a sticky note below!

- The airport has great potential for growth. Military in fort smith will help to push traffic route airports. The push on activation by state could have partnership with school.
- I would just say the health dept is missing as an institutional area.
- Main road behind redbird, people inc, garden walk to help congestion q/ MS + HS
- Nice assisted living

Points of interest/community destinations:

- 14 flags museum
- Hospital (northeastern health system)
- Sallisaw high school football field)
- Rodeo Grounds
- Cherokee Casio
- Wheller event center
- Sequoyah county fairgrounds
- Sallisaw municipal airport
- Added sticky notes:
- race track 1 dot)
- Brushy lake (1 dot) Big oy Museum
- Historic society needs to be added, Sallisaw Creek dam

Tell us more using a sticky note below:

- Need sidewalk not trail along path (WM) +1
- All JT Stites need sidewalk (agree!)

What does a "safe place" mean to you?

- Safe places to walk/run bike around town +1
- Well lit +well patrolled early morning + after sun goes down (+2)
- A safe place well lit, easy to traverse, pretty environment, w/ places to sit
- Low Crime
- A place kids can have fun @ later times in the evening

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What is Sallisaw's "Community Culture." Describe it.

- Shared community pride/sense of place & belonging (+1)
- Sallisaw is rural and rooted in the Cherokee history + culture. It has rich natural beauty and recreational opportunities. Great for raising a family. +2
- Our culture is still growing but for sure pride in excellence.

How should Sallisaw show that it is built around families in everyday life?

- Seeing in +outside of he home
- Streetscapes to enjoy playgrounds sidewalks. All encouraging family activity
- Quality of life activities for all ages
- People of all stages of life can live comfort + safely
- Activities to do together

If you were to describe the future architectural styles or Sallisaw's built form, what would you say?

- Historic
- Statues related to history
- New urbanist
- Vintage Historical Old Town Feel
- Current "old school" restored vintage, quaint, similar to Bricktown +Van Buren +1

DIGITAL OPEN HOUSE

VISION & VALUES

1. What is your vision for the future of Sallisaw?

- How can we work together to support economic growth and create more job opportunities for the people living here? What plans do we have to make education and youth programs better for our kids and teens? How can we make sure public safety and health services keep up with the needs of our growing community? What steps are being taken to beautify our town, care for the environment, and make Sallisaw a welcoming place for everyone? How can we lift up our local businesses and encourage more entrepreneurs? What is being done to preserve the culture and traditions that make our community special? How can faith-based and spiritual groups be better supported to help serve our residents? what improvements are planned for our roads, parks, and internet access?
- I would love to have a movie theater in our town again. I have good memories of getting to go to the movies, here in town from when I was a kid and teenager. And just other/more fun, safe activities for all ages.
- I think my personal idea of Sallisaw is a safe community that is grounded in providing good support for business, opportunities for families and growing support for outside industry and projects that develop our community but do not try to apply unreasonable amounts of gentrification. This would look like more arts and community humanity projects. Brining in larger businesses and focusing the community of our job placement and growth opportunities within CASC and ICTC. Furthermore, accessible parks, chamber multi-purpose business centers for new businesses and clear branding on the vison of a great place for people to live and grow.

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2. What should be our community goals for the future of Sallisaw?

- Promote economic growth by attracting new businesses and supporting local entrepreneurs to create more jobs. Enhance education and provide robust youth programs to empower children and teens with skills and opportunities. Ensure public safety and improve health services to maintain a safe, healthy community. Beautify the town and protect the environment through clean streets, parks, and sustainable practices. Preserve and celebrate Sallisaw's cultural heritage and community traditions. Strengthen support for faith-based and spiritual organizations that contribute to community well-being. Upgrade infrastructure, including roads, parks, and high-speed internet access, to meet current and future needs. Foster community engagement and inclusiveness, building unity among all residents. These goals can guide planning and collaboration for a vibrant future in Sallisaw. Would you like help framing these goals for a community discussion or official proposal?
- Continue to grow and be a productive but safe town for all.
- I believe the goals should be more clear and precise communication around activities going on and prospective. In addition to have a program like Stillwater, OK in helping hands project. This is a project where the community organizes and prioritizes a city wide hands on clean up program that not only promotes beatification but also helps those that are unable to afford or physically clean up their areas.

3. What community values should be kept in mind as we create the plan?

- Making it a friendly community for all people, all ages.
- I think community values are symptomatic of those that inhabit the location but are ideal to what they strive for. In my opinion we should be striving for helping out neighbors, and being a community that knows our neighborhood. One suggestion for this is to have a fun take on building and creating neighborhoods or districts. This way areas could build rapport, help converse and develop pride for the community.

LAND USE - ISSUES & OPPORTUNITIES

Which land uses would you like more of in Sallisaw?

- It does seem that we need more clean, safe and affordable rental properties opportunities for people that cannot or do not want to buy/own a place.
- Single Family Residential, Light Industrial, Parks and Rec and more support and brand awareness of the current things.

DEVELOPMENT AND REDEVELOPMENT - ISSUES & OPPORTUNITIES

What areas should be focused on for redevelopment and infill (e.g., the re-use of existing properties)? Place a comment wherever you think this is appropriate.

- No comments

What areas should be targeted for development? Place a comment where you think this is appropriate and explain what kind of land uses you'd like to see in your comment.

- No comments

PLACEMAKING & PUBLIC SPACE – ISSUES AND OPPORTUNITIES

What areas of Sallisaw most need aesthetic improvements? What types of enhancements would you like to see in these areas? Tell us by placing a comment anywhere in this box or on the map.

- No comments

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What code enforcement or maintenance concerns should the City focus on? Tell us by placing a comment anywhere in this box (please be specific).

- The city desperately needs their own asphalt machine. This would greatly improve not only the town but would provide beautification, safety and allow for more cost affective maintenance in the long term.

What are the "gateways' or entry points to Sallisaw? Tell us by placing a comment on the map.

- No comments

Which of these enhancements should be prioritized in Sallisaw?

- As a runner, I definitely feel we need more sidewalks/safe places to run/walk/bike for a more active and healthier community.
- Public art not only allows for beautification but starts to bring awareness and bridge communities.

QUALITY OF LIFE & COMMUNITY – ISSUES AND OPPORTUNITIES

What does healthy living or a healthy lifestyle look like to you in Sallisaw? What additional amenities and/or programs should be incorporated to improve healthy lifestyles?

- Sorry I think I addressed this above w/ my statement about lack of sidewalks/safe places to run/walk/bike.How can the City support community health? What programs are most important to focus on (e.g., mental health, opioid/drug crisis, obesity, etc.)?.
- As all cities/states USA wide--more mental health resources are always needed.

What can the City do to build a stronger sense of community?

- organize regular neighborhood events and activities that bring people together, such as farmers markets, community clean-up days, cultural festivals, and family-friendly gatherings in local parks. The city could also create volunteer programs that encourage residents to work together on projects like beautification, supporting local businesses, and helping neighbors in need. Additionally, fostering open communication between officials and residents through town hall meetings and social media engagement can help everyone feel heard, connected, and involved in the future of Sallisaw.
- I fully believe that the city and be more open and have a better communication process for the city. This would look like simple online one page sheets once a month that explain different areas. I.e. processes or even about certain things. This might be how we got CASC when it was establish how can go there and how they can find more info. It could be public awareness of areas that are prone to flooding and vehicular closures right before rain season. It could be what is the process for submitting a work order, and how that can create a backlog and how they prioritize those so people understand process better. Community is strenghtened when people understand each other better.

What do you think would attract young professionals to stay or come back to the community?

- job opportunities, modern amenities, and a strong sense of community. Access to high-speed internet, quality housing options, cultural and recreational activities, and professional networking events can make a big difference. Additionally, investing in education, safe neighborhoods, and supporting local businesses will help create a city where young professionals feel valued, connected, and motivated to build their future.
- More job opportunities but also with competitive wages/ salaries

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- I am a young profession that holds a license and moved to this area. I believe on of the greatest attributes Sallisaw has is its proximity. We are 1 hour from NWA, Tulsa, 2.5 from OKD 4 from Dallas 5 from KC. We have access to three lakes many rivers and lots of hiking. We have a smaller town where you can know people and feel safe.

INITIAL IDEAS – EXPANDING THE CONVERSATION FOR SALLISAW'S VISION

In 10 years if Sallisaw was featured in the Sequoyah County Times, what would the headline say?

- "Sallisaw a place that allows you to live with your family and takes care of its citizens"

What does a "safe place" mean to you for the future of Sallisaw?

- challenges from a perspective that resonates with many here. This could help bring more awareness and support to our town.
- To me, a safe place in Sallisaw means a community where everyone—families, children, seniors, and youth—can live without fear, knowing that public safety services are reliable and responsive. It means well-lit streets, secure neighborhoods, and accessible healthcare that protect our well-being. A safe Sallisaw also fosters respect and kindness among neighbors, where people look out for one another and work together to create a welcoming,peaceful environment for current and future generations.
- Safe place means that people can be good citizens and not be in fear of being harmed. Safe is relative but starts with security, shelter and an opportunity to find belonging.

What is Sallisaw's "community culture"?

- No comment

How should Sallisaw show that it is built around families in everyday life?

- foster events and occasions for families in a safe way.

If you were to describe the future architectural style or Sallisaw's built form, what would you say?

- We are not known for our architectural style. It is eclectic, and ranch style with some bungalow style houses. Within this community we have tract spec houses and some community formed houses. The style would be a mix of average blue collar to budget friendly houses.

What Did We Miss?

- Having safety poles throughout the town would greatly improve crime, trail and walking and neighborhoods. These are the poles that light up when you hit them, call the police and make loud noises. Stillwater employs these with great success. But in our areas it would help people feel safer and like the city cares about their wellbeing when walking, biking, running.

What code enforcement or maintenance concerns should the City focus on? Tell us by placing a comment anywhere in this box (please be specific).

- The city desperately needs their own asphalt machine. This would greatly improve not only the town but would provide beautification, safety and allow for more cost affective maintenance in the long term.

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C

Appendix C

SUMMARY OF RELEVANT PLANS & STUDIES

MASTER PLAN - SALLISAW MUNICIPAL AIRPORT (1977)

The Sallisaw Municipal Airport Plan was written in 1977 and emphasized upgrading the airport to meet the projected aviation demand to support regional economic growth. At the time, the airport was noted as having a deteriorating 3,000-foot paved runway and handled about 7,000 annual operations. The plan also:

- Rrojected up to 24,000 operations by 1997, with the number of aircraft increasing from 10 to 31
- Recommended extending the primary north-south runway to 3,900 feet with pavement strength for 12,500-pound aircraft and constructing a full parallel taxiway
- Proposed a realignment of a 2,160-foot turf-aggregate crosswind runway for light aircraft

Additional improvements included expanded aprons, T-hangers, maintenance hangars, a terminal building, and automobile parking. The plan also prioritized the acquisition of approximately 34 acres of land plus 34 acres of clear zone easements.

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D

Appendix D

ECONOMIC & MARKET ANALYSIS

EXECUTIVE SUMMARY

As a sub-consultant to Olsson, Canyon Research Southwest prepared an ***Economic and Market Analysis*** that evaluates demographic, economic, and real estate market trends impacting future land use patterns in Sallisaw, Oklahoma.

Based on the findings of the ***Economic and Market Analysis*** the following topics are addressed: 1) 25-year need projections in Sallisaw, Oklahoma for commercial and industrial space as well as residential housing units and 2) citywide land use patterns and development opportunities. The study findings and recommendations are summarized in the text to follow.

DEMOGRAPHIC AND ECONOMIC TRENDS

A community's demographic characteristics and employment composition have a direct impact on the local housing, commercial, and industrial markets.

Many Sallisaw residents work at Ft. Smith located approximately 20 miles to the east and accessible via I-40. Approximately 1,200 residents work in Sallisaw, 1,900 residents work outside of the city, and 3,200 people travel to Sallisaw for work.

By May 2025, Sequoyah County employment totaled 16,314 jobs with an unemployment rate of 3.4 percent, compared to 3.1 percent for Oklahoma and 4.2 percent for the nation.

Esri Business Analyst estimates 466 businesses operate in Sallisaw employing 5,461 workers. By SIC Code, the retail trade and health services and education sectors are the largest job generators, accounting for nearly half of the city's total employment.

From a current base of 5,461 jobs, over the next 25 years employment growth in Sallisaw, Oklahoma is forecast at an average annual rate of 1.0 percent to 1.2 percent, generating 1,542 to 1,897 new jobs by 2050.

According to the U.S. Census Bureau, from 1960 to 1970 the City of Sallisaw population grew 45.9 percent, adding 1,537 residents. By 2010, the city's population reached 8,891 residents. From 2010 to 2020, Sallisaw's population declined 4.2 percent, losing 370 residents. By 2024, the U.S. Census Bureau estimated the city population at 8,708 residents, up 2.3 percent from 2020. From 2025 through 2050, based on forecast job growth, the City of Sallisaw population is forecast to increase by 1,952 to 2,405 new residents. Sallisaw's forecast population growth over the next 25 years will fuel the need for retail goods and services, additional commercial and industrial space, and new residential housing units.

When compared to that of the Sequoyah County, Sallisaw's household composition possesses above average rates of married couples with children, householder with no spouse present, cohabitating couple households with children present, individuals living alone, and all households with children. Conversely, Sallisaw's household composition is below average for families and married couples.

Sallisaw's household composition characteristics are dominated by families and households with children present which has a direct impact on housing needs and retail sales of such family-related items as groceries, clothing, sporting goods, and electronics.

When compared to Sequoyah County, children ages 0 to 14 (20.5%), young adults ages 25 to 34 years (13.6%), and working adults ages 35 to 44 years (11.7%) and account for an above average percentage of Sallisaw's population, indicative of young family households with children. Sallisaw's young adult population aged 25 to 34 years will have an increasing influence on the city's workforce, retail goods and services expenditures, and housing market.

Compared to Sequoyah County, Sallisaw's adult population is slightly better educated, with 27.8 percent of all residents ages 25+ attaining an associate degree of better, compared to 26.6 percent for Sequoyah County. A reported 16.5 percent of Sallisaw adults have not attained a high school education compared to 14.6 percent for Sequoyah County.

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When compared to statewide educational attainment levels, Sallisaw's adult population is far less educated. The lower educational attainment levels are common among rural communities and place a constraint on economic development and household income levels.

Sallisaw's median household income of $42,340 compares to $48,718 for Sequoyah County and $62,138 for Oklahoma. Sallisaw has a high rate of poverty with 26.4 percent of households living under the poverty level, compared to 14.6 percent statewide. Sallisaw's household income distribution supports below average housing values and rents, retail expenditures, and monetary savings and investment.

REAL ESTATE MARKET TRENDS

The study evaluated Sallisaw's retail, office, industrial, and residential housing markets. The text to follow summarizes the major study findings.

RETAIL MARKET OVERVIEW

Oklahoma State University study concluded to a pull factor of 2.52, indicating the city is capturing retail sales at a rate of 252 percent of the statewide average. Sallisaw's strong retail draw can be attributed to several factors, including its status as a shopping destination for Sequoyah County, travelers along I-40, and the region's tourism market.

The Costar database identified 72 retail properties in Sallisaw totaling 691,709 square feet of building area, with the principal concentrations of retail space along Kerr Boulevard, Cherokee Avenue, and the historic downtown.

In July 2025, the existing inventory of retail space in Sallisaw was operating at a vacancy rate of 11.4 percent with 78,710 square feet of unoccupied space, most of which is in the Eastgate Shopping Center.

From 2007 through 2025 Q2, a total of 38,446 square feet of new retail space was built in Sallisaw, peaking from 2018 and 2010 when 27,956 square feet of retail space was completed. Since 2015, just 5,760 square feet of retail space were constructed. Meanwhile, since 2007, Costar reported the Sallisaw retail market absorbed just 1,028 square feet of commercial space. Retail space absorption peaked from 2013 to 2015 with the net occupancy of 80,104 square feet of space.

With new retail supplies outpacing net space absorption from 2008 through 2012, Sallisaw's inventory of retail space operated at well above market equilibrium vacancy rate, with year-end rates ranging from 10.3 percent to 13.1 percent. By the close of 2013, the overall retail vacancy rate declined significantly to a healthy 3.9 percent, in response to a spike in net retail space absorption. The Sallisaw retail market remained healthy through year-end 2024 with vacancies ranging from 0.2 percent to 5.7 percent. During the first half of 2025, 43,645 square feet of retail space was vacated, driving the overall vacancy rate to 11.4 percent, its highest level since 2008.

Through 2050 the forecast population growth is estimated to support the need for 150,159 to 181,674 square feet of new retail space, supporting the development of 15.0 to 20.9 acres of land. These land absorption estimates do not include the redevelopment of existing antiquated commercial properties located within older commercial corridors such as East Cherokee Avenue.

Future retail development in Sallisaw is anticipated to favor the Kerr Boulevard corridor which has supported most of the new businesses over the past couple of decades. East Cherokee Avenue is an older commercial corridor with the opportunity to facilitate redevelopment efforts.

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OFFICE MARKET OVERVIEW

According to Esri Business Analyst, office-related employment in Sallisaw totals 591 jobs in the professional services, administrative, information, and finance, insurance, and real estate sectors, accounting for 10.8 percent of total employment. By comparison, office-related jobs account for 17.3 percent of employment in Oklahoma.

According to Costar, Sallisaw's inventory of professional and medical office space is modest, consisting of 24 properties totaling 162,798 square feet of building area. The principal concentrations of professional and medical office space in Sallisaw are located within the Cherokee Avenue corridor and downtown.

From 2007 through 2025 Q2, 68,575 square feet of new office space was constructed in Sallisaw. New office construction peaked during 2010 and 2011 when six buildings totaling 64,375 square feet were completed. Since 2007, net office space absorption in Sallisaw totaled 75,575 square feet of office space, also peaking in 2010 and 2011 in response to the new additions to supply.

Much of the past decade, the Sallisaw office market has operated at full occupancy. From 2016 through 2020 the overall vacancy rate ranged from 0.0 percent to 0.8 percent. With negative absorption of 22,500 square feet of space in 2021 the vacancy rate jumped to 13.8 percent. Since 2022, Sallisaw's office market has operated at full occupancy. Give the absence of vacant office space available for immediate occupancy serves as a constraint to accommodating the expansion of existing tenants or attracting new businesses to Sallisaw.

From 2025 through 2050, office-related job growth in the City of Sallisaw is projected to support the need for 45,372 square feet to 61,286 square feet of professional office space and 5,700 square feet to 9,500 square feet of medical office space. Development of the forecast office need will require an estimated 3 to 5 acres of land.

Prospective future professional and medical office development sites in Sallisaw include the Kerr Boulevard corridor as well as redevelopment opportunities within the historic downtown area.

INDUSTRIAL MARKET OVERVIEW

Industrial-related employment in Sallisaw totals 527 jobs in the manufacturing, wholesale trade, transportation, and utilities sectors, or 9.7 percent of total employment. By comparison, industrial-related jobs account for 25.6 percent of employment in Oklahoma.

Sallisaw's industrial inventory includes 14 buildings totaling 456,898 square feet of space with the principal concentrations located along Cherokee Avenue and in the 90-acre Roye Frye, Jr. Industrial Park off the southeast of the I-40 and Kerr Boulevard interchange. Manufacturing and warehouse are the predominant product types in Sallisaw, accounting for nearly 85 percent of the total inventory.

From 2007 to 2025 Q2, just 6,000 square feet of new industrial space was constructed in Sallisaw with net absorption totaling 8,700 square feet of space. Net space absorption peaked from 2011 to 2012 at 24,100 square feet and again during 2021 with 22,600 square feet of space. Over the past decade net industrial space absorption has been modest given the absence of new inventory and lack of vacant space available for immediate occupancy.

From 2016 through 2025 Q2, Sallisaw's industrial vacancy rate operated well above market equilibrium, ranging from 0.0 percent to 5.4 percent. Since 2021, the market has been fully occupied which places a constraint on the ability to accommodate the expansion of existing industrial businesses and the potential to attract new industrial businesses into the city.

Advantages in supporting future industrial development in Sallisaw include the rail service and direct access to an I-40, affordable property values, low cost of operations, well trained workforce, and pro-business environment. The primary constraint in accommodating future industrial development is the limited availability of land serviced with infrastructure.

From 2025 through 2050, Sallisaw is forecast to support approximately 863,500 to 1.16 million square feet of new industrial space, requiring an estimated 50 to 76 acres of land.

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TABLE D.1 - FORECAST REAL ESTATE NEED, CITY OF SALLISAW, OKLAHOMA 2025 - 2050

Land Use	Forecast Need		Land Acres	
	Low	High	Low	High
Retail	150,200 SF	181,700 SF	168-193	175-200
Office	54,900 SF	72,700 SF	19-22	24-29
Industrial	863,500 SF	1,156,000 SF	38-43	58-66
Residential	800 Dus	985 Dus	937 - 1,074	1,121 -1,285
Totals			**1,162 - 1,332**	**1,378 - 1,581**

SOURCE: CANYON RESEARCH SOUTHWEST, INC.; SEPTEMBER 2025.

To ensure the city's long-term fiscal sustainability the Comprehensive Plan Update should identify a future location for a business park capable of facilitating both industrial and office uses. Potential future business park locations include: 1) expansion of the Roye Frye, Jr. Industrial Park west of Cedar Street to the airport and south to Drake Road; 2) relocation of the Sallisaw Municipal Airport and conversion of the land into a business park, and 3) west side of Kerr Boulevard and south of I-40 Drake Road.

RESIDENTIAL MARKET OVERVIEW

Sallisaw is a rural community located in far eastern Oklahoma approximately 22 miles west of the Arkansas state line. Characteristics of Sallisaw's housing stock include:

- The 1970 Census reported the Sallisaw housing stock at 2,936 dwelling units. By the 2010 Census Sallisaw's housing stock totaled 3,768 dwelling units, an increase of 28.3 percent. From 2010 through 2020, the Sallisaw housing stock increased by just 2.2 percent, adding 82 dwelling units. By 2024, the Sallisaw housing stock inventory totaled 3,880 dwelling units.
- Detached single-family housing accounts for 73.9 percent of Sallisaw's housing stock which exceeds the statewide rate of 72.8 percent. Multi-family housing accounts for 16.2 percent of the Sallisaw housing stock compared to 16.3 percent for Oklahoma.
- Sallisaw's housing stock is slightly older than the statewide inventory. The median year that housing was built is 1978 for Sallisaw and 1980 for Oklahoma. Just 3.9 percent of Sallisaw's housing stock was built since 2010, and 19.8 percent built prior to 1950. By comparison, 11.9 percent of the state's housing stock was built since 2010, with 21.4 percent built prior to 1950.
- During 2023, owner-occupied housing in Sallisaw accounted for 53.7 percent of the entire occupied housing stock with renter-occupied accounting for 46.3 percent. By comparison, owner-occupied housing accounts for 65.1 percent of Oklahoma total occupied housing stock with renter-occupied accounting for 34.9 percent.
- Homeowners in Sallisaw are more likely to occupy detached single-family housing while renters generally occupy attached multi-family housing. Detached single-family homes account for 90.7 percent of all occupied owner-occupied housing units, while 54.5 percent of renters occupy detached single-family homes.
- Multi-family properties with 5 to 9 dwelling units are the most popular attached housing product for renters in Sallisaw, accounting for 15.4 percent of all renter-occupied units.

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- The average value of owner-occupied housing in Sallisaw at $171,020. An estimated 34.4 percent of the owner-occupied housing stock in Sallisaw was valued under $100,000. Housing valued at $100,000 to $199,999 accounts for 35.4 percent of the city's housing stock.
- Multi-family properties with 10 or more units account for just 4.3 percent of Sallisaw's occupied rental housing, compared to 21.1 percent statewide. Properties with 3 to 9 dwelling units together account for 23.4 percent of city's occupied rental housing, compared to 17.4 percent statewide.
- Since 2015, Sallisaw's median rent has lagged the statewide average due in large part to an older housing stock, inventory of income-based rental housing, and the absence of newer large-scale, market-rate apartment properties. From 2015 through 2023, Sallisaw's median monthly housing rent increased 24.4 percent, reaching $550 by 2023. Oklahoma's median rent in 2023 of $772 per month was 40.4 percent above the median for Sallisaw.
- Nine large-scale apartment properties are in Sallisaw totaling 431 rental units, all of which are income-based and either accepted Section 8 vouchers or are LIHTC properties.
- Since 2012, no apartment communities have been constructed in Sallisaw.
- From 2012 through 2025 Q2, Sallisaw's apartment market vacancy rate operated well below market equilibrium. By 2025 Q2 Sallisaw's overall vacancy rate stood at a healthy 3.9 percent. The modest inventory of vacant apartment units places a constraint on the ability to accommodate new residents or existing residents seeking a new place to reside.
- From 2025 through 2050, the City of Sallisaw's forecast population growth and latent demand will create the need for an estimated 278 to 476 housing units.

STUDY CONCLUSIONS

Based on the study findings, 25-year need projections for commercial and industrial space and residential housing units were forecast and citywide development opportunities identified.

COMMERCIAL, INDUSTRIAL, AND RESIDENTIAL NEED PROJECTIONS

Retail, office and industrial space and residential housing unit demand was forecast for the City of Sallisaw, Oklahoma through the year 2050. Market forces driving future demand for commercial space and housing include the growth in employment, population, and income along with trends in average space per employee, household size, and household composition.

From 2025 through 2050 the City of Sallisaw is estimated to support the need for approximately 150,00 to 181,700 square feet of new retail space, 54,900 to 72,700 square feet of professional and medical office space, and 863,500 to 1.16 million square feet of industrial space.

Through 2050, Sallisaw's forecast population growth will generate the need for 800 to 985 dwelling units, consisting of 600 to 739 single-family detached housing units, 80 to 99 housing units in 2- to 9-unit structures, and 120 to 147 housing units in structures with ten or more dwelling units.

Assuming an average floor-area-ratio ("FAR") of 0.2 to 0.4 for the retail, office and industrial space and average residential densities of 3.5 to 4.0 dwelling units per acre for single-family and 15 to 18 dwelling units per acre for multi-family, forecast real estate needs through 2050 for the City of Sallisaw would require an estimated 230 to 264 acres of land under the conservative scenario and 286 to 332 acres of land under the optimistic scenario.

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LAND USE PATTERNS AND DEVELOPMENT OPPORTUNITIES

Based on the study findings and future need projections, future development sites in Sallisaw, Oklahoma for retail, employment, and residential uses have been identified.

Retail Development Opportunities

Population growth through 2050 will support continued retail development opportunities focusing on development of greenfield sites along Kerr Boulevard and Cherokee Avenue. Through 2050, the City of Sallisaw is forecast to support the need for 150,200 square feet to 181,700 square feet of retail space, excluding demolition and redevelopment of existing retail buildings.

Sallisaw's principal retail corridors are located along Cherokee Avenue and Kerr Boulevard. Cherokee Avenue is the older of the two corridors, housing a large inventory of older commercial buildings. Potential redevelopment sites along the Cherokee Avenue corridor west of Wheeler Avenue are listed below. Consideration should be given to designating much of East Cherokee Avenue as a redevelopment corridor with more flexible land use and development standards.

- The 107,255 square foot Eastgate Shopper Center originally housed Walmart and other tenants. The store closed when a new Walmart Supercenter was built on the west side of Sallisaw, the property was subdivided and now houses a Tractor Supply Co., Family Billiards, Curvey Nails, and On the Floor Liquor Store. Eight suites are available for lease totaling 71,560 square feet of space. Big Lots was planning to open a store but canceled when the company entered bankruptcy. Given the age of the shopping center and large suite sizes, the Eastgate Shopping Center is a candidate for redevelopment that includes demolishing part or all the shopping center.
- A former truck stop located across from the Sallisaw Inn is a suitable retail redevelopment site. The adjacent former golf course at the northwest corner of I-40 and Cherokee Avenue possesses the necessary size, access, and freeway exposure to accommodate large-scale retail development, but according to the City of Sallisaw, the presence of a flood plain significantly reduces the property's potential development area.
- The southeast corner of Cherokee Avenue and Dogwood Street includes vacant land and two small commercial buildings. With a traffic signal controlling the intersection the property is a suitable redevelopment site.
- The former Scott's Furniture building at the southeast corner of Cherokee Avenue and Choctaw Avenue is suitable for redevelopment. The intersection is controlled by a traffic signal which enhances site ingress and egress.
- What appears to be a former Sonic Drive-Thru next to Taco Bell is a suitable redevelopment site.

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Kerr Boulevard between I-40 and Cherokee Avenue is Sallisaw's newer commercial corridor. The largest concentration of retail space within this corridor is located at the northeast corner of I-40 that houses such businesses as Walmart Supercenter, Hibbett Sports, Cato, Dollar Tree, and McDonalds. Ruth Avenue east of Kerr Boulevard parallels I-40 and houses a variety of fast-food restaurants, bank branches, strip centers, and a convenience store. Two greenfield sites remain available for future development. Greenfields development sites along the Kerr Boulevard corridor between I-40 and Cherokee Avenue are identified below.

- Southeast corner adjacent to the new Casey's convenience store.
- East side of Kerr Boulevard between the Blue Ribbon Inn and 7 Brew Coffee.
- West side of Kerr Boulevard between KXMX Mix 105.1 and Merrill Self Storage.
- West side of Kerr Boulevard north of China Harbor Super Buffet.
- North side of Ruth Avenue east of Walmart Supercenter.
- Surrounding southwest corner of Ruth Avenue and Cedar Street.

The 35-acre parcel immediately north of Walmart Supercenter. Parcel is large enough to accommodate development of a big-box retailer. Off-site improvements to enhance site ingress and egress to support large-scale retail development may include: 1) Mentzer Avenue from Kerr Boulevard east to the parcel may need to be widened and improved and 2) a north-south access road east of the Walmart Supercenter that connects to Cedar Street.

In addition to future retail land uses the north Kerr Boulevard corridor is suitable for professional office and multi-family residential uses.

Sallisaw's historic downtown can support development and redevelopment efforts within the form of adaptive re-use of vacant buildings and new construction on vacant lots.

Kerr Boulevard south of I-40 is a suitable location for future commercial development. It is recommended that land fronting onto Kerr Boulevard be designated for highway commercial use capable of accommodating a wide range of land use.

EMPLOYMENT-RELATED DEVELOPMENT OPPORTUNITIES

Creating employment opportunities in Sallisaw should be a priority of the Comprehensive Plan. From 2025 to 2050, the City of Sallisaw is forecasted to support the need for 54,900 square feet to 72,700 square feet of professional and medical office space.

The Kerr Boulevard corridor is considered the premier location for future office development in Sallisaw. Greenfield development sites along the Kerr Boulevard corridor between I-40 and Cherokee Avenue are identified below.

- Southeast corner adjacent to the new Casey's convenience store.
- East side of Kerr Boulevard between the Blue Ribbon Inn and 7 Brew Coffee.
- West side of Kerr Boulevard between KXMX Mix 105.1 and Merrill Self Storage.
-
- West side of Kerr Boulevard north of China Harbor Super Buffet.

Kerr Boulevard south of I-40 is a suitable location for future office development. It is recommended that land fronting onto Kerr Boulevard be designated for highway commercial use capable of accommodating a wide range of land use.

Given the presence of city and county offices, Sallisaw's historic downtown can support development and redevelopment of office uses within the form of adaptive re-use of vacant buildings and new construction on vacant lots.

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The principal locations for existing industrial uses Sallisaw are along Cherokee Avenue and in the 90-acre Roye Frye, Jr. Industrial Park off the southeast of I-40 and Kerr Boulevard interchange. From 2025 to 2050, the City of Sallisaw is forecasted to support the need for 863,500 square feet to 1.16 million square feet of industrial space.

To ensure the City's long-term fiscal sustainability the Comprehensive Plan Update should identify a future location for a business park capable of facilitating both industrial and office uses. Potential future business park locations include: 1) expansion of the Roye Frye, Jr. Industrial Park west of Cedar Street to the airport and south to Drake Road; 2) relocation of the Sallisaw Municipal Airport and conversion of the land into a business park, and 3) west side of Kerr Boulevard and south of I-40 Drake Road.

RESIDENTIAL DEVELOPMENT OPPORTUNITIES

Through 2050, the housing need in Sallisaw is forecast at 278 to 476 dwelling units. Future new single-family home construction favors the northern and western edges of the City of Sallisaw. Residential infill development is possible in the older parts of Sallisaw surrounding downtown.

Prospective single-family residential development sites in the northern portion of Sallisaw should follow the major arterial corridors of Wheeler Street and Maple Street which have existing streets and utilities. Significant vacant landholdings are present along both corridors.

The west Cherokee Avenue corridor is also a perspective location for future single-family home construction, offering vacant land and infrastructure.

New single-family housing in the older residential neighborhoods surrounding downtown Sallisaw is also possible in the form of small and tiny homes targeting singles, couples without children, and empty nesters. Higher-density housing would provide affordable owner-occupied and rental housing, improve property values and re-investment, and improve the vitality of downtown.

Suitable large-scale apartment development sites are best located along major arterial streets such as Kerr Boulevard and Cherokee Avenue. Small-scale, infill multi-family residential development in the form of 2- to 4-unit structures and small-scale rental apartments is also possible within the older residential neighborhoods surrounding downtown Sallisaw.

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FULL REPORT

As a sub-consultant, Olsson retained Canyon Research Southwest, Inc. to assist in the preparation of the City of Sallisaw, Oklahoma Comprehensive Plan Update ("Planning Area"). The sub-consultant agreement calls for the following scope of work.

1. An economic and demographic analysis that evaluates the potential for the City of Sallisaw to support future development of a variety of land uses and housing types.
2. Identify and analyze Sallisaw's historical and existing residential, commercial, office, and industrial market conditions.
3. Forecast Sallisaw's future need for housing units and commercial/industrial space through 2050.
4. Land use recommendations resulting from the findings of ***Economic and Market Analysis***, stakeholder interviews, and visioning and planning workshop.

STUDY OBJECTIVE AND SCOPE OF WORK

The ***Economic and Market Analysis*** evaluates the historic, current, and future demographic, economic, and real estate market forces that influence the City of Sallisaw's ("Planning Area") future urban growth patterns. In doing so the report consists of two sections, including: 1) Economic and Demographic Analysis and 2) Market Analysis.

The Economic and Demographic Analysis section of the study identifies the economic trends and demographic characteristics that impact the Planning Area's future need for commercial and industrial space as well as residential housing units. Economic forces and demographic characteristics evaluated include employment growth and composition, population growth, household composition, age distribution, household income, and educational attainment. Opportunities and constraints in the Planning Area's ability to attract continued economic and population growth are identified.

The Market Analysis portion of the study evaluates competitive retail, employment, and residential market trends impacting the Planning Area. The market trends for each prospective land use were evaluated by quantifying such market forces as the inventory of housing units and commercial/industrial space, historical construction activity, and recent development patterns. Potential development sites within the Planning Area were evaluated to identify future locations for the development of retail, office, industrial, and residential land uses.

Commercial corridors and districts were evaluated for the ability to compete in the future with emerging business locations and potential to adapt and support redevelopment and repositioning to remain viable and relevant. Newer greenfield development locations were evaluated to determine the ability to support the needs of emerging economy and define market positioning.

The Planning Area's housing market was researched for affordability, attainability, how to appropriately blend multiple formats, and how to balance new development with existing housing stock. The study's housing component takes a long-term and sustainable approach to understand and identify marketplace gaps and where existing stock satisfies need.

Based on the study findings, the Planning Area's long-term demand projections were prepared quantifying the need for additional commercial and industrial space as well as residential housing units and land absorption estimates. Based on the results of the long-term need projections, future land use patterns and development opportunities are identified.

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PLANNING AREA DEFINED

The City of Sallisaw ("Planning Area") is a rural city in far eastern Oklahoma located approximately 20 miles from the Arkansas border. The 2020 Census reported Sallisaw's population at 8,510 residents and Sequoyah County's population at 1,064,465.

The City of Sallisaw has a total land area of 12.9 square miles and lies within the Green Country region of eastern Oklahoma, known for its rolling green hills. The county seat of Sequoyah County, Sallisaw, is situated at the junction of State Highways 64 and 59 between Sallisaw Creek and Little Sallisaw Creek, at the southern edge of the Ozark Plateau twenty miles west of the Arkansas border. I-40 crosses the south side of the city.

Sallisaw is located in the central area of Sequoyah County, 14 miles from Muldrow, 11 miles from Vian, 19 miles from Roland, and 22 miles west from Fort Smith, Arkansas.

Sallisaw has a history deeply rooted in both Cherokee Nation and French influences, with its name derived from the French word "salaison" meaning "salt provisions". The area was historically within the Cherokee Nation and played a role in the Trail of Tears. The organized settlement of Sallisaw can be traced to 1887-1888, when Argyle Quesenbury and Will Watie Wheeler laid out lots for a town one-half mile square. The town was incorporated in 1886, initially under Arkansas law, and later became part of Oklahoma. The 14 Flags Museum in Sallisaw showcases the history of the area under different nations, including the Cherokee Nation and other influences.

The railroad came to Sallisaw when the Kansas and Arkansas Valley Railway (later the Missouri Pacific Railroad) laid track west from Van Buren, Arkansas, in 1888–90. In 1895–96 the Kansas City, Pittsburg and Gulf Railroad constructed a north-south line through the region. The rail companies intersected at the city. Town builder Will Watie Wheeler established several businesses in Sallisaw in the 1880s and 1890s, including a cotton gin, sawmill, gristmill, lumberyard, and, in 1896, the Coffin Shop, which evolved into Wheeler Funeral Home. The mortuary continued operation into the twenty-first century.

Sallisaw is the largest city in Sequoyah County. The city's population grew from 4,888 in 1970 to 8,880 by 2010. From 2010 to 2020, Sallisaw's population declined 4.2 percent, losing 370 residents. By 2024, the U.S. Census Bureau estimated the city population at 8,708 residents, up 2.3 percent from 2020.

By 2025, Esri estimated the Sallisaw population declined to 8,428 residents. The Sequoyah County population has experienced a similar trajectory, increasing from 23,370 residents in 1970 to 42,391 residents by 2010, before declining slightly by 2020 to 39,527 residents. By 2024, the U.S. Census Bureau estimated the county population at 40,555 residents, up 3.2 percent from 2020.

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TABLE D.2 - CITY OF SALLISAW AND SEQUOYAH COUNTY DEMOGRAPHIC TRENDS

Demographic Characteristic	Sallisaw	Sequoyah County
Population		
2000 Census	7,989	38,972
2010 Census	8,891	42,381
2020 Census	8,510	39,281
2024 Estimate	8,708	40,555
Households by Type (2025)		
Total Households	3,357	15,503
Family Households	61.6%	67.0%
Married Couple Family	40.9%	48.4%
With Own Children	24.6%	16.4%
Householder Living Alone	30.7%	26.5%
All Households with Children	35.6%	25.6%
Distribution of Population by Age (2025)	**8,428**	**39,527**
0-14 Years	20.5%	18.3%
15-24 Years	12.0%	12.2%
25-34 Years	13.6%	11.4%
35-44 Years	11.7%	11.4%
45-64 Years	22.4%	25.6%
65+ Years	19.9%	21.1%
Households by Income (2025)	**3,357**	**15,503**
Less than $15,000	19.1%	12.9%
$15,000 - $24,999	14.7%	12.3%
$25,000 - $34,999	8.8%	11.7%
$35,000 - $49,999	9.3%	14.1%
$50,000 - $74,999	17.2%	18.3%
$75,000 - $99,999	11.3%	12.5%
$100,000 - $149,999	13.5%	12.0%
$150,000 - $199,999	2.8%	3.2%
$200,000+	3.5%	2.9%

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TABLE D.2 - CITY OF SALLISAW AND SEQUOYAH COUNTY DEMOGRAPHIC TRENDS (CONTINUED)

Demographic Characteristic	Sallisaw	Sequoyah County
Median Household Income	$42,340	$48,718
Educational Attainment for Residents 25+ Years (2025)		
Total Population 25+	5,685	27,486
Less than 9th Grade	5.8%	5.1%
9th - 12th Grade, No Diploma	10.7%	9.5%
High School Graduate	23.2%	30.4%
GED/Alternative Credential	10.2%	8.4%
Some College, No Degree	22.4%	20.2%
Associate Degree	11.2%	10.8%
Bachelor's Degree	11.1%	11.3%
Graduate/Professional Degree	5.5%	4.5%

SOURCE: ESRI BUSINESS ANALYST AND U.S. CENSUS

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ECONOMIC AND DEMOGRAPHIC ANALYSIS

This section of the report examines the economic and demographic factors impacting real estate development patterns in the City of Sallisaw, Oklahoma. Historic demographic trends were provided by the U.S. Census Bureau, with 2025 estimates and 2030 forecasts provided by Esri Business Analyst, an international supplier of geographic information systems and data. Quantifying Sallisaw's economic trends and demographic characteristics will assist in forecasting the future need for commercial and industrial space as well as residential housing units.

EMPLOYMENT TRENDS

Since gains in employment fuels growth in population, income, and retail expenditures, job growth is a reliable indicator of general economic conditions and demand for housing and commercial and industrial space. Typically, households prefer to live near work for convenience. Affordable housing costs, reduced commute times, and higher quality of life can also motivate employees to relocate from elsewhere in a metropolitan area to the community where their job exists.

Sallisaw is the Sequoyah County seat and largest city in the county. Major employers include People, Inc., VA Center, Carl Albert State College, Walmart, Cherokee Casino, City of Sallisaw, Sequoyah County, and Sallisaw Public Schools.

The Roye Frye, Jr. Industrial Park is a 90-acre employment center located southeast of the I-40 and Kerr Boulevard interchange. Established in 1969, the land was purchased by the Sallisaw Improvement Corporation for the sole purpose of making land available to prospective businesses and industries that would bring quality jobs to Sallisaw and the surrounding area. The following advantages make it a desirable location for any light manufacturing facility:

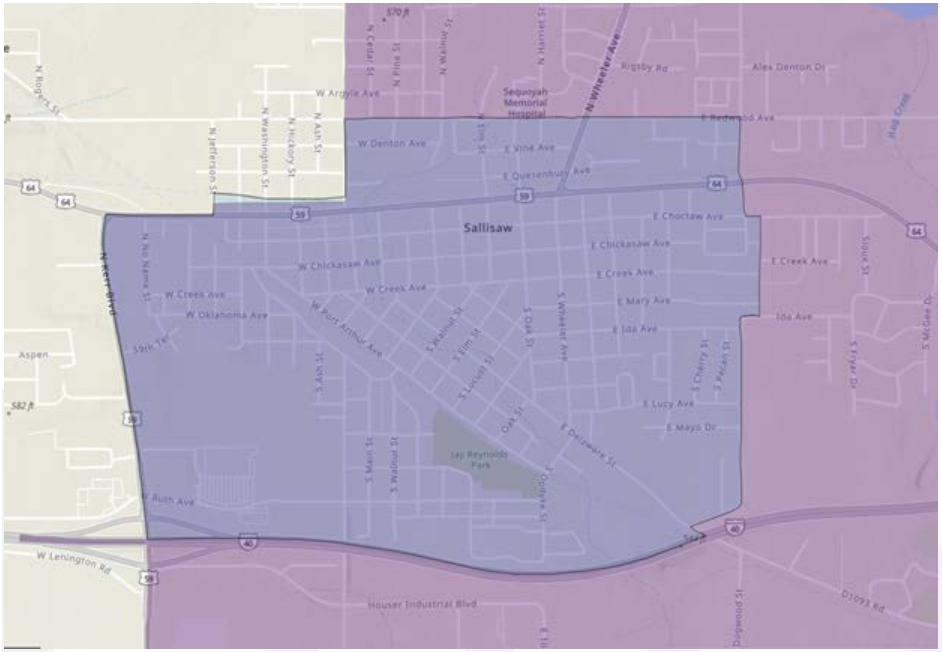
- I-40 exit at Kerr Boulevard
- Sits 1/2 mile from State Highway 59
- Within 1 mile of State Highway 64
- Located adjacent to a City-owned and operated airport with a 4,000-foot landing strip.
- Within switching limits of the Union Pacific and Kansas City Southern Railroads.
- Two educational facilities that offer possible employee training are located within the Park.
- Possible financing programs available for qualified prospects.

There are still approximately 30+ acres available for building new industries. The Roye Frye, Jr. Industrial Park is certified by the Oklahoma Department of Commerce as SITE READY and listed in their Oklahoma Site Ready Certification Program. Businesses operating within the park include Indian Capital Technology Center, Aviagen, Celloform, and Millison.

Millison is planning an expansion over the next 5 to 10 years that would add 2,000 new jobs. As part of a $75 million investment, the company is currently renovating its existing 246,000 square foot facility and broke ground on a 396,000 square foot expansion that will bring approximately 500 jobs when completed and fully staffed in three years. The average salary for the new jobs is estimated at $51,000. Planned future expansion of the facility would require the 66-acre Rhodes property adjacent to the airport.

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FIGURE D.1 - SALLISAW OPPORTUNITY ZONES



Aviagen has purchased the cannabis growing facility for future expansion and is investing $24 million on a new feed mill that will produce an estimated twelve new jobs.

In February 2025, the Oklahoma Department of Veterans Affairs opened a $92 million long-term care facility on 90-acres on U.S. Highway 59, just south of I-40. The 213,000-square-foot building can accommodate up to 175 veterans and includes a reception area, 175 residential rooms, a dining room and multiple living areas. Full employment for the Sallisaw Veterans Home is estimated at 275 to 300 jobs. The Oklahoma Veterans Affairs has plans to renovate and add a new memory care unit to the Sallisaw facility which is expected to be completed in 2025

Many Sallisaw residents work at Ft. Smith located 20 miles to the east and accessible via I-40. Approximately 1,200 residents work in Sallisaw, 1,900 residents work outside of the city, and 3,200 people travel to Sallisaw for work. The median commute time for Sallisaw residents is 20.5 minutes, with 72.6 percent working in Sequoyah County and 18.5 percent out-of-state.

Much of the older part of Sallisaw between Cherokee Avenue and I-40 is designated as Quality Jobs Opportunity Zone. Oklahoma's Quality Jobs incentive program promotes job growth and helps improve your company's bottom line by injecting cash back into your business as you expand and create new jobs in Oklahoma. The Quality Jobs program provides a cash payment to companies that create well-paying jobs and promote economic development. This program provides quarterly cash payments up to 5% of new payrolls for up to 10 years.

According to the Bureau of Labor Statistics, from 2015 through 2019 Sequoyah County lost 329, totaling 15,332 jobs by December 2019. In April 2020, due to the negative impact of the COVID-19 pandemic, Collin County lost 1,504 jobs and the unemployment rate rose to 13.7 percent. By September 2020, the county's economy recovered with employment exceeding pre-pandemic levels. From 2021 through 2024, Sequoyah County added 511 jobs. Annualized employment levels for Sequoyah County from 2015 through 2024 are depicted in the bar chart below.

By May 2025, Sequoyah County employment totaled 16,314 jobs with an unemployment rate of 3.4 percent, compared to 3.1 percent for Oklahoma and 4.2 percent for the nation.

According to the U.S. Census Bureau, leading employment sectors in Sequoyah County include education & health services (3,730 jobs); manufacturing (1,945 jobs); arts, entertainment, & food services (1,695 jobs); and retail trade (1,628 jobs). These occupations produce the need for office, industrial, and retail space.

The mean commute time to place of work for Sallisaw residents of 20.5 minutes is slightly below the national rate of 26.6 minutes and Sequoyah County of 25.2 minutes. A reported 4.7 percent of city residents work from home.

As outlined in ***D.3 - Civilian Employment By Sector Comparison Sequoyah County vs. State of Oklahoma***, when compared to statewide averages Sequoyah County possesses well above average concentrations of jobs in such occupations as manufacturing; education and healthcare; and arts, entertainment, and food services. Conversely, Sequoyah County lags below the statewide norms in the sectors of wholesale trade; retail trade; information; and professional services.

FIGURE D.2 - SEQUOYAH COUNTY, OKLAHOMA EMPLOYMENT TRENDS



TABLE D.3 - CIVILIAN EMPLOYMENT BY SECTOR COMPARISON SEQUOYAH COUNTY VS. STATE OF OKLAHOMA

Industry Classification	Sequoyah County	% of Total	State of Oklahoma	% of Total
Natural Resources & Mining	646	4.22%	70,517	3.90%
Construction	1,152	7.52%	130,633	7.22%
Manufacturing	1,945	12.70%	169,093	9.35%
Wholesale Trade	273	1.78%	40,413	2.23%
Retail Trade	1,628	10.63%	213,050	11.78%
Transportation, Warehousing & Utilities	816	5.33%	107,007	5.92%
Information	145	0.95%	25,994	1.44%
Financial Activities	780	5.09%	99,468	5.50%
Professional & Business Services	918	6.00%	165,980	9.18%
Education & Healthcare	3,730	24.36%	416,261	23.02%
Arts, Entertainment & Food Services	1,695	11.07%	165,842	9.17%
Other Services	639	4.17%	92,278	5.10%
Government	944	6.17%	111,864	6.19%
Totals	**15,311**	**100.00%**	**1,808,400**	**100.00%**

SOURCE: U.S. CENSUS BUREAU.

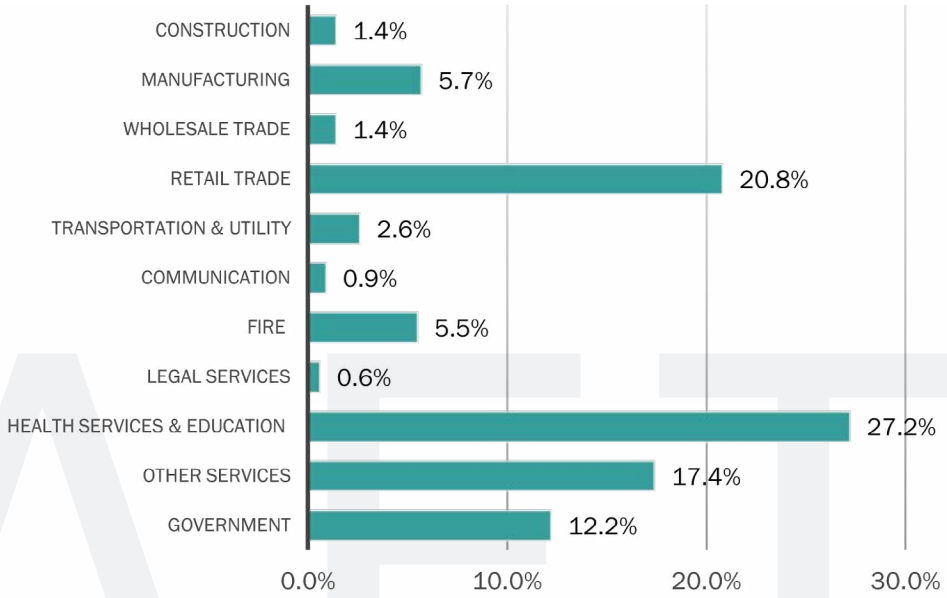
Esri Business Analyst estimates 466 businesses operate in Sallisaw employing 5,461 workers. By SIC Code, the retail trade and health services and education sectors are the largest job generators, accounting for nearly half of the city's total employment. Other leading employment sectors include other services (17.4%), government (12.2 percent); manufacturing (5.7%); and finance, insurance, and real estate (5.5 percent). This employment mix is indicative of a rural community that supports a retail and service economy aimed at satisfying the consumer needs of its residents. Sallisaw supports a tourism market supported by direct I-40 access and such attractions as the Robert S Kerr Reservoir, Cherokee Casino Sallisaw, Sequoyah's Cabin Museum, 14 Flags Museum, campgrounds, and several festivals.

Advantages in attracting businesses to Sallisaw include low cost of living (Sallisaw is 25% less expensive than the national average and 10% less expensive to live in than the average city in Oklahoma), low cost of business operations, I-40 and rail access, low utility costs, affordable property values, well-trained workforce, and pro-business environment. The principal constraint in attracting businesses to Sallisaw is the limited inventory of quality commercial and industrial space.

From 2015 through 2024, Sequoyah County employment increased at an average annual rate of 0.42 percent. Active projects impacting future job growth in Sallisaw include the Millison facility and Sallisaw Veterans Home expansions. The Millison facility expansion now under construction is anticipated to generate 500 new jobs with the Sallisaw Veterans Home expansion creating 275 to 300 jobs. Both projects are expected to stimulate future job growth in Sequoyah County and Sallisaw.

Esri Business Analyst estimates 466 businesses operate in Sallisaw employing 5,461 workers, amounting to approximately one-third of the countywide employment base. From the current base jobs, over the next 25 years employment growth in Sallisaw, Oklahoma is forecast at an average annual rate of 1.0 percent to 1.2 percent, generating 1,542 to 1,897 new jobs by 2050.

FIGURE D.3 - CITY OF SALLISAW EMPLOYMENT BY SECTOR



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POPULATION GROWTH TRENDS

Sequoyah County's population grew steadily from 1960 through 2010, increasing by 135 percent and adding 24,380 residents. From 2010 to 2020, the Sequoyah County population declined 4.2 percent with the loss of 370 residents. By 2024, the U.S. Census Bureau estimated the county population at 40,555 residents, up 3.2 percent from 2020.

Since 1960, the City of Sallisaw population has followed a trend similar to Sequoyah County. According to the U.S. Census Bureau, from 1960 to 1970 the City of Sallisaw population grew 45.9 percent, adding 1,537 residents. By 2010, the city's population reached 8,891 residents. From 2010 to 2020, Sallisaw's population declined 4.2 percent, losing 370 residents. By 2024, the U.S. Census Bureau estimated the city population at 8,708 residents, up 2.3 percent from 2020.

Job growth within a community yields population growth to satisfy the need for additional employees. In response to expansion plans by existing companies and a growing industrial sector, Sallisaw's employment base is forecast to add 1,542 to 1,897 jobs from 2025 through 2050. The population is forecast to grow at an average annual rate of 0.3 percent to 0.5 percent, adding 679 to 1,162 new residents.

According to the U.S. Census Bureau, the place of work for 72.6 percent of employed Sallisaw residents is Sequoyah County with 18.5 percent working out of state. Sallisaw's employment base of 5,461 jobs and a population of 8,708 residents equate to 1.59 residents per job. Sallisaw's average household size is 2.44 persons. Sequoyah County's employment base of 16,278 jobs and a population of 40,555 residents translate to 2.49 residents per job.

Assuming approximately 25 percent of Sallisaw's job growth through 2050 is satisfied by existing area residents and the city captures 65 percent of the remaining jobs as city residents; net job growth is estimated at 800 to 986 new hires. At an average household size of 2.44, these capture rates yield population growth through 2050 in Sallisaw of approximately 1,952 to 2,405 persons.

HOUSEHOLD COMPOSITION

Household formation and the mix of household types have a direct impact on the composition of retail expenditures and housing needs. According to Esri Business Analyst, as of 2025 an estimated 3,357 households resided in Sallisaw with an average household size of 3.16 persons. Family households account for 61.6 percent of all households with 35.6 percent of all households having children present. Married couple families account for 40.9 percent of all households, of which 24.6 percent had related children.

D.4 - City of Sallisaw Households by Type; 2025 provides a comparison of households by type for the City of Sallisaw and Sequoyah County.

When compared to that of the Sequoyah County, Sallisaw's household composition possesses above average rates of married couples with children, householder with no spouse present, cohabitating couple households with children present, individuals living alone, and all households with children. Conversely, Sallisaw's household composition is below average for families and married couples.

Sallisaw's household composition characteristics are dominated by families and households with children present which has a direct impact on housing needs and retail sales of such family-related items as groceries, clothing, sporting goods, and electronics.

POPULATION AGE DISTRIBUTION

Age is a principal factor in consumer identity, since consumption patterns, housing needs, and financial situation can change significantly throughout an individual's lifetime. Change in the relative proportions of age groups throughout the United States will have an important impact on the retailing and housing industries.

The bar chart below provides a comparison of the Sallisaw and Sequoyah County population by six primary age groups, including children (0-14 years), adolescent (15-24 years), young adults (25 to 34 years), family/working adults (35-44 years); empty nesters (45-64 years) and elderly (65+ years). Each age group possesses distinctively different consumption and housing needs.

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Esri Business Analyst estimates that when compared to Sequoyah County, children ages 0 to 14 (20.5%), young adults ages 25 to 34 years (13.6%), and working adults ages 35 to 44 years (11.7%) and account for an above average percentage of Sallisaw's population, indicative of young family households with children. Sallisaw's young adult population aged 25 to 34 years will have an increasing influence on the city's workforce, retail goods and services expenditures, and housing market.

Children ages 0 to 14 years are not consumers per say, but their presence within a household generates retail expenditures on apparel and groceries. This age group accounts for 20.5 percent of Sallisaw's population, which exceeds the countywide average of 18.3 percent.

The adolescent population ages 15 to 24 is a key demographic for supporting the sales of apparel and accessories, groceries, sporting goods, music, consumer electronics, eating and drinking places, and general merchandise. Adolescents account for 12.0 percent of the Sallisaw population, compared to 12.2 percent of the Sequoyah County population.

Young adults aged 25 to 34 years generally are new to the workforce. These tech savvy young adults are heavy consumers of electronics, apparel and accessories, entertainment, and rental housing. Young adults account for 13.6 percent of the Sallisaw population which compares to the countywide rate of 11.4 percent. Sallisaw's young adult population has a significant impact on the local workforce, retail goods and services, and housing market.

The population ages 35 to 44 are in their child raising and principal consumer years, with expenditures favoring hardware, furniture and home furnishings, consumer electronics, department stores, and eating and drinking places. Family/working adults account for 11.7 percent of the Sallisaw population, compared to 11.4 percent of the countywide population.

Sallisaw's population aged 45 to 64 years account for 22.4 percent of the total population, compared to 25.6 percent for Sequoyah County. This empty nester age group provides opportunities for home downsizing, restaurants, entertainment, and travel and will also produce a growing need for healthcare services and continuum care housing facilities.

FIGURE D.4 - SEQUOYAH COUNTY POPULATION GROWTH TRENDS

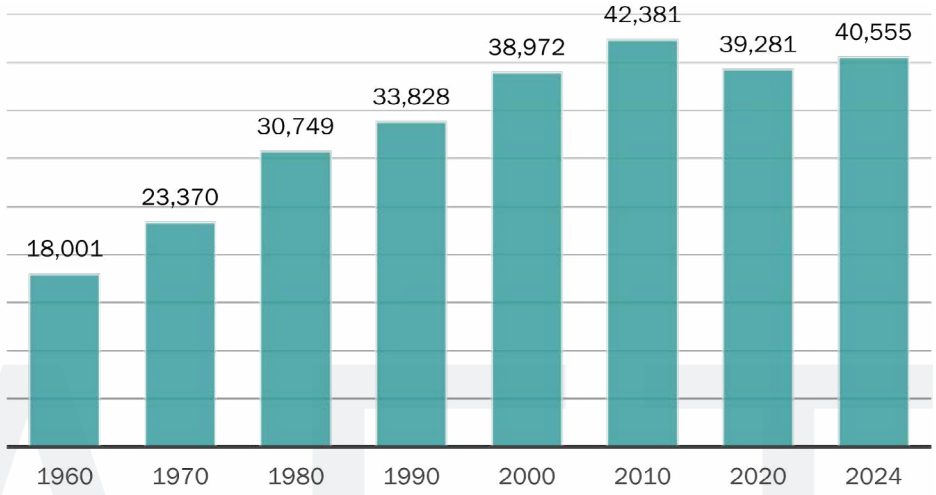


FIGURE D.5 - SALLISAW, OKLAHOMA POPULATION GROWTH TRENDS

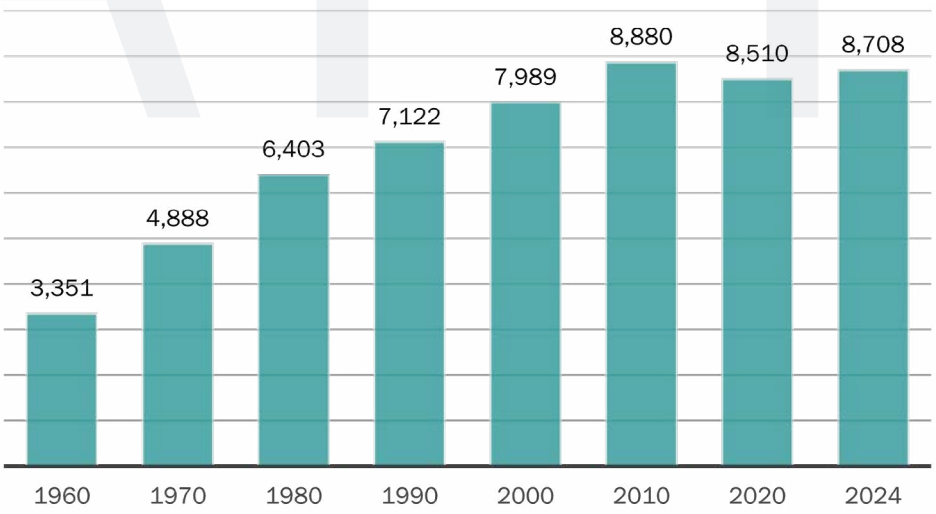
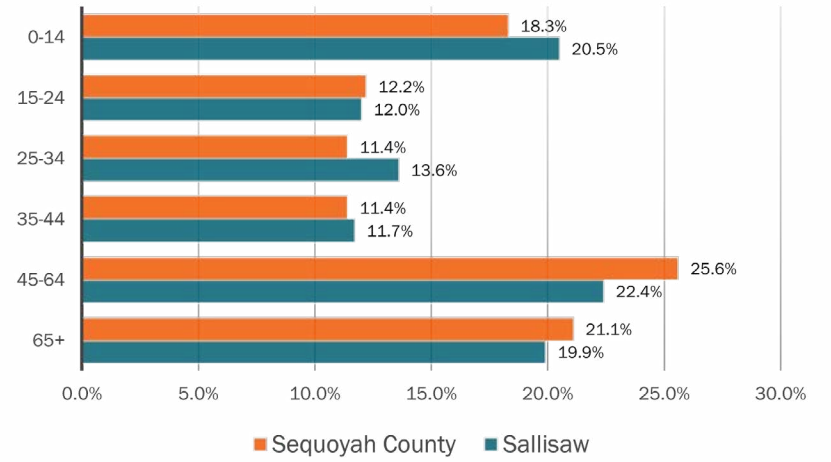


TABLE D.4 - CITY OF SALLISAW HOUSEHOLDS BY TYPE; 2025

Household Type	Sallisaw	Sequoyah County
Total Households	3,357	15,503
Family Households	61.6%	67.0%
Married Couple Households	40.9%	48.4%
With Related Children	24.6%	16.4%
Householder with No Spouse Present	51.6%	45.5%
With Children Present	7.6%	6.5%
Cohabitating Couple Households	7.5%	6.0%
With Children Present	3.4%	2.4%
Living Alone	30.7%	26.5%
All Households with Children	35.6%	25.6%
Average Household Size	2.44	2.52
Average Family Size	3.16	3.14

SOURCE: ESRI BUSINESS ANALYST AND U.S. CENSUS

FIGURE D.6 - POPULATION BY AGE COMPARISON



According to the U.S. Department of Labor, per capita retail expenditures by seniors 65+ years old is 18 percent lower than those under the age of 35 years and 41 percent lower than people ages 35 to 64 years. Residents 65+ years of age account for 19.9 percent of the Sallisaw population, compared to 21.1 percent of the countywide population. The senior population poses a growing market for healthcare, senior housing, and downsized housing.

Collectively, residents 45 years and older account for 42.3 percent of the Sallisaw population. By comparison, this age group accounts for 39.6 percent of the Oklahoma population, suggesting a sizable portion of Sallisaw's population is aging in place which may impact future population growth. Fortunately, 25.3 percent of Sallisaw's population is aged 25 to 44 years old which bodes well for future employment and population growth.

EDUCATIONAL ATTAINMENT

Educational attainment levels of a market area's labor pool are becoming increasingly important in the ability to attract and retain knowledge-based industries as well as the ability to support above average wages. The bar chart below provides a comparison of educational attainment levels between the City of Sallisaw and Sequoyah County as provided by Esri Business Analyst.

Educational levels have a direct impact on achievable income levels, retail expenditure patterns, housing values, and the demand for commercial space. The demand for retail space increases as income and retail sales levels rise. The type of retail space is also impacted as high-income households support increased demand for higher valued goods and services. The demand for office space improves at higher educational attainment levels as a larger percentage of residents are more likely to be employed in professional service and medical professions.

Compared to Sequoyah County, Sallisaw's adult population is slightly better educated, with 27.8 percent of all residents ages 25+ attaining an associate degree of better, compared to 26.6 percent for Sequoyah County. A reported 16.5 percent of Sallisaw adults have not attained a high school education compared to 14.6 percent for Sequoyah County.

When compared to statewide educational attainment levels, Sallisaw's adult population is far less educated. A reported 37.0 percent of Oklahoma residents have attained an associate degree of better with 10.4 percent not attaining a high school education. The lower educational attainment levels are common among rural communities and place a constraint on economic development and household income levels.

Sallisaw's educational attainment levels are suitable for supporting jobs in the manufacturing, wholesale, services, and retail trade sectors.

HOUSEHOLD INCOME DISTRIBUTION

Household income levels have a direct impact on retail expenditures, housing needs, for-sale housing values, and residential rents. A comparison of household income distribution estimates for the City of Sallisaw and Sequoyah County are outlined in the bar chart below.

According to Esri Business Analyst, Sallisaw's median household income of $42,340 compares to $48,718 for Sequoyah County and $62,138 for Oklahoma. Sallisaw has a high rate of poverty with 26.4 percent of households living under the poverty level, compared to 14.6 percent statewide. Sallisaw's household income distribution supports below average housing values and rents, retail expenditures, and monetary savings and investment.

An estimated 33.8 percent of Sallisaw households earn less than $25,000 annually, compared to 25.2 percent countywide and 17.1 percent statewide. With 19.1 percent of Sallisaw households earning less than $15,000 annually, a large need exists for income-based rental housing.

An estimated 8.8 percent of Sallisaw households earn $25,000 to $34,999 annually compared to 11.7 percent for Sequoyah County. These households tend to be perpetual renters with the lowest income households potentially qualifying for some form of housing assistance. The median rent in Sallisaw of $861 per month as reported by the U.S. Census requires an annual household income of approximately $30,000, suggesting a need for affordable rental housing.

According to the U.S. Census Bureau, the median housing value in Sallisaw is $123,500, compared to $185,900 statewide. Sallisaw's housing valued under $100,000 accounts for 38.0 percent of the total housing stock. Based on standard lending practices, households earning $25,000 to $34,999 represent the city's entry-level, for-sale housing market.

According to the U.S. Census Bureau, 31.4 percent of owner-occupied housing in Sallisaw is valued at $150,000 to $299,999. This housing stock represents Sallisaw's move-up, for-sale housing market. Based on standard lending practices, households earning $50,000 to $74,999 represent the move-up owner-occupied and rental markets. According to Esri Business Analyst, an estimated 17.2 percent of Sallisaw's households earn $50,000 to $74,999, compared to 18.3 percent for Sequoyah County.

An estimated 11.3 percent of Sallisaw households earn $75,000 to $99,999, compared to 12.5 percent for Sequoyah County. These households represent potential demand for for-sale housing priced from $300,000 to $499,999. According to the U.S. Census Bureau, just 8.5 percent of owner-occupied housing in Sallisaw is valued at $300,000 to $499,999.

High-income households with annual incomes of $100,000 or more account for 19.8 percent of all Sallisaw households compared to 18.1 percent for Sequoyah County. These households represent potential demand for housing priced at more than $500,000 as well as luxury automobiles, retail goods and services, travel, and entertainment. According to the U.S. Census Bureau, just 2.6 percent of owner-occupied housing in Sallisaw is valued at $500,000 or more.

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CONCLUSIONS

A community's demographic characteristics and employment composition have a direct impact on the local housing, commercial, and industrial markets.

Many Sallisaw residents work at Ft. Smith located approximately 20 miles to the east and accessible via I-40. Approximately 1,200 residents work in Sallisaw, 1,900 residents work outside of the city, and 3,200 people travel to Sallisaw for work.

By May 2025, Sequoyah County employment totaled 16,314 jobs with an unemployment rate of 3.4 percent, compared to 3.1 percent for Oklahoma and 4.2 percent for the nation.

Esri Business Analyst estimates 466 businesses operate in Sallisaw employing 5,461 workers. By SIC Code, the retail trade and health services and education sectors are the largest job generators, accounting for nearly half of the city's total employment.

From a current base of 5,461 jobs, over the next 25 years employment growth in Sallisaw, Oklahoma is forecast at an average annual rate of 1.0 percent to 1.2 percent, generating 1,542 to 1,897 new jobs by 2050.

According to the U.S. Census Bureau, from 1960 to 1970 the City of Sallisaw population grew 45.9 percent, adding 1,537 residents. By 2010, the city's population reached 8,891 residents. From 2010 to 2020, Sallisaw's population declined 4.2 percent, losing 370 residents. By 2024, the U.S. Census Bureau estimated the city population at 8,708 residents, up 2.3 percent from 2020. From 2025 through 2050, based on forecast job growth, the City of Sallisaw population is forecast to increase by 1,952 to 2,405 new residents. Sallisaw's forecast population growth over the next 25 years will fuel the need for retail goods and services, additional commercial and industrial space, and new residential housing units.

When compared to that of the Sequoyah County, Sallisaw's household composition possesses above average rates of married couples with children, householder with no spouse present, cohabitating couple households with children present, individuals living alone, and all households with children. Conversely, Sallisaw's household composition is below average for families and married couples.

Sallisaw's household composition characteristics are dominated by families and households with children present which has a direct impact on housing needs and retail sales of such family-related items as groceries, clothing, sporting goods, and electronics.

When compared to Sequoyah County, children ages 0 to 14 (20.5%), young adults ages 25 to 34 years (13.6%), and working adults ages 35 to 44 years (11.7%) and account for an above average percentage of Sallisaw's population, indicative of young family households with children. Sallisaw's young adult population aged 25 to 34 years will have an increasing influence on the city's workforce, retail goods and services expenditures, and housing market.

Compared to Sequoyah County, Sallisaw's adult population is slightly better educated, with 27.8 percent of all residents ages 25+ attaining an associate degree of better, compared to 26.6 percent for Sequoyah County. A reported 16.5 percent of Sallisaw adults have not attained a high school education compared to 14.6 percent for Sequoyah County.

When compared to statewide educational attainment levels, Sallisaw's adult population is far less educated. The lower educational attainment levels are common among rural communities and place a constraint on economic development and household income levels.

Sallisaw's median household income of $42,340 compares to $48,718 for Sequoyah County and $62,138 for Oklahoma. Sallisaw has a high rate of poverty with 26.4 percent of households living under the poverty level, compared to 14.6 percent statewide. Sallisaw's household income distribution supports below average housing values and rents, retail expenditures, and monetary savings and investment.

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MARKET ANALYSIS

The Market Analysis portion of the study evaluates competitive retail, professional office, industrial, and housing market trends impacting Sallisaw, Oklahoma. The market trends for each prospective land use were evaluated and the long-term need for additional commercial space, industrial space, and housing units was forecast to quantify the level of future real estate development activity in Sallisaw.

RETAIL MARKET ANALYSIS

The Retail Market Analysis portion of the report evaluates directly competitive retail market trends impacting Sallisaw and forecasts the future need for commercial space.

COMPETITIVE RETAIL MARKET TRENDS

Sallisaw is the largest city in Sequoyah County and serves as the county's principal retail destination. The Costar database identified 72 retail properties totaling 691,709 square feet of building area. As illustrated by the map below, the principal concentrations of retail space in Sallisaw are along Kerr Boulevard, Cherokee Avenue, and the historic downtown.

Table D.5 - Sallisaw, Oklahoma Retail Market Trends; 2007-2005 Q2 illustrates Sallisaw's retail market trends from 2007 through 2025 Q2, outlining on an annualized basis the number of retail properties, building area, vacant space, vacancy rate, net space absorption, and average triple-net rent.

In July 2025, the existing inventory of retail space in Sallisaw was operating at a vacancy rate of 11.4 percent with 78,710 square feet of unoccupied space, most of which is in the Eastgate Shopping Center.

Historic downtown Sallisaw served as the city's original central business district, centered along Cherokee Avenue. Centered along Oak Street from Cherokee Avenue south to Creek Avenue, the downtown core now serves as a niche retail destination featuring restaurants, antique shops, furniture and appliances, barber shop, jewelers, business services, law offices, financial businesses, insurance agents, and realtors. Also operating downtown is Sallisaw City Hall, Sequoyah County offices, public library, and farmers market. Several annual community events are held in downtown Sallisaw, including Shop Small Holiday Market, Main Street Ice Cream Social, Pawsitive Pets, Sallisaw Main Street Fall Festival and Chili Cookoff, and Hot Pickin' Finger Lickin' BBQ Cook-Off. These events draw people downtown and assist local businesses.

Sallisaw Main Street, Inc. is a 501C-3 nonprofit organization formed in 2004 to restore and beautify our downtown district. All funds raised by the organization through sponsor donation, City of Sallisaw contributions, and fundraisers go directly toward the restoration and renovation of the designated Main Street district. A sidewalk restoration of East Cherokee and North Oak Street was made possible by partnership between the City of Sallisaw and Sallisaw Main Street. This restoration has offered the business owners on these two streets beautiful sidewalks with vintage lights, landscape areas and brick edging. Sallisaw Main Street also offers a grant program to help business owners in the Main Street district with facade renovations.

Cherokee Avenue from Wheeler Avenue east to I-40 is an older commercial corridor. Principal retail businesses operating along East Cherokee Avenue include 10 Box Cost-Plus, True Value Hardware, O'Reilly Auto Parts, Auto Zone, Tractor Supple Co., and Dollar General. The emergence of the Kerr Boulevard corridor has reduced the status of East Cherokee Avenue as a retail destination. Redevelopment opportunities are available along Cherokee Avenue.

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The I-40 and Kerr Boulevard interchange serves as Sallisaw's primary shopping destination supporting such retail uses as big-box retailers, strip centers, fast-food restaurants, banks, and convenience stores. Major retailers operating in this retail destination include Walmart Supercenter, Hibbett Sports, Cato, Dollar General, and Dollar Tree. Walmart reported that 35,000 to 36,000 customers shop at the store per week. Prompted by direct I-40 access, national chain restaurants operating along Kerr Boulevard include Arby's, Long John Silvers/A&W, McDonalds, Taco Bell, and Whataburger. No national chain casual dining restaurants such as Applebee's are currently operating locations in Sallisaw.

According to CoStar, from 2007 through 2025 Q2, seven retail buildings totaling 38,446 square feet of new retail space was built in Sallisaw, peaking from 2018 and 2010 when 27,956 square feet of retail space was completed. Since 2015, just 5,760 square feet of retail space were constructed.

From 2007 through 2025 Q2, Costar reported the Sallisaw retail market absorbed just 1,028 square feet of commercial space. Retail space absorption peaked from 2013 to 2015 with the net occupancy of 80,104 square feet of space. During the first half of 2025, negative retail absorption of -43,645 square feet.

With new retail supplies outpacing net space absorption from 2008 through 2012, Sallisaw's inventory of retail space operated at well above market equilibrium vacancy rate, with year-end rates ranging from 10.3 percent to 13.1 percent. By the close of 2013, the overall retail vacancy rate declined significantly to a healthy 3.9 percent, in response to a spike in net retail space absorption. The Sallisaw retail market remained healthy through year-end 2024 with vacancies ranging from 0.2 percent to 5.7 percent. During the first half of 2025, 43,645 square feet of retail space was vacated, driving the overall vacancy rate to 11.4 percent, its highest level since 2008.

A retail project now under construction in Sallisaw includes a 5,950 square foot bank branch at 100 South Kerr Boulevard.

Despite being a retail destination for Sequoyah County, Sallisaw's retail market lacks size and depth. As a result, residents must leave the community to satisfy much of their shopping needs. Fort Smith, Arkansas, a 30-minute drive to the east is a popular shopping destination for Sallisaw residents, featuring such major retailers as Walmart, Target, Kohl's, Sam's Club, Home Depot, Sutherlands, Lowe's, Atwoods, Ross, and Burlington. Central Mall houses such retailers as Dillard's, JC Penney, American Eagle, The Children's Place, Hibbett Sports, Hot Topic, rue21, Shoe Dept., Spencers, and Victoria's Secret.

TRADE AREA CAPTURE

Information about a community's retail trade area can help assess the ability of local merchants to attract and capture the retail business of residents. The trade area capture ("TAC") is an estimate of the number of people who shop in the local area during a certain period. TAC assumes that residents will buy goods at the same rate as the state average, and that the only force that causes a variation in spending patterns is income. The formula for calculating TAC is:

TAC = Community's Actual Retail Sales

State Per Capita Sales X Community's Per Capita Income/State Per Capita Income

If the TAC estimate is larger than the community's population suggests: 1) the community is attracting customers outside its boundaries or 2) residents of the community are spending more than the state average. If the estimate is smaller than the community's population: 1) the community is losing its customers to other regions for retail purchases or 2) residents of the community are spending less than the state average.

Oklahoma State University calculated the 2024 trade area capture for cities throughout the state, include Sallisaw. The City of Sallisaw's trade area capture was calculated at 21,554 people.

Sallisaw's population of 8,553 residents and estimated TAC of 21,554 people illustrates that the city draws a large volume of shoppers from outside of the city.

RETAIL PULL FACTOR

Pull factors ("PF") measure a community's ability to attract shoppers, residents, and non-residents alike, to make retail purchases within the community. A pull factor is a measure of the strength of a community's retail trade, based on a comparison of local spending in relation to that of a wider geographic area (e.g., the state), with a measure of 1.0 representing a perfect balance. A pull factor greater than 1.0 indicates that the community is pulling in retail sales from beyond its boundaries and the balance of trade is favorable. Alternatively, a pull factor less than 1.0 indicates that the community is not capturing local shoppers and is experiencing retail sales leakage. Pull factors are calculated by dividing the TAC by the community's population.

Typically, large cities such as Tulsa have pull factors greater than 1.0 because they have an abundant number of retail stores with a variety of goods to offer. Because of this, these cities typically capture the leakage from nearby smaller cities, which have fewer stores and often see residents leave to shop in the bigger city markets. Smaller cities - such as Sperry (population 1,206) - usually have pull factors of less than 1.0, because the city's retail sector is smaller and generally struggles to keep all the spending within the city limits. Not only do these cities have a smaller retail sector, but they generally do not have the diversity and abundance of products that people want in their town. The retail sector is driven by population and disposable income, and a smaller population may not be able to support the volume of sales necessary for some types of goods and services. However, it is possible for some smaller cities to have strong pull factors, if they serve as hubs for surrounding rural areas and are relatively distant from larger towns with more developed retail sectors.

By dividing Sallisaw's TAC of 21,554 residents by the city's population of 8,553 residents, the Oklahoma State University study concluded to a pull factor of 2.52, indicating the city is capturing retail sales at a rate of 252 percent of the statewide average. Sallisaw's strong retail draw can be attributed to several factors, including its status as a shopping destination for Sequoyah County, travelers along I-40, and the region's tourism market.

RETAIL SPACE NEED ESTIMATES

As of year-end 2024, Sallisaw's 691,709 square feet of retail space was operating at a 5.1 percent vacancy rate with 35,065 square feet of unoccupied space. The market equilibrium vacancy rate is in the 7.0 percent range. This section of the study provides conservative and optimistic retail space demand estimates from 2025 to 2050 for the City of Sallisaw. This analysis estimated future retail space needs based on population growth.

Suppor retail sales are a function of consumer population and income levels. A trade area's total income is calculated by multiplying the total trade area population by the per capita personal income. Purchasing power, or total sales potential of the trade area, is then quantified by applying the average retail expenditures as a percentage of total income.

Sallisaw's population is estimated at 8,708 residents with the per capita income estimated at $23,409, yielding total personal income of $203.85 million. Based on the U.S. Census Bureau Annual Retail Trade Survey and Sallisaw's per capita income and retail sales levels, retail goods and services expenditures equate to 40 percent of total personal income. During 2024, e-commerce accounted for 16.0 percent of total retail sales in the United States. Accounting for e-commerce sales, retail sales in Sallisaw were adjusted to 34 percent of total personal income.

Oklahoma State University estimated the City of Sallisaw's retail pull factor is 2.52. To account for future retail sales attributed to nonresidents of Sallisaw, this analysis assumed a retail pull factor of 2.52 through 2050 to account for trade area population growth and area visitors.

Sallisaw's FY 2024 estimated taxable retail sales of $130.3 million and occupied retail space of 656,644 square feet equates to average sales of $310 per square foot.

The U.S. Census Bureau estimated Sallisaw's 2024 population at 8,708 residents. Based on job growth, the City of Sallisaw population is forecast to increase by 1,952 to 2,405 new residents from 2025 through 2050.

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Under the conservative scenario, by 2050 Sallisaw's population growth is forecast to capture new retail goods and services sales of $39.2 million, supporting 126,293 square feet of newly occupied retail space.

The optimistic scenario assumes stronger population growth will yield increased retail space demand. By 2050, Sallisaw is forecast to capture new retail goods and services sales of $48.2 million and 155,602 square feet of occupied retail space.

Accounting for the year-end 2024 inventory of vacant commercial space in Sallisaw and a market equilibrium vacancy rate of 7.0 percent, through 2050 the forecast population growth is estimated to support the need for 150,159 to 181,674 square feet of new retail space.

Based on an average floor-area-ratio of 20 percent to 23 percent, the forecast retail space need through 2050 would absorb an estimated 15.0 to 17.2 acres of commercial land under the conservative scenario and 18.1 acres to 20.9 acres under the optimistic scenario. These land absorption estimates do not include the redevelopment of existing antiquated commercial properties located within older commercial corridors such as East Cherokee Avenue.

RETAIL SITE EVALUATION

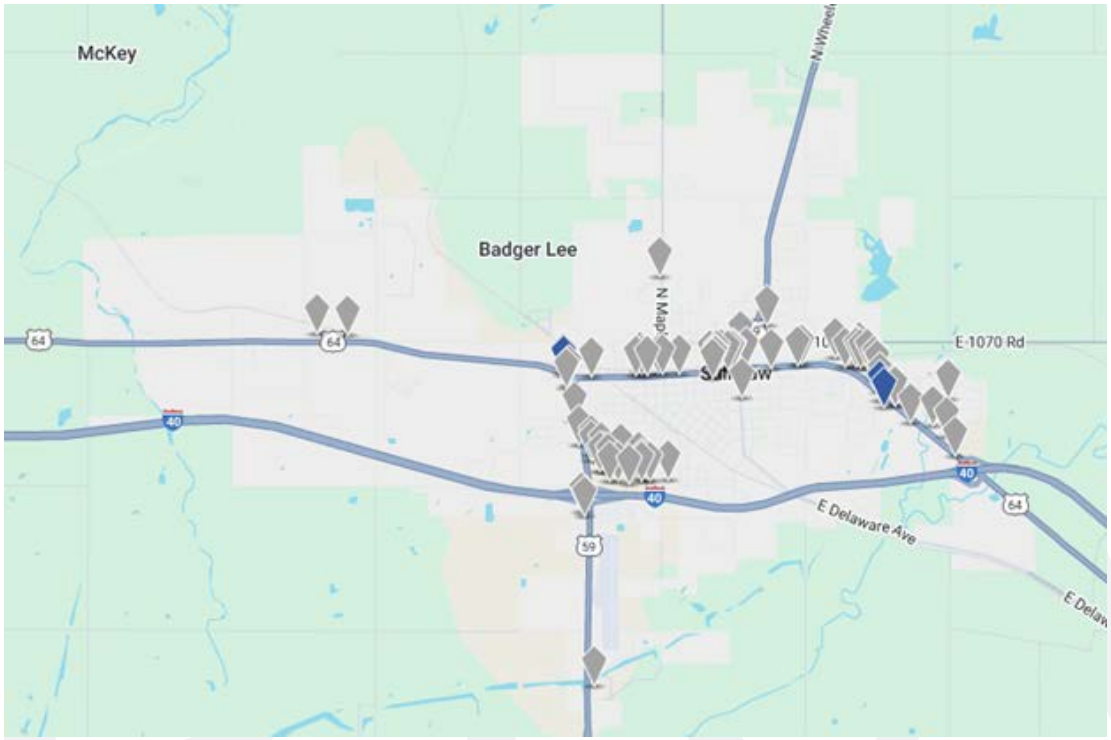
Retail developers and retailers evaluate potential retail locations based on a series of site-specific criteria, including parcel size, visibility and exposure, accessibility, infrastructure, traffic counts, traffic signal access, and direct competition. Using these site selection criteria, potential retail development sites in the City of Sallisaw were evaluated. Prospective retail development and redevelopment sites in the City of Sallisaw are identified.

Sallisaw's principal retail corridors are located along Cherokee Avenue and Kerr Boulevard. Cherokee Avenue is the older of the two corridors, housing a large inventory of older commercial buildings. Potential redevelopment sites along the Cherokee Avenue corridor west of Wheeler Avenue are listed below. Consideration should be given to designating much of East Cherokee Avenue as a redevelopment corridor with more flexible land use and development standards.

- The 107,255 square foot Eastgate Shopper Center originally housed Walmart and other tenants. The store closed when a new Walmart Supercenter was built on the west side of Sallisaw, the property was subdivided and now houses a Tractor Supply Co., Family Billiards, Curvey Nails, and On the Floor Liquor Store. Eight suites are available for lease totaling 71,560 square feet of space. Big Lots was planning to open a store but canceled when the company entered bankruptcy. Given the age of the shopping center and large suite sizes, the Eastgate Shopping Center is a candidate for redevelopment that includes demolishing part or all the shopping center.
- A former truck stop located across from the Sallisaw Inn is a suitable retail redevelopment site. The adjacent former golf course at the northwest corner of I-40 and Cherokee Avenue possesses the necessary size, access, and freeway exposure to accommodate large-scale retail development, but according to the City of Sallisaw, the presence of a flood plain significantly reduces the property's potential development area.
- The southeast corner of Cherokee Avenue and Dogwood Street includes vacant land and two small commercial buildings. With a traffic signal controlling the intersection the property is a suitable redevelopment site.
- The former Scott's Furniture building at the southeast corner of Cherokee Avenue and Choctaw Avenue is suitable for redevelopment. The intersection is controlled by a traffic signal which enhances site ingress and egress.
- What appears to be a former Sonic Drive-Thru next to Taco Bell is a suitable redevelopment site.

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FIGURE D.7 - SALLISAW, OKLAHOMA RETAIL PROPERTIES



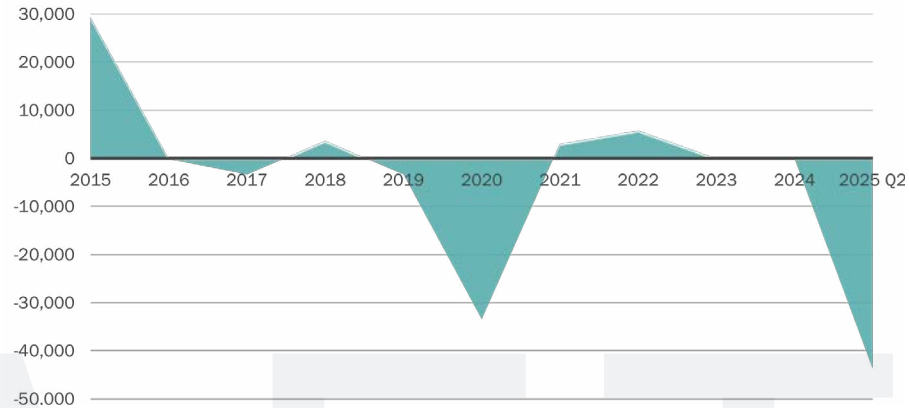
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TABLE D.5 - SALLISAW, OKLAHOMA RETAIL MARKET TRENDS; 2007-2025 Q2

Year	# of Properties	Building Area (SF)	Vacant Space	Vacancy Rate	Net Space Absorption	Average NNN Rent (SF)
2007	65	653,263	2,000	0.3%	39,292	
2008	67	667,193	87,548	13.1%	-71,618	$3.82
2009	69	677,326	84,265	12.4%	13,416	$3.01
2010	70	681,219	76,135	11.2%	12,023	$4.92
2011	70	681,219	70,365	10.3%	5,770	$2.42
2012	70	681,219	76,727	11.3%	-6,362	$2.07
2013	70	681,219	26,784	3.9%	49,943	$2.23
2014	71	685,949	30,703	4.5%	811	$3.96
2015	71	685,949	1,353	0.2%	29,350	$3.44
2016	71	685,949	1,500	0.2%	-147	$3.65
2017	71	685,949	4,850	0.7%	-3,350	$8.00
2018	71	685,949	1,200	0.2%	3,650	$8.00
2019	71	685,949	4,600	0.7%	-3,400	$9.58
2020	71	685,949	38,065	5.5%	-33,465	$9.15
2021	71	685,949	35,065	5.1%	3,000	$8.88
2022	72	691,709	35,065	5.1%	5,760	$15.28
2023	72	691,709	35,065	5.1%	0	$12.00
2024	72	691,709	35,065	5.1%	0	$12.00
2025 Q2	72	691,709	78,710	11.4%	-43,645	$12.00

SOURCE: COSTAR

FIGURE D.8 - SALLISAW, OKLAHOMA TRENDS IN NET RETAIL SPACE ABSORPTION (SQ FT.)



Kerr Boulevard between I-40 and Cherokee Avenue is Sallisaw's newer commercial corridor. The largest concentration of retail space within this corridor is located at the northeast corner of I-40 that houses such businesses as Walmart Supercenter, Hibbett Sports, Cato, Dollar Tree, and McDonalds. Ruth Avenue east of Kerr Boulevard parallels I-40 and houses a variety of fast-food restaurants, bank branches, strip centers, and a convenience store. Two greenfield sites remain available for future development. Greenfields development sites along the Kerr Boulevard corridor between I-40 and Cherokee Avenue are identified below.

- Southeast corner adjacent to the new Casey's convenience store.
- East side of Kerr Boulevard between the Blue Ribbon Inn and 7 Brew Coffee.
- West side of Kerr Boulevard between KXMX Mix 105.1 and Merrill Self Storage.
- West side of Kerr Boulevard north of China Harbor Super Buffet.
- North side of Ruth Avenue east of Walmart Supercenter.
- Surrounding southwest corner of Ruth Avenue and Cedar Street.

FIGURE D.9 - SALLISAW, OKLAHOMA RETAIL VACANCY RATE TRENDS

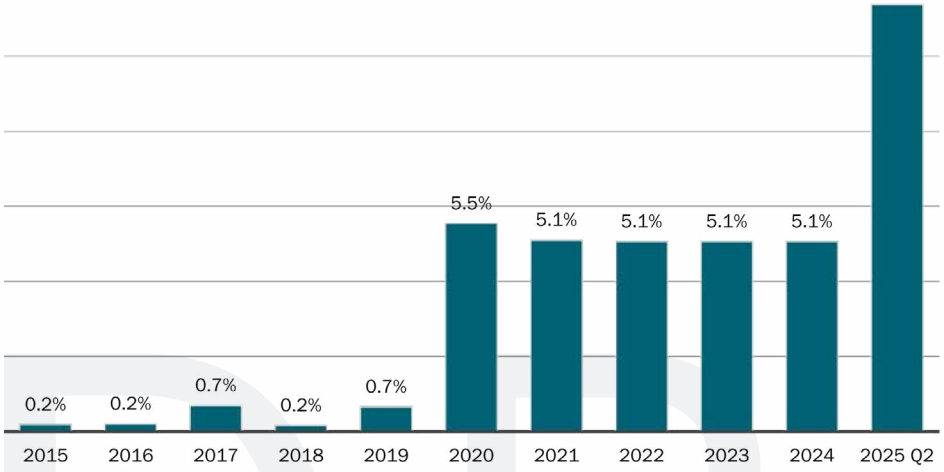


TABLE D.6 - FORECAST RETAIL SPACE NEED FROM POPULATION GROWTH SALLISAW, OKLAHOMA; 2025-2050

Retail Sales Formula	Conservative Scenario	Optimistic Scenario
Residential Population Growth (2025-2050)	1,952	2,405
Per Capita Income	$23,409	$23,409
Total Gross Personal Income	$45,694,368	$56,298,645
% Income Spent on Retail Goods and Services	0.34	0.34
Suppor Goods and Services by City Residents	$15,536,085	$19,141,539
Pull Factor	2.52	2.52
Total Suppor Retail Goods & Services Sales	$39,150,935	$48,236,679
Average Retail Sales Per Sq. Ft.	$310	$310
Retail Space Demand 2025-2045 (Sq. Ft.)	**126,293**	**155,602**

TABLE D.7 - SUPPORTABLE NEW RETAIL SPACE ESTIMATES SALLISAW, OKLAHOMA; 2025-2050

	Conservative Scenario	Optimistic Scenario
New Retail Space Need		
Sallisaw Inventory of Occupied Retail Space 2024 Q4	656,644	656,644
Population Growth Retail Space Need 2025-2050	126,293	155,602
Total Occupied Retail Space Inventory 2050	782,937	812,246
Market Equilibrium Retail Space Need (7% Vacancy)	841,868	873,383
Less: Existing Inventory of Retail Space 2024 Q4	-691,709	-691,709
Supportable Retail Space Need 2025-2050	150,159	181,674
Supportable Development Acres		
20% FAR	17.2	20.9
23% FAR	15.0	18.1

SOURCE: CANYON RESEARCH SOUTHWEST, INC.; SEPTEMBER 2025.

- The 35-acre parcel immediately north of Walmart Supercenter. Parcel is large enough to accommodate development of a big-box retailer. Off-site improvements to enhance site ingress and egress to support large-scale retail development may include: 1) Mentzer Avenue from Kerr Boulevard east to the parcel may need to be widened and improved and 2) a north-south access road east of the Walmart Supercenter that connects to Cedar Street.

In addition to future retail land uses the north Kerr Boulevard corridor is suitable for professional office and multi-family residential uses.

Sallisaw's historic downtown can support development and redevelopment efforts within the form of adaptive re-use of vacant buildings and new construction on vacant lots.

Kerr Boulevard south of I-40 is a suitable location for future commercial development. It is recommended that land fronting onto Kerr Boulevard be designated for highway commercial use capable of accommodating a wide range of land use.

EMPLOYMENT MARKET ANALYSIS

This section of the study evaluates the City of Sallisaw's professional office and industrial market conditions. The goal is to identify future opportunities for Sallisaw to support employment-related development.

EMPLOYMENT-RELATED BUSINESS MIX

Industrial-related employment includes the manufacturing, wholesale trade, and transportation sectors while office-related employment includes the legal and finance, insurance, and real estate (FIRE) sectors.

According to Esri Business Analyst, office-related employment in Sallisaw totals 591 jobs in the professional services, administrative, information, and finance, insurance, and real estate sectors, accounting for 10.8 percent of total employment. By comparison, office-related jobs account for 17.3 percent of employment in Oklahoma. At an average space requirement of 200 to 225 square feet per employee, current employment levels can support 118,200 to 132,975 square feet of occupied professional office space.

Industrial-related employment in Sallisaw totals 527 jobs in the manufacturing, wholesale trade, transportation, and utilities sectors, or 9.7 percent of total employment. By comparison, industrial-related jobs account for 25.6 percent of employment in Oklahoma. At an average space requirement of 800 to 1,000 square feet per employee, current employment levels can support 421,600 to 527,000 square feet of occupied industrial space.

Continued population and job growth in Sallisaw will generate the need for additional professional office space and industrial space.

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COMPETITIVE OFFICE MARKET TRENDS

This section of the study provides historic office market trends for Sallisaw, Oklahoma. According to Costar, Sallisaw's inventory of professional and medical office space is modest, consisting of 24 properties totaling 162,798 square feet of building area. As illustrated on the map below, the principal concentrations of professional and medical office space in Sallisaw are located within the Cherokee Avenue corridor and downtown.

The on the following page illustrates Sallisaw's office market trends from 2006 through 2025 Q2, outlining on an annualized basis the number of properties, building area, vacant space, vacancy rate, net space absorption, and average monthly rent.

From 2007 through 2025 Q2, 68,575 square feet of new office space was constructed in Sallisaw. New office construction peaked during 2010 and 2011 when six buildings totaling 64,375 square feet were completed. Since 2007, net office space absorption in Sallisaw totaled 75,575 square feet of office space, also peaking in 2010 and 2011 in response to the new additions to supply.

Much of the past decade, the Sallisaw office market has operated at full occupancy. From 2016 through 2020 the overall vacancy rate ranged from 0.0 percent to 0.8 percent. With negative absorption of 22,500 square feet of space in 2021 the vacancy rate jumped to 13.8 percent. Since 2022, Sallisaw's office market has operated at full occupancy.

Given Sallisaw's status as the Sequoyah County seat it supports 591 jobs in the professional services, administrative, information, and finance, insurance, and real estate sectors and 162,798 square feet of office space. Since 2022, Sallisaw's office market has operated at full occupancy. Give the absence of vacant office space available for immediate occupancy serves as a constraint to accommodating the expansion of existing tenants or attracting new businesses to Sallisaw.

FIGURE D.10 - SALLISAW, OKLAHOMA OFFICE AND INDUSTRIAL JOBS

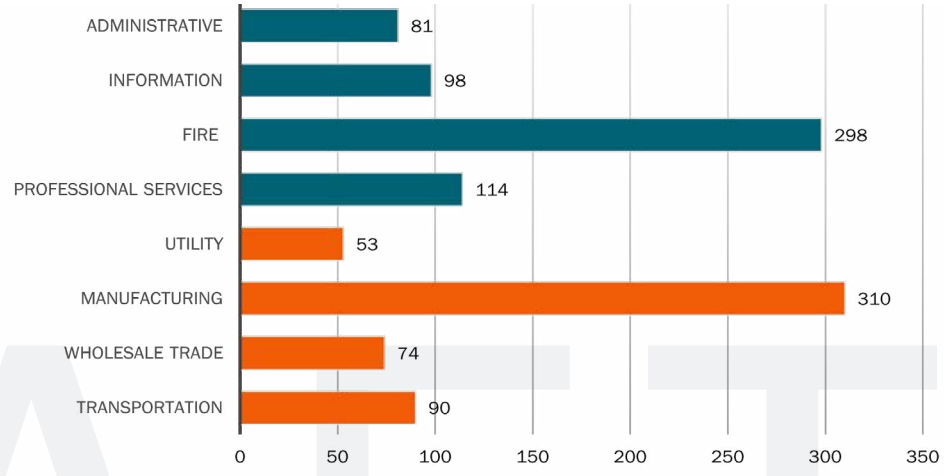


FIGURE D.11 - SALLISAW, OKLAHOMA OFFICE PROPERTIES

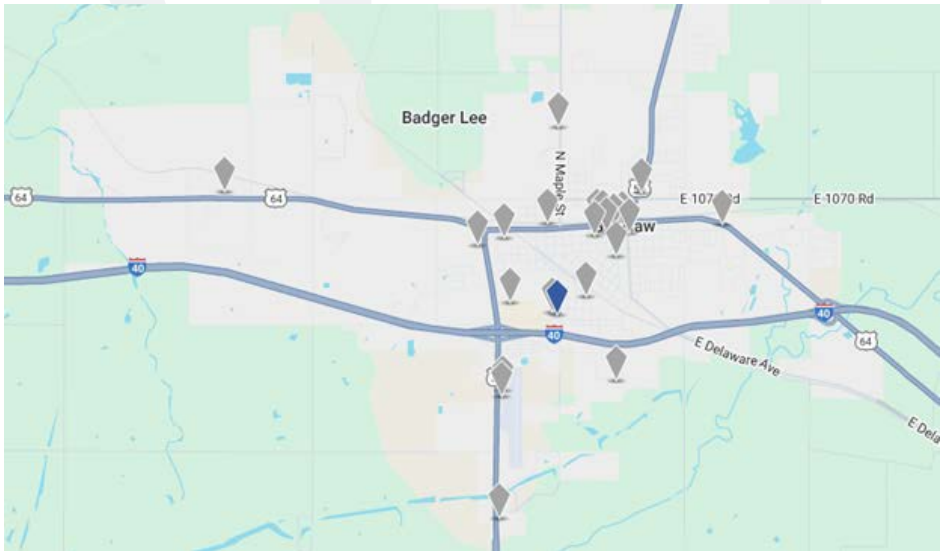
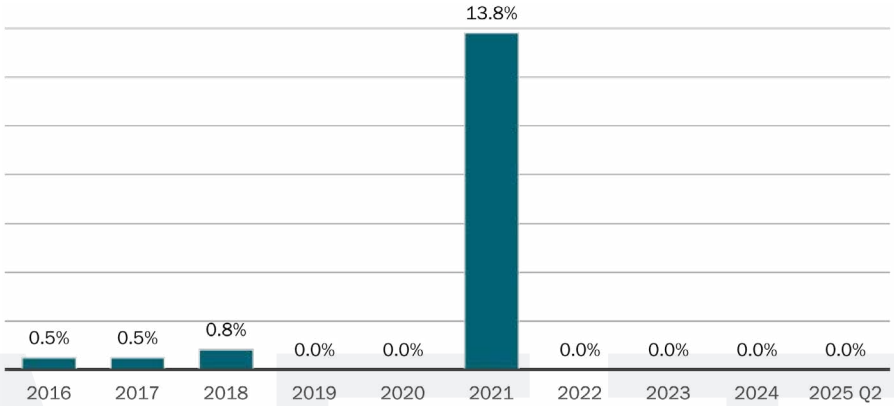


TABLE D.8 - CITY OF SALLISAW, OKLAHOMA OFFICE MARKET TRENDS; 2007-2025 Q2

Year	# of Properties	Building Area (SF)	Vacant Space	Vacancy Rate	Net Space Absorption	Average NNN Rent (SF)
2007	17	94,223	0	0.0%	7,000	
2008	18	98,423	0	0.0%	4,200	
2009	18	98,423	14,576	14.8%	-14,576	
2010	23	140,298	12,976	9.2%	43,475	
2011	24	162,798	1,600	1.0%	33,876	$7.20
2012	24	162,798	5,040	3.1%	-3,440	$3.20
2013	24	162,798	6,450	4.0%	-1,410	$4.17
2014	24	162,798	6,200	3.8%	250	$5.51
2015	24	162,798	4,350	2.7%	1,850	$5.56
2016	24	162,798	800	0.5%	3,550	$5.41
2017	24	162,798	800	0.5%	0	
2018	24	162,798	1,344	0.8%	-544	
2019	24	162,798	0	0.0%	1,344	$7.11
2020	24	162,798	0	0.0%	0	
2021	24	162,798	22,500	13.8%	-22,500	
2022	24	162,798	0	0.0%	22,500	
2023	24	162,798	0	0.0%	0	
2024	24	162,798	0	0.0%	0	
2025 Q2	24	162,798	0	0.0%	0	

SOURCE: COSTAR

FIGURE D.12 - CITY OF SALLISAW, OKLAHOMA OFFICE SPACE VACANCY TRENDS



COMPETITIVE INDUSTRIAL MARKET TRENDS

By 2025 Q2, Sallisaw's industrial inventory included 14 buildings totaling 456,898 square feet of space with the principal concentrations located along Cherokee Avenue and in the 90-acre Roye Frye, Jr. Industrial Park off the southeast of the I-40 and Kerr Boulevard interchange. Manufacturing and warehouse are the predominant product types in Sallisaw, accounting for nearly 85 percent of the total inventory.

The Roye Frye, Jr. Industrial Park is a 90-acre employment center located southeast of the I-40 and Kerr Boulevard interchange. There are still approximately 30+ acres available for development. The park is certified by the Oklahoma Department of Commerce as SITE READY and listed in their Oklahoma Site Ready Certification Program. Businesses operating within the park include Indian Capital Technology Center, Aviagen, Celloform, and Millison. Millison is planning an expansion over the next 5 to 10 years that would add 2,000 new jobs.

As of the second quarter of 2025, Sallisaw's industrial market was operating at full occupancy with no space available for immediate occupancy. The absence of unoccupied space places a significant constraint on the ability of Sallisaw to accommodate the expansion of existing industrial businesses or attract new industrial businesses into the city.

The below outlines Sallisaw's industrial market trends from 2007 through 2025 Q2, outlining on an annual basis the number of properties, building area, vacant space, vacancy rate, net space absorption, and average monthly rent.

From 2007 to 2025 Q2, just 6,000 square feet of new industrial space was constructed in Sallisaw with net absorption totaling 8,700 square feet of space. Net space absorption peaked from 2011 to 2012 at 24,100 square feet and again during 2021 with 22,600 square feet of space. Over the past decade net industrial space absorption has been modest given the absence of new inventory and lack of vacant space available for immediate occupancy. The bar chart below illustrates annual industrial space absorption trends since 2016 for Sallisaw.

From 2016 through 2025 Q2, Sallisaw's industrial vacancy rate operated well above market equilibrium, ranging from 0.0 percent to 5.4 percent. Since 2021, the Sallisaw industrial market has operated at full occupancy.

To conclude, Sallisaw supports a modest supply of industrial space with manufacturing and warehouse space accounting for most of the current inventory. Much of the existing industrial inventory consists of single-tenant buildings. Since 2021, the market has been fully occupied which places a constraint on the ability to accommodate the expansion of existing industrial businesses and the potential to attract new industrial businesses into the city. Advantages in supporting future industrial development in Sallisaw include the rail service and direct access to an I-40, affordable property values, low cost of operations, well trained workforce, and pro-business environment. The primary constraint in accommodating future industrial development is the limited availability of land serviced with infrastructure.

TABLE D.9 - CITY OF SALLISAW, INDUSTRIAL INVENTORY 2007-2025 Q2

Building Type	# of Buildings	Space Sq. Ft.	Vacant Space	Vacancy Rate
Warehouse	8	168,357	0	0.0%
Manufacturing	1	217,648	0	0.0%
Industrial	3	56,803	0	0.0%
Flex	1	7,840	0	0.0%
Service	1	6,250	0	0.0%
Totals	**14**	**456,898**	**0**	**0.0%**

SOURCE: COSTAR

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TABLE D.10 - CITY OF SALLISAW, OKLAHOMA INDUSTRY MARKET TRENDS; 2007 -2025 Q2

Year	# of Properties	Building Area (SF)	Vacant Space	Vacancy Rate	Net Space Absoprtion	Average Rent (SF)
2007	13	450,898	0	0.0%	2,700	
2008	13	450,898	21,000	4.7%	-21,000	$2.30
2009	13	450,898	21,600	4.8%	-600	$2.51
2010	13	450,898	21,600	4.8%	0	$2.51
2011	13	450,898	10,300	2.3%	11,300	$2.28
2012	14	456,898	3,500	0.8%	12,800	$2.28
2013	14	456,898	2,100	0.5%	1,400	
2014	14	456,898	0	0.0%	2,100	
2015	14	456,898	0	0.0%	0	
2016	14	456,898	4,800	1.1%	-4,800	$2.40
2017	14	456,898	5,000	1.1%	-200	$2.40
2018	14	456,898	5,600	1.2%	-600	
2019	14	456,898	24,600	5.4%	-19,000	$1.16
2020	14	456,898	22,600	4.9%	2,000	$7.50
2021	14	456,898	0	0.0%	22,600	
2022	14	456,898	0	0.0%	0	
2023	14	456,898	0	0.0%	0	
2024	14	456,898	0	0.0%	0	
2025 Q2	14	456,898	0	0.0%	0	

SOURCE: COSTAR

FORECAST SPACE NEED

Professional office, medical office, and industrial space need projections for Sallisaw, Oklahoma through the year 2050 provide an understanding of future market conditions directly impacting the feasibility of supporting new employment-related development.

PROFESSIONAL OFFICE SPACE

By year-end 2024, Sallisaw supported 162,798 square feet of office operating at full occupancy. Since 2007, 68,575 square feet of new office space was constructed in Sallisaw and net office space absorption totaled 75,575 square feet.

The demand for professional office space is closely correlated with expansion in office space using employment sectors. Future demand for professional office space was forecast utilizing an occupational employment-driven model. This model was designed using the variables of increased employment in categories of economic activity typically associated with demand for office space and average space requirements per employee. A share of regional demand is assigned to the submarket (and specific project) based on such factors as location, competition, access, and project scale.

According to Esri Business Analyst, office-related employment in Sallisaw totals 591 jobs in the professional services, administrative, information, and finance, insurance, and real estate sectors, accounting for 10.8 percent of total employment. By comparison, office-related jobs account for 17.3 percent of employment in Oklahoma.

At an average space requirement of 200 to 225 square feet per employee, current employment levels can support 118,200 to 132,975 square feet of occupied professional office space. By year-end 2024, Sallisaw supported 162,798 square feet of occupied office space.

From 2025 through 2050, employment growth in the City of Sallisaw is forecast at 1,542 to 1,897 new jobs. Over the next 25 years the share of office-related employment in the City of Sallisaw is forecast to account for 10 percent to 12 percent of total job growth, yielding 154 to 228 new jobs.

Office space need created by the future growth in office-related employment was forecast by applying standard job creation ratios published by NAIOP of 1.0 job per 200 square feet of office space that accounts for both owner-occupied and speculative office space. From 2025 through 2050, office-related job growth in the City of Sallisaw is projected to support the need for 30,800 square feet to 45,600 square feet of professional office space.

Based on the locational requirements of office developers and tenants, new professional and medical office development in the City of Sallisaw is expected to concentrate along the Kerr Boulevard corridor.

Accounting for the year-end 2024 inventory of vacant office space in Sallisaw and a market equilibrium vacancy rate of 7.0 percent, through 2050, Sallisaw is estimated to support the need for 45,372 square feet to 61,286 square feet of new professional office space.

Based on an average floor-area-ratio of 25 percent to 30 percent, the forecast professional office space need through 2050 would absorb an estimated 3.5 acres to 4.2 acres of commercial land under the conservative scenario and 4.7 acres to 5.6 acres under the optimistic scenario.

MEDICAL OFFICE SPACE

Medical office space need is a function of expansion in medical practices and associated needs, which is related to growth in population. While population growth trends are associated with economic trends, the fluctuations are less pronounced and demand for this market segment is less cyclical. The need for medical office space is typically highly specific geographically, with healthcare services gravitating to locations at or near hospitals.

The need for medical office space is forecast via a methodology that includes a determination of medical employment per capita for the trade area which is then multiplied by the average square footage required per medical employee to derive a total medical office square footage per capita coefficient. This local area coefficient is applied to current (future) estimates of area population to generate an estimate of current (future) medical space need, excluding demand related to acute care hospitals and other more specialized surgical centers.

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According to physician census data compiled by the Federation of State Medical Boards (FSMB) in 2023, the number of licensed physicians in the United States totaled 1,062,460. The United State population of 329.7 million, equating to 310 licensed physicians per 100,000 population. The 17,872 licensed physicians in Oklahoma amount to an average of 229 physicians per 100,000 residents.

From 2025 through 2050, the City of Sallisaw population is forecast to grow by 1,952 to 2,405 new residents. The statewide average for physician density and forecast population growth produces the need by 2050 for 5 to 6 additional physicians. The Medical Group Management Association ("MGMA") in its annual costs survey reported that for family practices, the median medical office space need is approximately 1,900 square feet per full-time equivalent physician.

Based on the statewide average, from 2025 through 2050, the City of Sallisaw's forecast population growth is estimated to support the need for 5,700 square feet to 9,500 square feet of medical office space.

Based on an average floor-area-ratio of 25 percent to 30 percent, the forecast medical office space need through 2050 would absorb an estimated 0.7 acres to 0.9 acres of commercial land under the conservative scenario and 0.9 acres to 1.0 acres under the optimistic scenario.

TABLE D.11 - FORECAST PROFESSIONAL OFFICE SPACE NEED CITY OF SALLISAW, OKLAHOMA; 2025 TO 2050

	Conservative Scenario	Optimistic Scenario
City of Sallisaw, Oklahoma		
Office-Related Employment Growth	154	228
Net Office Space Need (Sq. Ft.)	30,800	45,600
Average Annual Office Space Demand (Sq. Ft.)	1,232	1,824

SOURCE: CANYON RESEARCH SOUTHWEST, INC.; JULY 2025

INDUSTRIAL SPACE

By the close of 2024, the City of Sallisaw supported 456,898 square feet of industrial space operating at full occupancy. From 2007 to 2025 Q2, Costar reported that 6,000 square feet of new industrial space was built in Sallisaw, and net absorption totaled 8,700 square feet of space.

The need for industrial space is a function of employment, investment, and technology. The U.S. Department of Labor defines industrial employment as jobs in the manufacturing, wholesale trade, and transportation and warehousing industries. According to Esti Business Analyst, industrial-related employment in Sallisaw totals 527 jobs in the manufacturing, wholesale trade, transportation, and utilities sectors, or 9.7 percent of total employment. By comparison, industrial-related jobs account for 25.6 percent of employment in Oklahoma.

At an average space requirement of 800 to 1,000 square feet per employee, current employment levels can support 421,600 to 527,000 square feet of occupied industrial space.

Over the next 25 years employment growth in Sallisaw, Oklahoma is forecast to generate 1,542 to 1,897 new jobs by 2050. Through 2050, given expansion plans by existing employers Sallisaw's share of industrial-related employment is forecast to account for 50 percent to 55 percent of total job growth, yielding 771 to 1,043 new jobs.

Space needs created by the future growth in industrial employment were forecast by applying standard job creation ratios for warehouse and light manufacturing space. Typical warehouses operate at 1.0 employee per 1,500 to 3,000 square feet of building area, e-commerce warehouses at 1,000 to 2,000 square feet per 1.0 employee, and light manufacturing at 800 to 1,200 square feet per 1.0 employee. Given the predominance of manufacturing and warehouse space in Sallisaw a ratio of 1.0 employee per 1,000 square feet of space was applied.

From 2025 through 2050, industrial job growth in the City of Sallisaw is projected to support the need for 771,000 square feet to 1.04 million square feet of industrial space.

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Accounting for the current inventory of vacant industrial space in Sallisaw and a market equilibrium vacancy rate of 7.0 percent, through 2050, the city is forecast to support approximately 220,000 to 326,000 square feet of new industrial space.

Based on an average floor-area-ratio of 35 percent to 40 percent, the forecast industrial space need through 2050 would absorb an estimated 49.6 to 56.6 acres of industrial land under the conservative scenario and 66.3 acres to 75.8 acres under the optimistic scenario.

CONCLUSIONS

Based on employment growth projections, from 2025 through 2050, professional office, medical office, and industrial development in the City of Sallisaw is estimated to absorb approximately 15 acres to 17 acres of land under the conservative scenario and 22 acres to 25 acres under the optimistic scenario.

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TABLE D.12 - SUPPORTABLE NEW OFFICE SPACE ESTIMATES CITY OF SALLISAW, OKLAHOMA; 2025-2050

	Conservative Scenario	Optimistic Scenario
Supportable New Office Space Need		
Sallisaw Inventory of Occupied Office Space 2024 Q4	162,798	162,798
Forecast Office Space Need 2025-2050	30,800	45,600
Total Occupied Office Space Inventory 2050	193,598	208,398
Market Equilibrium Office Space Need	208,170	224,084
Less: Existing Inventory of Office Space 2024 Q4	-162,798	-162,798
Suppor New Office Space 2025-2050	45,372	61,286
Suppor Development Acres		
25% FAR	4.2	5.6
30% FAR	3.5	4.7

SOURCE: CANYON RESEARCH SOUTHWEST, INC.; JULY 2025

TABLE D.13 - FORECAST MEDICAL OFFICE SPACE NEED CITY OF SALLISAW, OKLAHOMA; 2025 TO 2050

	Moderate Scenario	Optimistic Scenario
Forecast Population Growth; 2025 - 2050	1,952	2,405
Need in New Physicians	5	6
Net Medical Office Space Demand (Sq. Ft.)	9,500	11,400
Average Annual Space Demand (Sq. Ft.)	380	456

TABLE D.14 - INDUSTRIAL SPACE DEMAND FORECASTS CITY OF SALLISAW, OKLAHOMA; 2025 TO 2050

	Conservative Scenario	Optimistic Scenario
Industrial-Based Employment Growth	771	1,043
Industrial Space Need (Sq. Ft.)	771,000	1,043,000
Average Annual Industrial Space Demand (Sq. Ft.)	30,840	54,624

SOURCE: CANYON RESEARCH SOUTHWEST, INC.; SEPTEMBER 2025.

TABLE D.15 - SUPPORTABLE NEW INDUSTRIAL SPACE ESTIMATES CITY OF SALLISAW, OKLAHOMA; 2025-2050

	Conservative Scenario	Optimistic Scenario
Supportable New Industrial Space Need		
Sallisaw Inventory of Occupied Industrial Space 2024 Q4	456,898	456,898
Forecast Industrial Space Need 2025-2045	771,000	1,043,000
Total Occupied Industrial Space Inventory 2045	1,227,898	1,499,898
Market Equilibrium Industrial Space Need (7% Vacancy)	1,320,320	1,612,794
Less: Existing Inventory of Industrial Space 2024 Q4	-456,898	-456,898
Supportable New Industrial Space 2025-2045	863,422	1,155,986
Supportable Development Acres		
35% FAR	56.6	75.8
40% FAR	49.6	66.3

SOURCE: CANYON RESEARCH SOUTHWEST, INC.; SEPTEMBER 2025.

TABLE D.16 - CITY OF SALLISAW, OKLAHOMA FORECAST LAND ABSORPTION; 2025 -2050

	Conservative Scenario		Optimistic Scenario	
	Low	High	Low	High
Professional Office	2.4	2.8	3.3	4.0
Medical Office	0.4	0.5	0.7	0.9
Industrial	11.8	13.5	17.6	20.1
Totals	**14.6**	**16.8**	**21.6**	**25.0**

SITE EVALUATION

Office and industrial developers evaluate potential development sites based on a series of site-specific criteria, including parcel size, visibility and exposure, accessibility, infrastructure, availability to a large and diverse labor pool, proximity to customers, and availability of support goods and services. Using these site selection criteria, potential development sites in the City of Sallisaw were evaluated and identified.

POTENTIAL OFFICE SITES

Office and industrial developers and tenants evaluate potential development sites and business locations based on a series of site-specific criteria, including parcel size, visibility and exposure, accessibility, infrastructure, availability to a large and diverse labor pool, proximity to customers, and availability of support goods and services. Using these site selection criteria, potential development sites in the City of Sallisaw were identified.

The Kerr Boulevard corridor is considered the premier location for future office development in Sallisaw. Greenfield development sites along the Kerr Boulevard corridor between I-40 and Cherokee Avenue are identified as follows.

- Southeast corner adjacent to the new Casey's convenience store.
- East side of Kerr Boulevard between the Blue Ribbon Inn and 7 Brew Coffee.
- West side of Kerr Boulevard between KXMX Mix 105.1 and Merrill Self Storage.
- West side of Kerr Boulevard north of China Harbor Super Buffet.

Kerr Boulevard south of I-40 is a suitable location for future office development. It is recommended that land fronting onto Kerr Boulevard be designated for highway commercial use capable of accommodating a wide range of land use.

Sallisaw's historic downtown can support development and redevelopment efforts within the form of adaptive re-use of vacant buildings and new construction on vacant lots.

POTENTIAL INDUSTRIAL SITES

The principal locations for existing industrial uses are along Cherokee Avenue and in the 90-acre Roye Frye, Jr. Industrial Park off the southeast of I-40 and Kerr Boulevard interchange.

To ensure the City's long-term fiscal sustainability the Comprehensive Plan Update should identify a future location for a business park capable of facilitating both industrial and office uses. Potential future business park locations include: 1) expansion of the Roye Frye, Jr. Industrial Park west of Cedar Street to the airport and south to Drake Road; 2) relocation of the Sallisaw Municipal Airport and conversion of the land into a business park, and 3) west side of Kerr Boulevard and south of I-40 Drake Road.

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Residential Housing Market Analysis

This section of the report evaluates Sallisaw's single-family residential and rental apartment markets with the goal to identify current and future opportunities to support new housing stock.

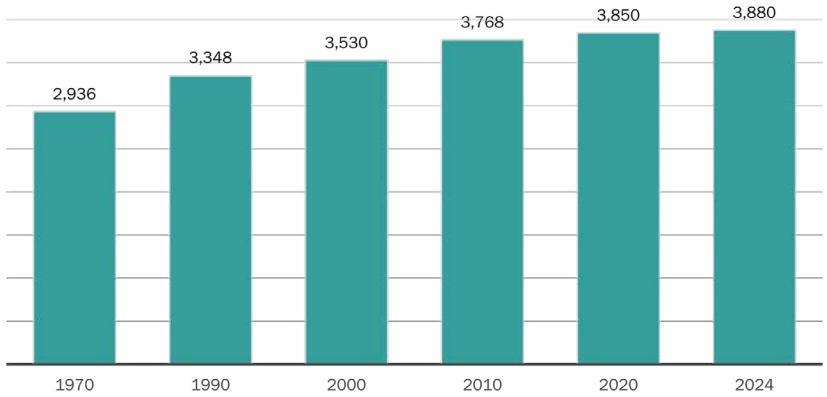
HOUSING STOCK CHARACTERISTICS

Utilizing U.S. Census Bureau data, this section of the study addresses City of Sallisaw's residential housing stock characteristics, including total housing stock inventory, age of housing stock, housing tenure, mix of housing types, and occupancy by housing type.

HOUSING STOCK INVENTORY TRENDS

The 1970 Census reported the Sallisaw housing stock at 2,936 dwelling units. By the 2010 Census Sallisaw's housing stock totalled 3,768 dwelling units, an increase of 28.3 percent. From 2010 through 2020, the Sallisaw housing stock increased by just 2.2 percent, adding 82 dwelling units. By 2024, the Sallisaw housing stock inventory totalled 3,880 dwelling units.

FIGURE D.13 - SALLISAW, OKLAHOMA HOUSING STOCK TRENDS



AGE OF HOUSING STOCK

The on the following page compares the age of Sallisaw's housing stock with that of the State of Oklahoma as reported for 2023 by the U.S. Census Bureau. Sallisaw's housing stock is slightly older than the statewide inventory. The median year that housing was built is 1978 for Sallisaw and 1980 for Oklahoma. Just 3.9 percent of Sallisaw's housing stock was built since 2010, and 19.8 percent built prior to 1950. By comparison, 11.9 percent of the state's housing stock was built since 2010, with 21.4 percent built prior to 1950.

HOUSING TENURE TRENDS

The 2000 Census reported that 3,206 housing units were occupied in Sallisaw, including 1,844 owner-occupied units and 1,362 renter-occupied units. The housing tenure mix included 57.5 percent owner-occupied and 42.5 percent renter-occupied housing units. From 2000 to 2010, the number of owner-occupied housing units in Sallisaw increased 8.2 percent to 1,996 units while the inventory of renter-occupied housing units declined 4.6 percent to 1,299 housing units.

During the 2000's the share of owner-occupied housing units in Sallisaw increased from 57.5 percent in 2000 to 60.6 percent by 2010. By 2020, the share of owner-occupied housing units in Sallisaw declined to 52.6 percent. From 2020 through 2023 the share of owner-occupied housing units rebounded slightly to 53.7 percent. From 2000 through 2023, the inventory of occupied housing units decreased by 84 owner-occupied housing units and increased by 158 rental units.

During 2023, owner-occupied housing in Sallisaw accounted for 53.7 percent of the entire occupied housing stock with renter-occupied accounting for 46.3 percent. By comparison, owner-occupied housing accounts for 65.1 percent of Oklahoma total occupied housing stock with renter-occupied accounting for 34.9 percent.

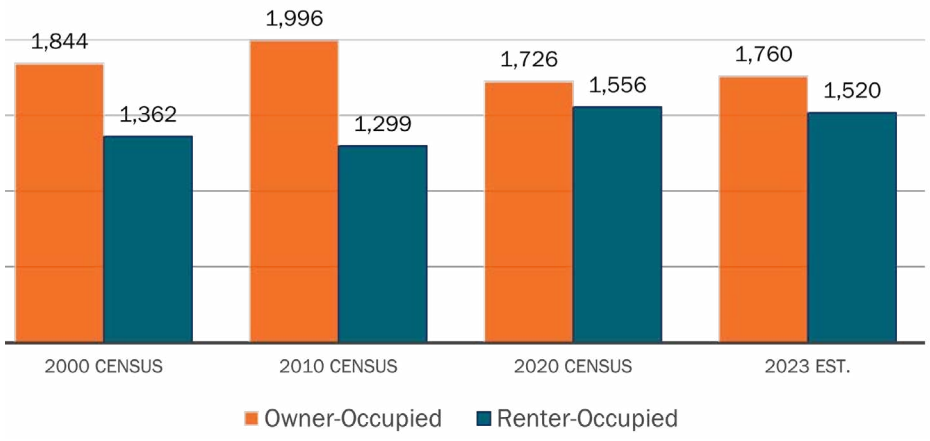
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TABLE D.17 - COMPARISON OF HOUSING STOCK BY YEAR BUILT CITY OF SALLISAW VS. STATE OF OKLAHOMA

Year Structure Built	City of Sallisaw	% of Total	State of Oklahoma	% of Total
Total Housing Units	3,675		1,763,036	
Built 2020 or Later	12	0.3%	20,643	1.2%
Built 2010 to 2019	131	3.6%	188,793	10.7%
Built 2000 to 2009	429	11.7%	231,528	13.1%
Built 1990 to 1999	492	13.4%	189,497	10.7%
Built 1980 to 1989	583	15.9%	245,879	13.9%
Built 1970 to 1979	872	23.7%	316,691	18.0%
Built 1960 to 1969	428	11.6%	192,793	10.9%
Built 1950 to 1959	322	8.8%	167,511	9.5%
Built 1940 to 1949	173	4.7%	85,063	4.8%
Built 1939 or earlier	233	6.3%	124,638	7.1%

SOURCE: U.S. CENSUS BUREAU.

FIGURE D.14 - SALLISAW, OKLAHOMA HOUSING TENURE TRENDS



HOUSING STOCK MIX

Sallisaw's housing stock mix is influenced by its rural character whereby the demand for single-family housing exceeds that for attached rental housing. According to the U.S. Census, detached single-family housing accounts for 73.9 percent of Sallisaw's housing stock which exceeds the statewide rate of 72.8 percent.

Multi-family housing accounts for 16.2 percent of Sallisaw's housing stock compared to 16.3 percent for Oklahoma. Properties with duplex units account for 3.2 percent of Sallisaw's housing stock, totaling 117 dwelling units. Large-scale multi-family properties with 20 or more dwelling units account for just 0.5 percent of Sallisaw's housing stock compared to 4.5 percent for Oklahoma.

HOUSING OCCUPANCY TRENDS

The U.S. Census reported the overall occupancy rate for existing housing in Sallisaw declined steadily from 89.9 percent in 2000 to 84.2 percent by 2020. During this time frame the overall occupancy rate for housing in Oklahoma also declined from 88.6 percent in 2000 to 85.8 percent by 2020. By 2020, the statewide occupancy rate of 85.8 percent exceeded the average in Sallisaw of 84.2 percent.

Sallisaw's occupancy rate continued to improve from 2020 to 2023, reaching 89.3 percent. During 2023, the statewide housing occupancy rate was 87.5 percent. For most of the time since 2000, Sallisaw's housing occupancy rate exceeded the statewide average.

By 2023, Sallisaw's housing occupancy rate of 89.3 percent, outpacing the statewide average of 87.5 percent. Sallisaw's above average occupancy rate may be attributed to an upturn in population growth since 2020 and modest new additions to the housing stock.

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OCCUPANCY BY HOUSING TYPE

Homeowners in Sallisaw are more likely to occupy detached single-family housing while renters occupy attached multi-family housing. During 2023 owner-occupied housing in Sallisaw accounted for 53.7 percent of the entire occupied housing stock with renter-occupied accounting for 46.3 percent. By comparison, owner-occupied housing accounts for 65.1 percent of Oklahoma's total occupied housing stock with renter-occupied accounting for 34.9 percent.

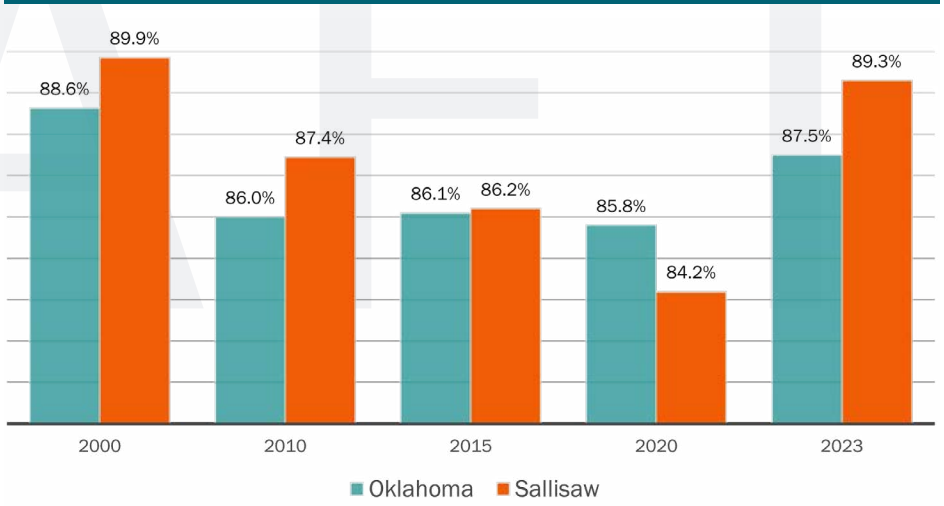
For 2023, according to the U.S. Census Bureau, of Sallisaw's housing stock an estimated 3,280 dwelling units were occupied, including 1,760 owner-occupied housing units and 1,520 renter-occupied housing units. Detached single-family homes accounted for 90.7 percent of all owner-occupied housing units. Meanwhile, renters were less likely to occupy detached single-family homes accounting for 54.5 percent of all occupied rental units. Residential properties in Sallisaw with 5 to 9 dwelling units are the most popular attached housing product for renters, accounting for 15.4 percent of all renter-occupied units. Structures with 3 or 4 dwelling units account for 8.0 percent of all renter-occupied units while duplex structures account for 5.9 percent of all renter-occupied units.

TABLE D.18 - SALLISAW, OKLAHOMA HOUSING STOCK BY TYPE; 2023

Units in Structure	# of Units	% of Total	Oklahoma %
1-Unit, Detached	2,717	73.9%	72.8%
1-Unit, Attached	48	1.3%	2.2%
2 Units	117	3.2%	1.9%
3 or 4 Units	154	4.2%	2.8%
5 to 9 Units	244	6.6%	3.7%
10 to 19 Units	62	1.7%	3.4%
20+ Units	17	0.5%	4.5%
Mobile Home	280	7.6%	8.4%
Boat, RV, Van, etc.	36	1.0%	0.2%
Total Housing Units	3,675	100.0%	100.0%

SOURCE: U.S. CENSUS BUREAU.

FIGURE D.15 - HOUSING OCCUPANCY RATE COMPARISON



FOR-SALE HOUSING MARKET

According to the American Community Survey 2023, owner-occupied housing in Sallisaw accounted for 53.7 percent of the occupied housing stock, compared to 65.8 percent for Oklahoma. The disparity in homeownership is likely due to the well below average household income and above average households under the poverty level in Sallisaw. Detached single-family homes account for 90.7 percent of Sallisaw's owner-occupied housing stock, compared to 89.2 percent for Oklahoma. Attached housing with 3 or 4 dwelling units accounts for 1.9 percent of Sallisaw's owner-occupied housing with mobile homes accounting for 7.4 percent.

For 2024, Esri Business Analyst reported the average value of owner-occupied housing in Sallisaw at $171,020. An estimated 34.4 percent of the owner-occupied housing stock in Sallisaw was valued under $100,000. Housing valued at $100,000 to $199,999 accounts for 35.4 percent of the city's housing stock. These price ranges cater to first-time homebuyers and represent the market segment with the strongest buyer demand due primarily to the below average household income levels among Sallisaw households.

Housing priced at $200,000 to $299,999 accounts for 9.7 percent of Sallisaw's housing stock with housing priced at $300,000 to $499,999 accounting for 9.2 percent of housing stock. These price ranges represent Sallisaw's move-up housing market.

Housing valued at $500,000 or more accounts for just 4.4 percent of the housing stock and represents Sallisaw's luxury housing market segment.

As of the date of this study, according to the Multiple Listing Service ("MLS"), four homes were under contract in Sallisaw, priced from $85,000 to $280,000, averaging $192,625. The average home was a 3 bedroom and 2 bath home with 2,412 square feet of living area. Another 58 homes were listed for sales, priced at $56,500 to $924,000, averaging $268,222.

Seven active listings are priced under $100,000, ranging from $56,900 to $99,800, averaging $78,943. The homes are small, ranging in size from 720 square feet to 1,489 square feet of livable space.

Three active listings are priced from $100,000 to $149,999, averaging $136,600. The homes are small, ranging in size from 1,000 square feet to 1,130 square feet of livable space.

Thirteen active listings are priced from $150,000 to $199,999, averaging $178,746. The homes range in size from 896 square feet to 1,764 square feet of livable space.

Eight active listings are priced from $200,000 to $249,999, averaging $231,425. The homes range in size from 840 square feet to 1,900 square feet of livable space.

Twelve active listings are priced from $250,000 to $299,999, averaging $271,675. The homes range in size from 1,376 square feet to 2,420 square feet of livable space.

Fifteen active listings are priced at $300,000 or more, averaging $477,020. The homes range in size from 1,575 square feet to 5,812 square feet of livable space. Four of the active home listings are priced at over $500,000.

Eight new homes are on the market, priced from $229,900 to $392,000, averaging $298,988. The homes are 3- and 4-bedroom homes ranging in size from 1,150 square feet to 2,400 square feet. The average asking price equates to approximately $185 per square foot.

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TABLE D.19 - SALLISAW, OKLAHOMA OCCUPIED HOUSING STOCK BY TYPE - 2023 OWNER-OCCUPIED VS. RENTER-OCCUPIED HOUSING

Housing Type	Total	Owner-Occupied	Renter-Occupied
Occupied Housing Units	**3.280**	**1,760**	**1,520**
Units in Structure			
1-Unit, Detached	74.0%	90.7%	54.5%
1-Unit, Attached	0.9%	0.4%	2.0%
2 Units	2.7%	0.0%	5.9%
3 or 4 Units	4.7%	1.9%	8.0%
5 to 9 Units	7.0%	0.0%	15.4%
10 or More Units	2.0%	0.0%	4.3%
Mobile Home and other Types of Housing	8.5%	7.4%	9.9%
Totals	100.0%	100.0%	100.0%

SOURCE: U.S. CENSUS BUREAU.

TABLE D.20 - SALLISAW ACTIVE RESIDENTIAL LISTINGS

Price Range	# of Listings	Price Range	Average Price
Pending Sales	**4**	**$85,000 - $280,000**	**$192,625**
Active Listings			
Under $100,000	7	$56,900 - $99,800	$78,943
$100,000 to $149,999	3	$129,900 - $144,900	$136,600
$150,000 to $199,999	13	$150,000 - $199,900	$178,746
$200,000 to $249,999	8	$225,000 - $249,000	$231,425
$250,000 to $299,999	12	$255,000 - $299,900	$271,675
$300,000+	15	$317,000 - $924,000	$477,020
Total Listings	**58**	**$56,900 - $924,000**	**$268,222**

SOURCE: MULTIPLE LISTING SERVICE.

FIGURE D.16 - SALLISAW HOUSING VALUES BY PRICE RANGE, 2024

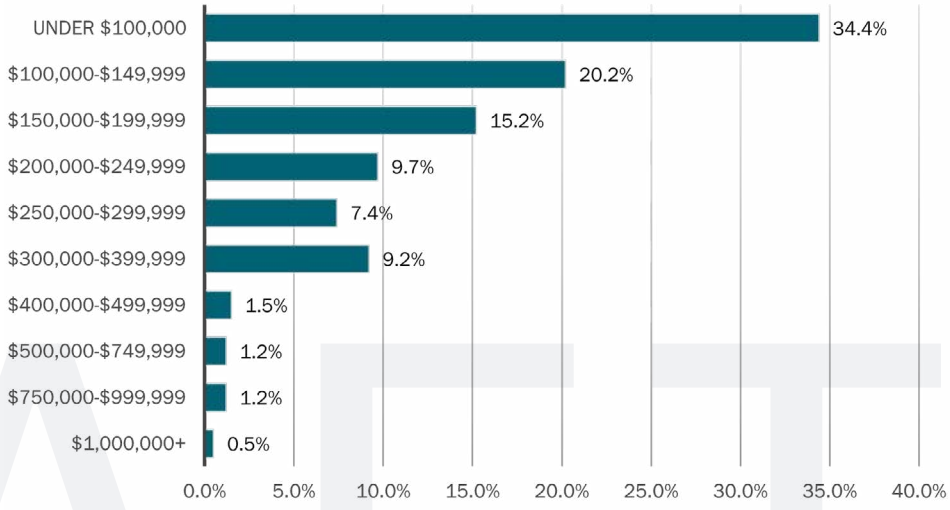
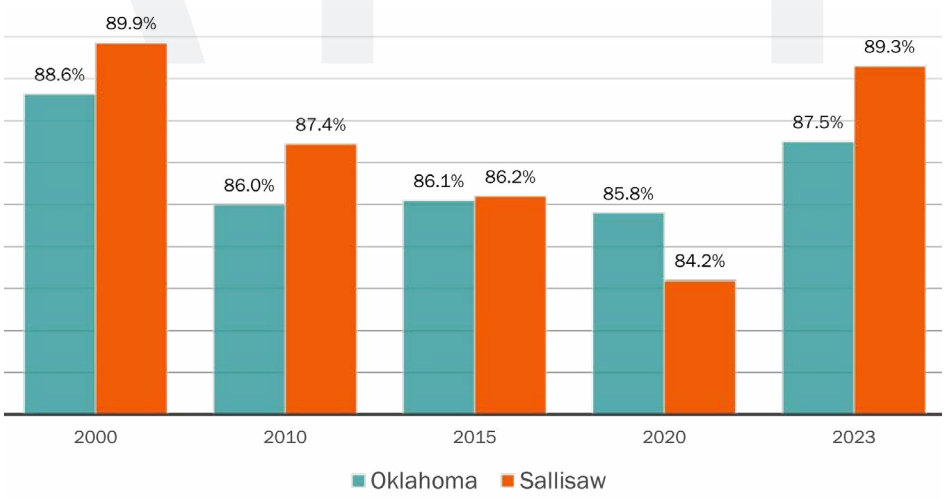


FIGURE D.17 - OWNER-OCCUPIED HOUSING BY PRODUCT TYPE CITY OF SALLISAW VS. STATE OF OKLAHOMA, 2023



RENTAL HOUSING MARKET

This section of the study provides an overview of the Sallisaw multi-family housing market and a survey of large-scale apartment properties.

MULTI-FAMILY HOUSING MARKET CHARACTERISTICS

Multi-family units accounts for 16.2 percent of Sallisaw's housing stock, or 594 dwelling units. By comparison, multi-family housing accounts for 16.3 percent of the statewide housing stock. Compared to statewide averages, Sallisaw possesses larger shares of multi-family housing with 2 to 9 dwelling units and much smaller shares of properties with ten or more dwelling units.

According to the U.S. Census Bureau, as of 2023, Sallisaw's inventory of occupied rental housing totaled 1,520 dwelling units, or 46.3 percent of the city's occupied housing stock. By comparison, rental housing accounts for 34.9 percent of Oklahoma's occupied housing stock. Large-scale properties with 10 or more units account for just 4.3 percent of Sallisaw's occupied rental housing, compared to 21.1 percent statewide. Properties with 3 to 9 dwelling units together account for 23.4 percent of city's occupied rental housing, compared to 17.4 percent statewide.

Since 2015, Sallisaw's median rent has lagged the statewide average due in large part to an older housing stock, inventory of income-based rental housing, and the absence of newer large-scale, market-rate apartment properties. From 2015 through 2023, Sallisaw's median monthly housing rent increased 24.4 percent, reaching $550 by 2023. Oklahoma's median rent in 2023 of $772 per month was 40.4 percent above the median for Sallisaw.

Sallisaw's supports a well above average inventory of low-cost rental housing. Of Sallisaw's occupied rental housing units, 36.4 percent rent for less than $500 per month compared to 17.5 percent statewide. Housing with rents of $500 to $99 account for 62.1 percent of Sallisaw's rental inventory compared to 56.5 percent statewide. This disparity in rents is due in part to Sallisaw's high percentage low-income households and inventory of income-based rental housing.

FIGURE D.18 - COMPARISON OF MULTI-FAMILY HOUSING STOCK CITY OF SALLISAW VS. STATE OF OKLAHOMA, 2023

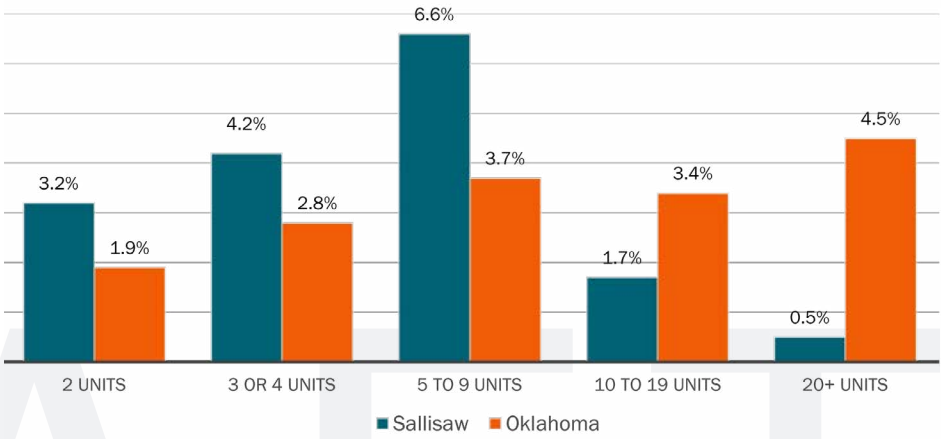
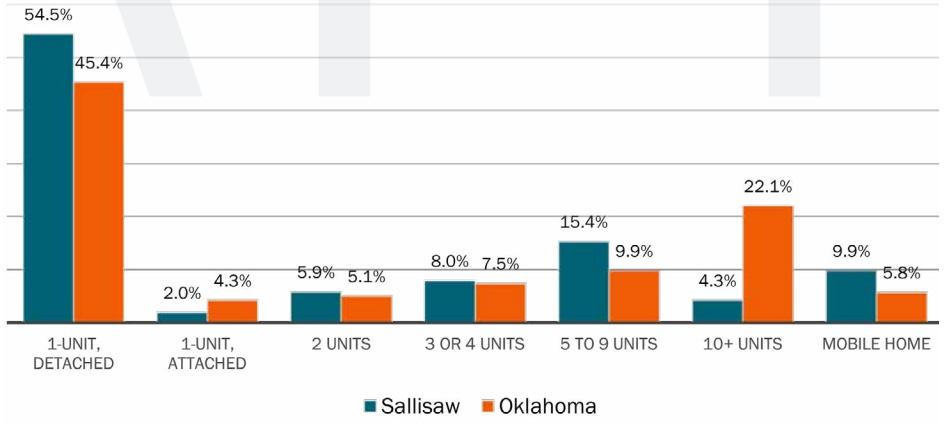


FIGURE D.19 - COMPARISON OF RENTER-OCCUPIED HOUSING CITY OF SALLISAW VS. STATE OF OKLAHOMA, 2023



Housing units renting for $1,000 to $1,499 per month account for just 1.5 percent of Sallisaw's rental housing stock compared to 19.7 percent statewide. No rental housing in Sallisaw garners rents over $1,249 per month.

Sallisaw's median monthly rent of $550 compares to $772 statewide. This disparity in rents is due in part to Sallisaw's high percentage low-income households, older housing stock, and inventory of income-based rental housing.

LARGE-SCALE APARTMENT PROPERTIES

Apartment properties with ten or more rental units in Sallisaw, Oklahoma were identified by conducting a search on Costar. Costar surveyed nine large-scale apartment properties in Sallisaw totaling 431 rental units. The apartment properties range in size from 10 rental units to 99 rental units. The map below depicts the location of large-scale apartment properties in Sallisaw. The on the following page summarizes annual operating trends since 2012 for the large-scale apartment properties in Sallisaw, Oklahoma.

There are a variety of low-income housing options available in Sallisaw, including Section 8 Housing Choice Vouchers rental assistance program and Low Income Housing Tax Credit (LIHTC) which is a federal program that provides tax credits to developers who build or renovate affordable housing units. There are 142 Section 8 apartment units and 112 approved low-income housing units in Sallisaw, Oklahoma.

The nine large-scale apartment properties in Sallisaw are all income-based and either accepted Section 8 vouchers or are LIHTC properties. Since 2012, no apartment communities have been constructed in Sallisaw. Tsa La Gi Village is an income-based senior housing community. The existing large-scale apartment properties are older, built from 1972 to 1999. Given their age, existing apartment properties possess little or no community amenities such as a clubhouse, swimming pool, and playgrounds.

FIGURE D.20 - MEDIAN MONTHLY HOUSING RENT TRENDS CITY OF SALLISAW VS. STATE OF OKLAHOMA

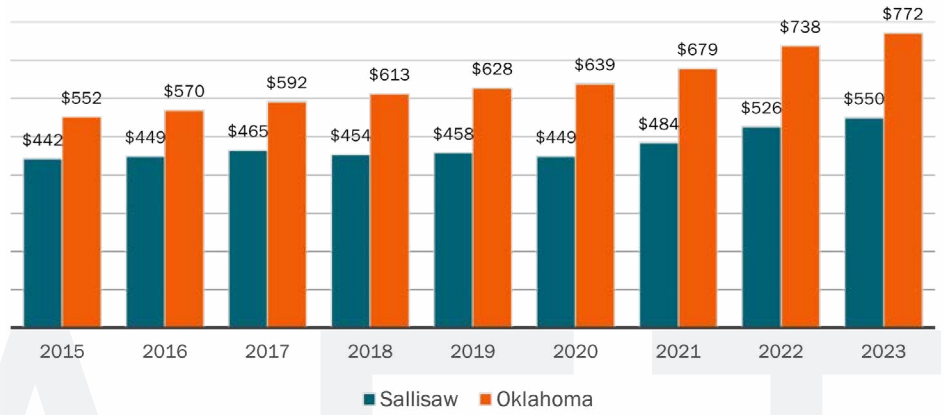
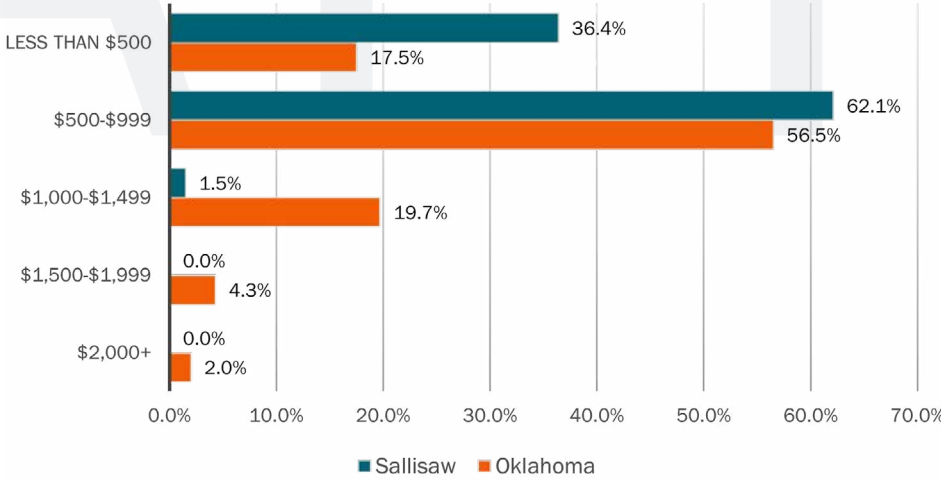


FIGURE D.21 - COMPARISON OF MONTHLY HOUSING RENTS, 2023



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From 2012 through 2025 Q2, Sallisaw's apartment market vacancy rate operated well below market equilibrium. From a high of 5.3 percent in 2012, the overall vacancy rate gradually improved to a low of 3.9 percent in 2016. From 2021 through 2024 the vacancy rate ranged from 3.5 percent to 3.7 percent. By 2025 Q2 Sallisaw's overall vacancy rate stood at a healthy 3.9 percent. The modest inventory of vacant apartment units places a constraint on the ability to accommodate new residents or existing residents seeking a new place to reside.

Since 2012, the average monthly apartment rent in Sallisaw increased by 22.5 percent, reaching $659 per month by 2025 Q2. Monthly rents in Sallisaw are well below statewide averages given the age of existing apartment properties and predominance of income-based properties.

The Housing Authority of the Cherokee Nation (HACN) was created in 1966 to provide decent, safe, and sanitary housing within the Cherokee Nation. The Housing Authority of the Cherokee Nation has opened the waiting list for the newly constructed rental properties in Sallisaw. Applications can be submitted beginning at the HACN Sallisaw office located at 2260 W. Cherokee. The Redbird Smith Estates duplexes are two- and three-bedroom rental properties located on Redbird Lane, and applications will only be accepted from households that qualify for a two- or three-bedroom unit.

FIGURE D.22 - SALLISAW, OKLAHOMA APARTMENT PROPERTIES

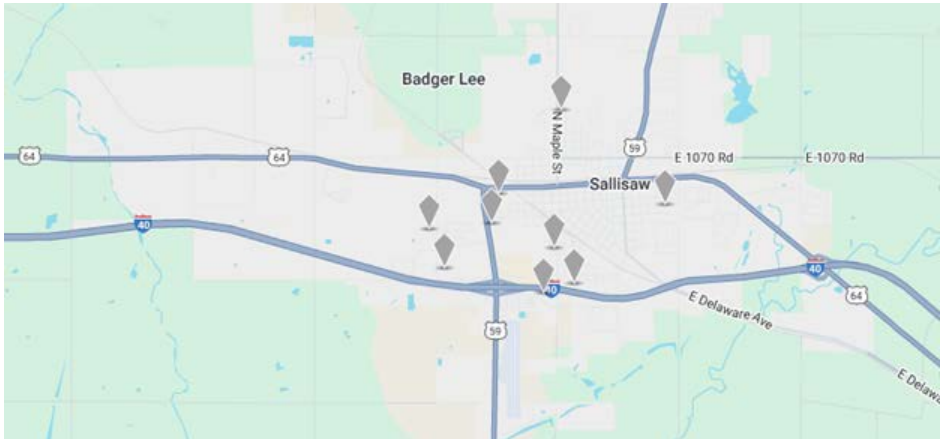


TABLE D.21 - SALLISAW, OKLAHOMA APARTMENT MARKET TRENDS

Year	# of Properties	# of Units	New Supply	Vacant Units	Vacancy Rate	Average Rent/Mo.
2012	9	431	0	23	5.3%	$538
2013	9	431	0	22	5.1%	$532
2014	9	431	0	22	5.1%	$541
2015	9	431	0	19	4.4%	$567
2016	9	431	0	17	3.9%	$572
2017	9	431	0	18	4.2%	$577
2018	9	431	0	19	4.4%	$582
2019	9	431	0	19	4.4%	$588
2020	9	431	0	18	4.2%	$599
2021	9	431	0	15	3.5%	$614
2022	9	431	0	16	3.7%	$628
2023	9	431	0	16	3.7%	$642
2024	9	431	0	16	3.7%	$655
2025 Q2	9	431	0	17	3.9%	$659

SOURCE: COSTAR

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FORECAST HOUSING NEED

Residential housing demand estimates through the year 2050 for the City of Sallisaw were forecasted based on anticipated demographic and economic trends for the community. Key input to the model includes historical patterns in annual residential building permit activity and projected population and household growth, average household formation rates, households by income levels, and population by age.

Demographic characteristics and historic population growth trends for the City of Sallisaw were provided by the U.S. Census Bureau, while Esri Business Analyst provided employment and housing data. The American Community Survey provided housing characteristics for Sallisaw. Population growth projections for Sallisaw were based on historic growth patterns, forecast employment growth, availability of developable land, and current pipeline of approved and entitled single-family home subdivisions and apartment communities.

Ersi Business Analyst estimated Sallisaw's 2025 residential housing stock at 3,880 dwelling units, operating at an overall occupancy rate of 86.5 percent. The occupied housing stock included 1,754 owner-occupied units and 1,602 renter-occupied units. A total of 524 vacant housing units were reported. Sallisaw's current average household size is 2.44 persons.

From 2025 through 2050, prompted by job growth, the City of Sallisaw population is forecast to increase by 1,952 to 2,405 new residents. Sallisaw's forecast population growth will generate the need for additional housing units.

Supportable residential housing absorption through 2050 will be a function of resident population growth and latent demand while income levels and age composition will dictate the type and mix of housing product.

HOUSING NEED FROM POPULATION GROWTH

Net population and household growth are the largest single drivers of the need for new housing units. From 2025 through 2050, the City of Sallisaw population is forecast to increase by 1,952 to 2,405 new residents. Sallisaw's average household size is 2.44 people. Sallisaw's forecast population growth through 2050 is estimated to yield an estimated 800 to 985 new households and occupied housing units.

LATENT HOUSING NEED

Another housing needs component considers the number of units a market requires to offer balanced market conditions. Vacant housing units are necessary to accommodate the turnover of the housing stock as people move for family, work-related, or financial reasons. Latent demand occurs when the inventory of available housing is severely constrained.

A housing market operating at equilibrium supports a 92 percent to 95 percent occupancy rate. Healthy markets require 5 percent to 8 percent of the housing stock to be available to allow for inner-market mobility and encourage competitive housing prices and rental rates. Markets supporting vacancy rates below a healthy rate often suffer from escalating home values and rents, minimal tenant turnover, residents being forced into housing situations that do not meet their housing needs, and the inability of nonresidents to enter the market. Esri Business Analyst estimated Sallisaw's 2024 housing stock of 3,880 dwelling units a total of 524 housing units were vacant, equating to an overall occupancy rate of 86.5 percent.

Through 2050, Sallisaw's population growth is estimated to result in the need for 800 to 985 additional housing units, bringing the total housing inventory to 4,156 to 4,865 occupied dwelling units.

At a market equilibrium occupancy rate of 92 percent, by 2050 Sallisaw's inventory of vacant and unoccupied housing stock would total 361 to 377 dwelling units. Given the 2024 inventory of 524 vacant housing units in Sallisaw, through 2050 no latent housing demand is estimated.

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TOTAL HOUSING NEED

From 2025 through 2050, the City of Sallisaw's forecast population growth and latent demand will create the need for an estimated 800 to 985 housing units.

Sallisaw's current mix of occupied housing units is 52.3 percent owner-occupied, and 47.7 percent renter occupied. Given the City of Sallisaw's population age composition, household income levels, and existing housing stock, from 2025 through 2050 the housing need is estimated to be segmented 55 percent owner-occupied and 45 percent rental. Therefore, by 2050 the mix of new housing inventory is estimated at 153 to 262 homeownership units and 125 to 214 rental units.

The on the following page summarizes the forecast housing mix for the City of Sallisaw through 2050 by owner-occupied and renter-occupied units and by product type.

Sallisaw's mix of future housing demand is best determined by evaluating the City's population demographics with that of the various housing life-cycle stages. Emphasis was placed on age, education, and income.

Entry-level householders are typically single or couples without children in their early 20's and often prefer to rent basic, inexpensive apartments. Residents 15 to 24 years of age account for 12.0 percent of the Sallisaw population with those 25 to 34 years of age accounting for 13.6 percent. Individuals with high school degrees or less are more likely to be renters than homeowners. An estimated 39.7 percent of Sallisaw residents 25 years and older are high school graduates or less. Sallisaw's adult population demographics provide a large market for entry-level for-sale and rental housing.

An estimated 42.6 percent of Sallisaw households earn less than $35,000 annually with 33.8 percent of households earning less than $25,000. These households tend to be perpetual renters with the lowest income households potentially qualifying for some form of housing assistance. Sallisaw's resident profile suggests an additional need for rental housing with an emphasis on affordable and income-based housing.

First-time homebuyers and move-up renters are usually married or cohabitating couples in their mid-20's or 30's, some with children, but most are without children. These individuals prefer to purchase modest-priced single-family homes or rent more upscale apartments. An estimated 14.5 percent of Sallisaw residents are 25 to 34 years of age with 11.2 percent of residents attaining an associate degree and 11.1 percent of residents possessing a bachelor's degree. An estimated 9.3 percent of households earn $35,000 to $49,999 annually and 17.2 percent of households earn $50,000 to $74,999 annually. Sallisaw possesses a market for owner-occupied housing priced from $175,000 to $300,000 and move-up renters.

Move-up homebuyers are typically in their late 30's to 40's, married with children. A total of 35.6 percent of households in Sallisaw have children present children. An estimated 11.7 percent of Sallisaw residents are 35 to 44 years of age with 11.2 percent of residents attaining a bachelor's degree and 5.5 percent of residents possessing a graduate or professional degree. An estimated 11.3 percent of households earn $75,000 to $99,999 annually and 19.8 percent of households earn $100,000 or more annually. Sallisaw can support a modest market for move-up and luxury housing priced at $300,000 or more.

Sallisaw's population demographics provide a strong market for entry-level, move-up, and luxury for-sale housing as well as market-rate and income-based rental housing. Given the city population's age composition, educational attainment and household income levels, and existing housing stock, from 2025 through 2050 the housing need is estimated to be segmented 55 percent owner-occupied and 45 percent renter occupied. Therefore, by 2050 the mix of new housing inventory is estimated at 440 to 542 homeownership units and 360 to 443 rental units.

The on the following page summarizes the forecast housing mix by homeownership and rental units and by product type.

Through 2050, the market share for new single-family housing in Sallisaw is expected to remain consistent relative to the trends over the past twenty years. The market share of 2- to 9-unit multi-family structures is anticipated to decline with large-scale apartment development becoming more prevalent.

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Through 2050, Sallisaw's housing needs are forecast at 600 to 739 single-family detached housing units, 80 to 99 housing units in 2- to 9-unit structures, and 120 to 147 housing units in structures with ten or more dwelling units.

At an average density of 3.5 to 4.0 dwelling units per acre for single-family homes and 15 to 18 dwelling units per acre for multi-family housing, the forecast housing need through 2050 for Sallisaw would require an estimated 161 acres to 185 acres of land under the conservative scenario and 199 acres to 228 acres of land under the optimistic scenario.

RESIDENTIAL SITE EVALUATION

The criteria used to evaluate the suitability of property as a future residential housing development site include site location; parcel size and configuration; availability of infrastructure; entitlements; access; visibility and exposure; and proximity to housing demand generators and services.

Future new single-family home construction is anticipated to favor the northern and western edges of the City of Sallisaw. Residential infill development is possible in the older parts of Sallisaw surrounding downtown.

Prospective single-family residential development sites in the northern portion of Sallisaw should follow the major arterial corridors of Wheeler Street and Maple Street which have existing streets and utilities. Significant vacant landholdings are present along both corridors.

The west Cherokee Avenue corridor is also a perspective location for future single-family home construction, offering vacant land and infrastructure.

New single-family housing in the older residential neighborhoods surrounding downtown Sallisaw is also possible in the form of small and tiny homes targeting singles, couples without children, and empty nesters. Higher-density housing would provide affordable owner-occupied and rental housing, improve property values and re-investment, and improve the vitality of downtown.

Sui large-scale apartment development sites are best located along major arterial streets such as Kerr Boulevard and Cherokee Avenue. Small-scale, infill multi-family residential development in the form of 2- to 4-unit structures and small-scale rental apartments is also possible within the older residential neighborhoods surrounding downtown Sallisaw.

TABLE D.22 - FORECAST RESIDENTIAL HOUSING NEED SALLISAW, OKLAHOMA; 2025-2050

	Conservative Scenario	Optimistic Scenario
Existing Housing Stock (2024)	3,880	10,145
Less: Vacant Housing Units	-524	-524
Occupied Housing Units	3,356	3,356
Population Growth Housing Demand		
Population Growth 2025-2050	1,952	2,405
Average Household Size	2.44	2.44
New Occupied Housing Units	800	985
Latent Housing Demand		
Occupied Housing Units 2024	3,356	3,356
Plus: Population Growth Housing Need	800	985
Occupied Housing Units 2050	4,156	4,341
Market Equilibrium Vacant Units (8.0%)	361	377
Less: Vacant Housing Units 2024	-524	-524
Estimated Latent Housing Demand	0	0
Total Housing Unit Need 2025-2050	**800**	**985**

SOURCE: CANYON RESEARCH SOUTHWEST, INC.; SEPTEMBER 2025.

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D.23 - SALLISAW, OKLAHOMA APARTMENT PROPERTIES

	2024 # of Units	Estimate % of Total	% of Total	2050 Forecast	
				Conservative Scenario	Optimistic Scenario
Forecast Housing Need					
Total Housing Units	3,880			800	985
Occupied Housing Units	3,356				
Owner-Occupied	1,754	52.3%	55.0%	440	542
Renter Occupied	1,602	47.7%	45.0%	360	443
Housing Need by Type					
Single-Family Detached		74.0%	75.0%	600	739
Single-Family Attached		0.9%	0.0%	0	0
2 to 9 Units		14.4%	10.0%	80	99
10+ Units		2.0%	15.0%	120	147

SOURCE: U.S. CENSUS AND CANYON RESEARCH SOUTHWEST, INC.

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STUDY CONCLUSIONS

The ***Economic and Market Analysis*** evaluated the ability of the City of Sallisaw ("Planning Area") to accommodate development of a variety of retail, office, industrial, and residential uses. Study conclusions and recommendations include the following:

1. Quantify supportable long-term demand for new commercial and industrial space as well as residential housing units.
2. Identify feasible land use mix, location, and development formats.

FORECAST REAL ESTATE NEED

Retail, office and industrial space and residential housing unit demand was forecast for the City of Sallisaw, Oklahoma through the year 2050. Market forces driving future demand for commercial space and housing include the growth in employment, population, and income along with trends in average space per employee, household size, and household composition.

From 2025 through 2050 the City of Sallisaw is estimated to support the need for approximately 150,00 to 181,700 square feet of new retail space, 54,900 to 72,700 square feet of professional and medical office space, and 863,500 to 1.16 million square feet of industrial space. Through 2050, Sallisaw's forecast population growth will generate the need for 800 to 985 dwelling units, consisting of 600 to 739 single-family detached housing units, 80 to 99 housing units in 2- to 9-unit structures, and 120 to 147 housing units in structures with ten or more dwelling units.

Assuming an average floor-area-ratio ("FAR") of 0.2 to 0.4 for the retail, office and industrial space and average residential densities of 3.5 to 4.0 dwelling units per acre for single-family and 15 to 18 dwelling units per acre for multi-family, forecast real estate needs through 2050 for the City of Sallisaw would require an estimated 230 to 264 acres of land under the conservative scenario and 286 to 332 acres of land under the optimistic scenario.

LAND USE PATTERNS AND DEVELOPMENT OPPORTUNITIES

Based on the study findings and future need projections, future development sites in Sallisaw, Oklahoma for retail, employment, and residential uses have been identified.

Given the availability of land and infrastructure, highway access, and existing land use patterns, over the next 25 years urban expansion in the City of Sallisaw will favor the northern, southern, and western portions of the city.

Redevelopment of Sallisaw's historic downtown has the potential to create a unique niche urban environment. Redevelopment efforts would include adaptive re-use of vacant buildings and new construction on vacant lots. Infill housing in the older neighborhoods surrounding downtown would assist in generating increased pedestrian and economic activity.

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RETAIL DEVELOPMENT OPPORTUNITIES

Population growth through 2050 will support continued retail development opportunities focusing on development of greenfield sites along Kerr Boulevard and Cherokee Avenue. Through 2050, the City of Sallisaw is forecast to support the need for 150,200 square feet to 181,700 square feet of retail space, excluding demolition and redevelopment of existing retail buildings.

Sallisaw's principal retail corridors are located along Cherokee Avenue and Kerr Boulevard. Cherokee Avenue is the older of the two corridors, housing a large inventory of older commercial buildings. Potential redevelopment sites along the Cherokee Avenue corridor west of Wheeler Avenue are listed provided. Consideration should be given to designating much of East Cherokee Avenue as a redevelopment corridor with more flexible land use and development standards.

- The 107,255 square foot Eastgate Shopper Center originally housed Walmart and other tenants. The store closed when a new Walmart Supercenter was built on the west side of Sallisaw, the property was subdivided and now houses a Tractor Supply Co., Family Billiards, Curvey Nails, and On the Floor Liquor Store. Eight suites are available for lease totaling 71,560 square feet of space. Big Lots was planning to open a store but canceled when the company entered bankruptcy. Given the age of the shopping center and large suite sizes, the Eastgate Shopping Center is a candidate for redevelopment that includes demolishing part or all the shopping center.
- A former truck stop located across from the Sallisaw Inn is a suitable retail redevelopment site. The adjacent former golf course at the northwest corner of I-40 and Cherokee Avenue possesses the necessary size, access, and freeway exposure to accommodate large-scale retail development, but according to the City of Sallisaw, the presence of a flood plain significantly reduces the property's potential development area.
- The southeast corner of Cherokee Avenue and Dogwood Street includes vacant land and two small commercial buildings. With a traffic signal controlling the intersection the property is a suitable redevelopment site.
- The former Scott's Furniture building at the southeast corner of Cherokee Avenue and Choctaw Avenue is suitable for redevelopment. The intersection is controlled by a traffic signal which enhances site ingress and egress.
- What appears to be a former Sonic Drive-Thru next to Taco Bell is a suitable redevelopment site.

D.24 - FORECAST REAL ESTATE NEED CITY OF SALLISAW, OKLAHOMA 2025 - 2050

Land Use	Forecast Demand		Land Acres	
	Low	High	Low	High
Retail	150,200 SF	181,700 SF	15 – 17	18 – 21
Office	54,900 SF	72,700 SF	4 – 5	6 – 7
Industrial	863,500 SF	1,156,000 SF	50 – 57	63 – 76
Residential	800 Dus	985 Dus	161 – 185	199 – 228
Totals			**230 – 264**	**286 – 332**

SOURCE: CANYON RESEARCH SOUTHWEST, INC.; SEPTEMBER 2025

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Kerr Boulevard between I-40 and Cherokee Avenue is Sallisaw's newer commercial corridor. The largest concentration of retail space within this corridor is located at the northeast corner of I-40 that houses such businesses as Walmart Supercenter, Hibbett Sports, Cato, Dollar Tree, and McDonalds. Ruth Avenue east of Kerr Boulevard parallels I-40 and houses a variety of fast-food restaurants, bank branches, strip centers, and a convenience store. Two greenfield sites remain available for future development. Greenfields development sites along the Kerr Boulevard corridor between I-40 and Cherokee Avenue are identified below.

- Southeast corner adjacent to the new Casey's convenience store.
- East side of Kerr Boulevard between the Blue Ribbon Inn and 7 Brew Coffee.
- West side of Kerr Boulevard between KXMX Mix 105.1 and Merrill Self Storage.
- West side of Kerr Boulevard north of China Harbor Super Buffet.
- North side of Ruth Avenue east of Walmart Supercenter.
- Surrounding southwest corner of Ruth Avenue and Cedar Street.
- The 35-acre parcel immediately north of Walmart Supercenter. Parcel is large enough to accommodate development of a big-box retailer. Off-site improvements to enhance site ingress and egress to support large-scale retail development may include: 1) Mentzer Avenue from Kerr Boulevard east to the parcel may need to be widened and improved and 2) a north-south access road east of the Walmart Supercenter that connects to Cedar Street.

In addition to future retail land uses the north Kerr Boulevard corridor is suitable for professional office and multi-family residential uses.

Sallisaw's historic downtown can support development and redevelopment efforts within the form of adaptive re-use of vacant buildings and new construction on vacant lots.

Kerr Boulevard south of I-40 is a suitable location for future commercial development. It is recommended that land fronting onto Kerr Boulevard be designated for highway commercial use capable of accommodating a wide range of land use.

EMPLOYMENT-RELATED DEVELOPMENT OPPORTUNITIES

Creating employment opportunities in Sallisaw should be a priority of the Comprehensive Plan. From 2025 to 2050, the City of Sallisaw is forecasted to support the need for 54,900 square feet to 72,700 square feet of professional and medical office space.

The Kerr Boulevard corridor is considered the premier location for future office development in Sallisaw. Greenfield development sites along the Kerr Boulevard corridor between I-40 and Cherokee Avenue are identified below.

- Southeast corner adjacent to the new Casey's convenience store.
- East side of Kerr Boulevard between the Blue Ribbon Inn and 7 Brew Coffee.
- West side of Kerr Boulevard between KXMX Mix 105.1 and Merrill Self Storage.
- West side of Kerr Boulevard north of China Harbor Super Buffet.

Kerr Boulevard south of I-40 is a suitable location for future office development. It is recommended that land fronting onto Kerr Boulevard be designated for highway commercial use capable of accommodating a wide range of land use.

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Given the presence of city and county offices, Sallisaw's historic downtown can support development and redevelopment of office uses within the form of adaptive re-use of vacant buildings and new construction on vacant lots.

The principal locations for existing industrial uses Sallisaw are along Cherokee Avenue and in the 90-acre Roye Frye, Jr. Industrial Park off the southeast of I-40 and Kerr Boulevard interchange.

From 2025 to 2050, the City of Sallisaw is forecasted to support the need for 863,500 square feet to 1.16 million square feet of industrial space.

To ensure the City's long-term fiscal sustainability the Comprehensive Plan Update should identify a future location for a business park capable of facilitating both industrial and office uses. Potential future business park locations include: 1) expansion of the Roye Frye, Jr. Industrial Park west of Cedar Street to the airport and south to Drake Road; 2) relocation of the Sallisaw Municipal Airport and conversion of the land into a business park, and 3) west side of Kerr Boulevard and south of I-40 Drake Road.

RESIDENTIAL DEVELOPMENT OPPORTUNITIES

Through 2050, the housing need in Sallisaw is forecast at 800 to 985 dwelling units. Future new single-family home construction is anticipated to favor the northern and western edges of the City of Sallisaw. Residential infill development is possible in the older parts of Sallisaw surrounding downtown.

Prospective single-family residential development sites in the northern portion of Sallisaw should follow the major arterial corridors of Wheeler Street and Maple Street which have existing streets and utilities. Significant vacant landholdings are present along both corridors.

The west Cherokee Avenue corridor is also a perspective location for future single-family home construction, offering vacant land and infrastructure.

New single-family housing in the older residential neighborhoods surrounding downtown Sallisaw is also possible in the form of small and tiny homes targeting singles, couples without children, and empty nesters. Higher-density housing would provide affordable owner-occupied and rental housing, improve property values and re-investment, and improve the vitality of downtown.

Suitable large-scale apartment development sites are best located along major arterial streets such as Kerr Boulevard and Cherokee Avenue. Small-scale, infill multi-family residential development in the form of 2- to 4-unit structures and small-scale rental apartments is also possible within the older residential neighborhoods surrounding downtown Sallisaw.

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