



ENVIRONMENTAL COMMISSION AGENDA:

March 6, 2024

Municipal Building 15 South College Ave. Oxford, Ohio 45056 First Floor Conference Room

7:00 PM

Jon Ralinovsky, Chair; Chantel Raghu, Vice-Chair and City Council Representative; Jason Bracken, Planning Commission Representative and City Council Member; Justin Fain; Heather Barrett; Peggy Branstrator; Anna Abey

Reena Murphy

Approval of Agenda

Approval of Minutes

1. Approval of the February 7th, 2024 Minutes

Old Business

1. Zero Waste Events Policy

New Business

1. Arbour Day Proclamation
2. Earth Day Proclamation
3. Merging Environmental Commission and Climate Action Steering Committee
4. Member Updates:
 - City Council
 - Planning Commission
 - Oxford Parking and Transportation Board
 - Climate Action Steering Committee
5. Staff Updates:
 - Quarterly Summary from the Environmental Division
 - 2024 City Council Goals and 2025 Research Areas
 - Tree City USA

Adjournment





MINUTES

OXFORD ENVIRONMENTAL COMMISSION REGULAR MEETING

Municipal Building 15 South College Ave. Oxford, Ohio 45056 First Floor Conference Room

WEDNESDAY, FEBRUARY 7, 2024 AT 7:00 PM

Approval of Agenda

Commission members present: Jon Ralinovsky, Chair; Jason Bracken, Planning Commission Representative and City Council Member; Justin Fain; Peggy Branstrator; Anna Abey. Members of the public present: Wright Gwyn; Bamidele Osamika. Staff Liason present: Reena Murphy

Motion approve the agenda with the addition of Butler County Solid Waste Management District Solid Waste Plan Review: Mr. Fain

2nd: Mr. Bracken

Vote: Unanimous

Approval of Minutes

1. Approval of the January 3rd, 2024 Minutes

Motion: Ms. Brandstrator

2nd: Mr. Fain

Vote: Unanimous

Old Business

New Business

1. Tree Ordinance (Wright Gwyn)

Mr. Gwyn provided a packet of information and shared context for the creation of the Tree Ordinance. He shared that the intent of the ordinance is to preserve mature and landmark trees by encouraging developers to work around mature and landmark trees. Mr. Gwyn noted that some trees can be removed if they're exempted. Exemptions include dead/dying, damaged,

invasive, diseased, and/or unsafe trees, as well as trees being removed to place permanent infrastructure like piping. He further explained that non-exempt trees can be removed but they must be replaced on site or a payment must be made to a public tree fund to support public tree planting else where in the community.

Mr. Gwyn expressed concerns that the ordinance is not being enforced. He requested that the Commission request information from the development sites to ensure they are in compliance with it.

Mr. Gwyn mentioned that the enforcement of this ordinance is through Community Development Director, Planning Commission, and City Council.

Mr. Bracken shared that the Planning Commission has discussed the ordinance frequently among themselves and with developers. Mr. Bracken noted many developers elect to replace trees.

Mr. Gwyn expressed concern about the tree survey waiver granted to the Marriott Hotel Development by the Planning Commission. Mr. Bracken shared that the survey was waived as it was cost and time prohibitive to the project. He also explained that many of the trees on the property were on the perimeter, which will likely be unaffected by the construction. The Planning Commission waived the initial inventory, but the development project is not exempt from the tree replacement policy.

The commission then discussed cluster development and green space, which support development while preserving as much natural habitat as possible. Mr. Bracken discussed the opportunity for mandatory buffer zones for water bodies, which allow for habitat connection, greenspace protection, and erosion prevention.

Mr. Gwyn requested that the Environmental Commission discuss the tree ordinance with Planning Commission and City Council.

2. 2024 Waste Station Opportunities

Staff provided a tentative list of waste station opportunities for the first half of 2024. The Commission discussed the best way to recruit volunteers and organizations to reach out to.

3. Zero waste events

Mr. Ralinovski and Ms. Raghu have found guidelines from other cities. They plan on sharing a draft policy for the commission to review next month.

4. Updates from members:

- City Council
- Planning Commission
- Parking and Transportation Board
- Climate Action Steering Committee

Mr. Bracken shared that the regional planning organization, OKI is working on securing federal funding for the region for climate action through the Inflation Reduction Act and Climate Pollution Reduction Grant funding opportunity.

Mr. Ralinovski shared that OPATB is working on a bike and pedestrian safety plan in 2024.

Mr. Branstator shared that OCASC did not meet. She also shared her efforts for reducing waste at senior center events.

5. Staff Updates

Staff shared updates regarding funding opportunities. Staff also shared the updated Butler County Solid Waste Plan for comment.

The Commission discussed their gratitude for the Butler County Recycling and Solid Waste office for their efforts to increase waste diversion and for their support of municipal programming. The Commission noted that given Butler County's recycling rates are lower than most counties in Ohio, they support the scheduled increase in generation fees. Furthermore, the Commission would support a higher generation fee and/or an earlier implementation of the fee, to further support waste diversion in the County. The commission also discussed measures to discourage landfilling, such as pay as you throw trash fees, and encourage the county to explore additional measures to further increase waste diversion.

Adjournment

Motion: Mr. Bracken

2nd: Ms. Branstator

Vote: Unanimous

The Commission adjourned at 7:50pm. The next meeting will be on March 6th at 7pm.

Office of the Mayor

Proclamation

Whereas, in 1872, J. Sterling Morton proposed to the Nebraska Board of Agriculture that a special day be set aside for the planting of trees; and

WHEREAS, this holiday, called Arbor Day, was first observed with the planting of more than one million trees in Nebraska; and

WHEREAS, trees can produce oxygen, provide habitat for wildlife, reduce the erosion of our precious top-soil by wind and water, cut heating and cooling costs, moderate the temperatures, clean the air, and help to absorb rainwater and slow the velocity of storm water runoff; and

WHEREAS, trees are a resource providing us with wood for our homes, fuel for our fires, paper, and countless other wood products, and

WHEREAS, associated with the management of the some 3,585 street, park, and public trees in the community, the City of Oxford has fulfilled the national Arbor Day Foundation's requirements for "Tree City USA" for twenty eight consecutive years.

NOW, THEREFORE, I, William Snavelly, Mayor of the City of Oxford, Ohio, Tree City USA, do hereby proclaim that on April 26, 2024, the last Friday of the month, the City of Oxford will recognize and participate in the national and international celebration of:

"ARBOR DAY"

I urge all citizens to celebrate Arbor Day and to support efforts to protect our trees and woodlands, and I urge all citizens to plant trees to gladden the heart and promote the well-being of this and future generations.

IN WITNESS WHEREOF, I have hereunto set my hand and caused the seal of Oxford to be affixed this **XXth day of March/April, 2024.**

(NOTE: Clerk of Council will insert appropriate date above)

WILLIAM SNAVELLY, MAYOR

Office of the Mayor

Proclamation

Whereas: On April 22, 1970, United States Senator Gaylord Nelson of Wisconsin and Denis Hayes organized the first nation-wide day devoted to environmental awareness and education that was celebrated by an estimated 20 million Americans; and

WHEREAS, this day of environmental awareness and education is celebrated world-wide in some 180 countries, with the participation of over 4,000 separate organizations; and

WHEREAS, individuals and institutions have a mutual responsibility to seek ecological, economical and ethical choices that enable the world, as well as our individual communities, to establish and maintain sustainable societies.

NOW, THEREFORE, I, William Snavelly, Mayor of the City of Oxford, Ohio, do hereby proclaim that on Monday, April 22, 2024, the City of Oxford will recognize and participate in the national and international celebration of:

“EARTH DAY”

I urge all citizens to celebrate Earth Day and to remind each person of their right and responsibility to the wise use of this global home, to heal, preserve and improve the Earth and the quality of life for this and future generations, and to approach every day as an Earth Day.

IN WITNESS WHEREOF, I have hereunto set my hand and caused the seal of the Oxford to be affixed this *XX day of March/April, 2024.*

(NOTE: appropriate date will be added above by the Clerk of Council)

WILLIAM SNAVELLY, MAYOR



Memo

Service Department Environmental Affairs Division

TO: Environmental Commission

FROM: David Treleaven, Environmental Specialist

RE: First Quarter 2024 Environmental Affairs Division Summary

DATE: February 23, 2024

Closed Landfill Passive Gas Vent Emissions

For the previous three months, the carbon dioxide equivalent (CO₂e) of the closed landfill's total emissions ranged from 2.47 metric tons (MT) to 57.82 MT. Without the operating flare at gas vent GV-23, the total CO₂e values for the landfill would have ranged between 29.60 MT and 95.52 MT during this three month period. Flaring the emissions from gas vent GV-23 reduced total CO₂e monthly emissions from between 39% and 92% during this period.

Flaring the emissions from GV-23 started in late May, 2023. In the eight full months since flaring was initiated, flaring the emissions from GV-23 has reduced the landfill's total CO₂e emissions by 253.37 MT (481.82 MT CO₂e with the flare, and it would have been 735.19 MT without), an approximate 34.5% decrease.

For 2023, the total landfill's emissions was 1,194.55 MT CO₂e. This is a reduced value relative to 2021 (1,887 MT) and 2022 (1,804 MT), and is due both to the flare's operation, as well as a general decrease in the observed monthly emissions CO₂e values. During 2023, a total of 33.79 MT of methane was emitted by the closed landfill, which would have been 42.01 MT of methane without the flare. In the most recent Greenhouse Gas Inventory calculations (in 2021), the closed landfill's methane generation was 71.62 MT.

Residential Food Scraps Drop-Off Program

Through the Thursday, February 15, 2024 weekly collection of the food scrap totes (week 254 since the start of the program in April 2019), a total of 185,413 pounds (approximately 92.71 tons) of food scraps have been collected by GoZERO and transported for composting. This averages to 730 pounds per week. During 2024 (seven weekly collections), the total weight of food scraps was 4,338 pounds (approximately 2.17 tons), averaging 620 pounds per week.

For 2023, a total of 35,437 pounds (17.72 tons) of food scraps were collected and transported for composting. The average weight of food scraps for the previous three years (2020 – 2022) was 40,729 pounds (20.36 tons), with the largest volume of 41,860 (20.93 tons) collected during 2021.

The location of the six residential food scraps drop-off totes was moved on January 11, 2024 from the original South Main Street location to the TRI Community Center (6025 Fairfield Road), due to construction activities associated with the Butler County Regional Transit Authority's Chestnut Street Multimodal Station and Shared Services Facility.

Urban Forestry

The Ohio Department of Natural Resources informed Oxford that its Arbor Day Foundation's Tree City USA re-certification application had been approved by their Director of Forestry, and had been forwarded on to the Arbor Day Foundation for their consideration. Upon the Foundation's approval, this will be Oxford's 28th consecutive year as a Tree City USA community.

During December 2023, a total of 40 street trees were planted. One of these newly planted trees was subsequently run-over and destroyed in a hit-skip accident on North Main Street. This tree shall be replaced this spring.

Department	Comp Plan Goal	Area To Research	B&C or Staff Assigned
Community Development	1. L: Smart Growth and Quality Places	Update historic preservation guidelines and make recommendation on contributing historic structures or expansion of historic districts.	HAPC
City Manager	2. M: Safe and Efficient Travel for All Modes of Transportation	Develop an area plan for Chestnut Fields	CIC
Community Development	2. M: Safe and Efficient Travel for All Modes of Transportation	Examine Main Street corridor between BCRTA and Uptown to improve transit access.	OPTAB
Service	2. M: Safe and Efficient Travel for All Modes of Transportation	Feasibility study to cover open ditch on Locust Street across from Kroger gas station.	Mike Dreisbach
Community Development	2. M: Safe and Efficient Travel for All Modes of Transportation	Develop a parking in lieu of fee as an alternative to required on site parking .	Sam Perry
City Manager	2. M: Safe and Efficient Travel for All Modes of Transportation	Develop better metrics for mobility chapter. % of complete streets or # of intersections made accessible.	Jessica Greene
City Manager	3. H: Housing Opportunities for Everyone	Explore regulation of manufactured/mobile homes (Raghu)	HAC
City Manager	3. H: Housing Opportunities for Everyone	develop eviction diversion programs (Raghu)	HAC
	3. H: Housing Opportunities for Everyone	Explore TOPA/COPA first right of refusal. (Raghu)	HAC
Community Development	3. H: Housing Opportunities for Everyone	Improve inspection enforcement. (Raghu)	Sam Perry
City Manager	3. H: Housing Opportunities for Everyone	Develop a ban on source of income discrimination. (Raghu)	HAC
Community Development	3. H: Housing Opportunities for Everyone	Develop inclusionary zoning- density bonus, set asides, fee waivers, expedited approval, no parking minimums.	Sam Perry

City Manager	3. H: Housing Opportunities for Everyone	Develop a community land trust	HAC
Community Development	3. H: Housing Opportunities for Everyone	Develop a mixed income neighborhood overlay district.	Sam Perry
City Manager	3. H: Housing Opportunities for Everyone	Explore ways to prevent corporate purchase of homes.	HAC
City Manager	3. H: Housing Opportunities for Everyone	Develop RFP for 47 acres for mixed income, mixed types housing and include some small neighborhood business.	HAC
City Manager	4. E: A Thriving and Resilient Year-Round Economy	Explore ways to improve and expand outdoor dining	CIC
City Manager	4. E: A Thriving and Resilient Year-Round Economy	Explore ways to redevelop uptown surface lot. Look at Lexington Greyline Station as example https://www.greylinestation.com/about	CIC
City Manager	4. E: A Thriving and Resilient Year-Round Economy	Restaurant week + night markets (raghu)	CIC. Share idea with Chamber and Enjoy Oxford
City Manager	5. S: A Sustainable Oxford	<u>To address S1-A1 “Develop an energy plan to meet Oxford’s demand with renewables generated locally/regionally” and 2024 staff priority (“By December 2024, develop an action plan...), should we envision a 2025 priority related to implementation? For example, to solarize municipal operations – and build community generating capacity – would require both an RFP for installation and a financing strategy (e.g. issue bonds). Should we set out such goals (issue RFP, assemble funding package)</u>	Environmental Commission

City Manager	5. S: A Sustainable Oxford	S4-A2 “Expand the city’s urban tree canopy by supporting tree planting and urban forestry programs.” We’ve budgeted a bit more in 2024, but need a 2025 goal related to this, maybe “Develop an urban forestry plan and implementation strategies, including additional funding to support municipal and community tree planting.” (D. Prytherch) Increase funding for urban forestry and identify funding source.	Environmental Commission
City Manager	5. S: A Sustainable Oxford	S4-A5 “Revise Street Guidelines to incorporate green infrastructure...” Should we budget in 2025 to formalize and update Oxford Street Design Guidelines both to align with this priority and our Complete Street policies/M3-A1 “treat pedestrian and cyclist mobility with equal importance...”)? (D. Prytherch) Staff note: A stormwater revenue source could potentially support green infrastructure. We have the fund, but not the revenue source.	Environmental Commission
City Manager	5. S: A Sustainable Oxford	Explore incentives for furnished apartments (mattresses, etc.)	Environmental Commission
City Manager	5. S: A Sustainable Oxford	Curbside composting +/- biomass fuel (raghu)	Environmental Commission
City Manager	5. S: A Sustainable Oxford	Support for TOPSS food rescue/food waste prevention (ordinance to divert tonnage from the landfill such as from grocery stores and cafeterias) (raghu)	Environmental Commission
City Manager	5. S: A Sustainable Oxford	Comment from retreat: Develop more concrete measures toward goals. Reduction in GHG,	Environmental Commission

City Manager	5. S: A Sustainable Oxford	S1-A6: Install EV charging stations in places available for public use. We need Level 3 charging stations. Staff Note: Grant application submitted for 6 class 3 rapid chargers. Award notice TBD.	Environmental Commission
City Manager	5. S: A Sustainable Oxford	S4-A1: Our Comp. Plan calls for strengthening conservation of mature forests in development review. We need to review our existing Tree Ordinance – and its balance of tree preservation and development friendliness – to consider how well this ordinance is and isn’t working, and consider strengthening it. (Prytherch)	Environmental Commission
City Manager	5. S: A Sustainable Oxford	S4-A8 calls for expanding public education using public lands and our <i>Climate Action Plan</i> has goals to “optimize soil carbon sequestration.” To achieve these we should begin implementing our <i>Landscape Naturalization Master Plan</i> , doing preparation on selected sites in 2024 and budgeting and planning for seeding in 2025. (Prytherch)	PACO
City Manager	6. R: Celebration of the People and Places that Make Oxford Unique	Implementation of Public Art projects (Snavelly), (agree- Raghu; public arts/murals that celebrates multicultural history including indigenous people - Raghu) Staff note: Councilors Bracken and French are working with HAPC on a related legislation which would seek to preserve indigenous cultural sites as Oxford expands.	PACO
City Manager	6. R: Celebration of the People and Places that Make Oxford Unique	Order creative bike racks with a theme developed by PACO and public input.	PACO
City Manager	6. R: Celebration of the People and Places that Make Oxford Unique	Explore community tile art and ID community partners	PACO
City Manager	6. R: Celebration of the People and Places that Make Oxford Unique	Develop crosswalk art.	CIC. Share idea with Chamber and Enjoy Oxford

City Manager	7. C: A Connected, Livable, and Equitable Community for All	Housing stabilization services Funding for FRC for emergency payments for rent, utilities, and other expenses (including car repair so individuals can commute to work) (raghu)	HAC
City Manager	7. C: A Connected, Livable, and Equitable Community for All	Restructuring civil rights commission with council representation (raghu)	CRC
City Manager	9. Essential Services	Participatory budgeting (raghu)	Doug and Jessica
Parks & Recreation		Two generation childcare approach at senior center (raghu)	Casey and community partners
Parks & Recreation		Head Start for before and after school (raghu)	Casey and community partners

Department	Comp Plan Goal	Comp Plan Action	Measure of Success
City Manager	1. L: Smart Growth and Quality Places	L3-A2: Encourage adaptive reuse in buildings of special architectural or historical value	By May 2024, have interns map contributing historic structures outside of current historic districts using GIS tools.
Community Development	1. L: Smart Growth and Quality Places	L4-A2: Develop an annexation policy and adequate public facilities ordinance to ensure growth aligns with public goals	By June 2024, adopt an annexation policy
City Manager	2. M: Safe and Efficient Travel for All Modes of Transportation	M3-A2: Expand the Oxford Area Trails System by completing the perimeter loop and linking to neighborhoods and commercial areas	By April 2024 submit a grant to ODNR Clean Ohio and ODOT Safety for matching funds for phase 5 of the Oxford Area Trail.
City Manager	2. M: Safe and Efficient Travel for All Modes of Transportation	M3-A2: Expand the Oxford Area Trails System by completing the perimeter loop and linking to neighborhoods and commercial areas	By June 2024, adopt NW segment proposed route alignment.

City Manager	2. M: Safe and Efficient Travel for All Modes of Transportation	M3-A3: Conduct a feasibility study for connections between the Oxford Area Trail System (OATS) and business districts	By March 2024 Release RFP for 30% design and route alignment of connections between business districts, Oxford Area Trail System and public transit stops. By October 2024 adopt proposed preliminary route alignment for interior trail connections.
Community Development	2. M: Safe and Efficient Travel for All Modes of Transportation	M2-A2: Adopt Access Management Regulations to regulate curb cuts and intersections along major thoroughfares	By December 2024, adopt new Access Management Regulations
Police	2. M: Safe and Efficient Travel for All Modes of Transportation	Other:	By June 2024, begin electronic submission of traffic crash reports to the State of Ohio instead of hand writing reports
Police	2. M: Safe and Efficient Travel for All Modes of Transportation	M3-A1: Treat pedestrian and cyclist mobility with equal importance to vehicular mobility	By December 2024, conduct three targeted education & enforcement efforts in regards to bike lanes, bicycle and pedestrian safety
Police	2. M: Safe and Efficient Travel for All Modes of Transportation	M4-A4: Determine need and plan for long-term parking solutions	Improve business practices in Parking office by creating an online process for customers to apply for various permits and have completed by August 1st

Service	2. M: Safe and Efficient Travel for All Modes of Transportation	M3-A2: Expand the Oxford Area Trails System by completing the perimeter loop and linking to neighborhoods and commercial areas	By May 2024, complete Phase III - Segment B of the OATS trail. By October 2024, complete Phase IV of the OATS trail.
Service	2. M: Safe and Efficient Travel for All Modes of Transportation	M3-A2: Expand the Oxford Area Trails System by completing the perimeter loop and linking to neighborhoods and commercial areas	By December 2024, implement plan for repairs to the Black Covered Bridge over Four Mile Creek (roof and siding repairs).
Service	2. M: Safe and Efficient Travel for All Modes of Transportation	M1-A4: Establish passenger rail service to/from Oxford	By June 2024, Complete Terms Sheet with Amtrak. Easement or ROW issue must be resolved with either TSD and/or SDS owners. Continue with preliminary engineering through 2024. Project planned for bidding in October 2025 with construction completed by the end of 2026.
Service	2. M: Safe and Efficient Travel for All Modes of Transportation	M3-A1: Treat pedestrian and cyclist mobility with equal importance to vehicular mobility	By December 2024, develop plans for sidewalk installation on Locust St. (north of Spring St. by substation and missing areas north of Chestnut St.). Ensure funding for construction in 2025. Plans should coordinate with Duke Energy's plan to expand their electrical substation.

Service	2. M: Safe and Efficient Travel for All Modes of Transportation	M3-A1: Treat pedestrian and cyclist mobility with equal importance to vehicular mobility	By February 2024, obtain a Resolution of Necessity for a special assessment program to improve curb, gutter, and sidewalks associated with the 2024 street resurfacing program. Areas for improvement must be completed by August 1, 2024.
Service	2. M: Safe and Efficient Travel for All Modes of Transportation	M4-A4: Determine need and plan for long-term parking solutions	By March 2024, develop plans and specifications for the repair of Deck 4 of the Parking Garage. Implement repairs by December 2024.
Service	2. M: Safe and Efficient Travel for All Modes of Transportation	M2-A3: Conduct a feasibility study for a grade-separated crossing over or under a railroad	By March 2024, apply to Ohio Rail Development Comm. for a planning grant to evaluate options for a rail grade separation project.
Service	2. M: Safe and Efficient Travel for All Modes of Transportation	M3-A1: Treat pedestrian and cyclist mobility with equal importance to vehicular mobility	By August 2024, complete the annual analysis and update to the City's Infrastructure Inventory and identify specific street segments that are candidates for resurfacing. City Staff will incorporate, where possible, bike & pedestrian safety improvement projects recommended by OPTAB for consideration into 2025 capital project planning.

City Manager	3. H: Housing Opportunities for Everyone	H1-A4: Leverage land and other tangible assets to address housing supply gaps by boosting inventory	By April 2024, develop an agreement with a developer for the Chestnut Street land to increase inventory to service residents at 80% AMI or lower.
City Manager	3. H: Housing Opportunities for Everyone	H1-A5: Support developments and programs addressing supportive and transitional housing	By May 2024 explore cold shelter program funding models with area partners for example, FRC/TOPSS. By August 2024 present a funding plan to be included in the 2025 budget.
Community Development	3. H: Housing Opportunities for Everyone	H1-A1: Update zoning regulations to increase density and promote a diversity of residential housing types and living arrangements	By mid March an RFP for a Chapter 11 Code Update will be released, to update subdivision and zoning regulations to simplify processes and assist in economic development. Historic District Guidelines will also be updated. By May 2024 a vendor will be selected. In August 2024, February 2025 and May 2025 updates will be provided to City Council and pertinent boards. By August 2025, an open house will be provided with intital draft. October 2025 Planning Commission review. By December 2025, City Council review and approval.

Community Development	3. H: Housing Opportunities for Everyone	Other:	By April 2024, explore passing a moratorium on new short term rental properties and work to update language to limit types of use.
City Manager	3. H: Housing Opportunities for Everyone	H1-A5: Support developments and programs addressing supportive and transitional housing	By June 2024, explore and develop funding concepts for cold shelter programming.
Community Development	3. H: Housing Opportunities for Everyone	Other:	By April 2024, update short term rental language to limit to secondary use or explore the use of a moratorium until new language can be adopted.
City Manager	4. E: A Thriving and Resilient Year-Round Economy	E1-A3: Develop an economic development strategic plan for Oxford	By February 2024, release an RFP for a consultant to assist with an Ec Dev Strategic Plan. By April 2024, select a vendor. By October 2024, bring proposed Ec Dec Plan to Council for adoption.
City Manager	4. E: A Thriving and Resilient Year-Round Economy	E1-A5: Explore job creation as a result of Advanced Air Mobility programming and research.	By June 2024, define a funding source and apply for site readiness grant for OXD.
City Manager	4. E: A Thriving and Resilient Year-Round Economy	E3-A3: Promote the Revolving Loan Fund to local businesses	By April 2024, award the first round of facade improvement and sustainability upgrades matching grants.

City Manager	4. E: A Thriving and Resilient Year-Round Economy	E3-A2: Designate a Small Business Advocate to provide technical assistance in an effort to better ensure business survival	By April 2024, Ec Dev staff will have a strategy for reaching out to all new business startups to provide technical assistance in city operations
City Manager	4. E: A Thriving and Resilient Year-Round Economy	E4-A1: Create events and activities that drive economic impact	By June 2024, develop ideation for an annual event that will drive revenue for the City of Oxford. Consider a honeybee themed event/activity and educate our public about our important bee keeping history.
Community Development	4. E: A Thriving and Resilient Year-Round Economy	E1-A1: Foster a culture of service excellence in attracting new businesses and assisting new business startups	By October 2024, launch new online permit application portal to replace emailed permit applications
Community Development	4. E: A Thriving and Resilient Year-Round Economy	E1-A1: Foster a culture of service excellence in attracting new businesses and assisting new business startups	By December 2024, fully cross train administrative staff for service excellence and redundancy
City Manager	5. S: A Sustainable Oxford	Other:	By August 2024, determine if a collaborative EV carshare program with Miami University is viable. If found viable, have program locations identified by October.
City Manager	5. S: A Sustainable Oxford	S1-A1: Develop an energy plan to meet Oxford's demand with renewables generated locally/regionally	By December 2024, develop an action plan for the City to utilize federal incentives through the Inflation Reduction Act to support onsite renewable energy generation and other actions

City Manager	5. S: A Sustainable Oxford	Other:	By December 2024, conduct greenhouse gas inventories for CY 2023.
City Manager	5. S: A Sustainable Oxford	S1-A1: Develop an energy plan to meet Oxford’s demand with renewables generated locally/regionally	Explore Sustainable Ohio Public Energy Council (SOPEC) membership, if found viable, join SOPEC by December 2024
City Manager	5. S: A Sustainable Oxford	S1-A8: Coordinate with community partners in climate action planning	Explore 513 Green Business Certification. If found viable, 1) designate and train and inspector for the certification process (staff or community member), 2) launch a promotional campaign for designation and 3) explore incentives for local businesses to join by October
City Manager	5. S: A Sustainable Oxford	Other:	Explore federal grants and incentives for climate action, such as the Climate Pollution Reduction Grant, by December

City Manager	5. S: A Sustainable Oxford	S3-A6: Increase community waste diversion through reuse, recycling, and composting	By August 2024, fund and launch an educational campaign to inform residents and MU students about what can be recycled and composted
City Manager	5. S: A Sustainable Oxford	S1-A5: Adopt EV charging infrastructure requirements for new multi-family and commercial developments	By September 2024, research, develop and adopt EV charging infrastructure requirements for new residential and commercial developments.
City Manager	5. S: A Sustainable Oxford	S3-A6: Increase community waste diversion through reuse, recycling, and composting	By June 2024, explore Zero Waste Event policy frameworks, considering environmental and economic impact. By September 2024, establish a Zero Waste Events Policy for events requiring city permits
Service	5. S: A Sustainable Oxford	S1-A4: Promote retrofitting of existing buildings with energy conservation and electrification	By July 2024, install a solar generation and battery system for electric service to the Oxford Cemetery Maintenance Building.
City Manager	5. S: A Sustainable Oxford	S1-A2: Promote incentives for on-site solar and wind for residential and commercial properties	By May 2024, pursue a grant to fund a feasibility study to solarize city facilities.

City Manager	6. R: Celebration of the People and Places that Make Oxford Unique	R3-A2: Create incentives for private developments to include public art including murals	By March 2024, release a call for art to be funded in part by PACO. By October 2024, contracted artist has complete art installation.
City Manager	6. R: Celebration of the People and Places that Make Oxford Unique	R3-A3: Identify spaces on public property which could showcase the artwork of local artists	By June 2024, Include plan for art in the Amtrak project and Duke Locust Street substation design.
Parks & Recreation	6. R: Celebration of the People and Places that Make Oxford Unique	R3-A7: Support partnerships to create new education, recreation, and cultural opportunities for the community	By September 2024, replace the existing playground with a new playground structure at Merry Day Park.
Parks & Recreation	6. R: Celebration of the People and Places that Make Oxford Unique	R2-A6: Construct a new dog park to meet the demands of the community	By October 2024, construct a new, larger dog park facility at the city-owned property on Bonham Road.
Parks & Recreation	6. R: Celebration of the People and Places that Make Oxford Unique	R3-A7: Support partnerships to create new education, recreation, and cultural opportunities for the community	Assist the City of Oxford and Miami University in successfully completing the Space Race 5K & 10K events in April 2024 and using that event as a step to hosting another half-marathon in Oxford in 2025.
Parks & Recreation	6. R: Celebration of the People and Places that Make Oxford Unique	R1-A2: Develop a Community Center that offers programming, recreation, access to social services, and rentable community space	Throughout the year 2024, provide continuous support to the Talawanda Recreation, Inc. (TRI) Board of Directors as they pursue project plans and fundraising objectives for a new indoor community center.

Parks & Recreation	6. R: Celebration of the People and Places that Make Oxford Unique	R3-A7: Support partnerships to create new education, recreation, and cultural opportunities for the community	In June 2024, assist Enjoy Oxford and Columbus Outdoor Pursuits to host the 2024 Great Ohio Bicycle Adventure on TRI property.
Police	6. R: Celebration of the People and Places that Make Oxford Unique	R3-A6: Promote Oxford's parks and green spaces for residents and visitors to experience	By June 2024, purchase utility vehicle for patrolling OATS and Parks and implement a regular patrol of these areas to promote safety & security.
Service	6. R: Celebration of the People and Places that Make Oxford Unique	R1-A4: Improve or modify existing playgrounds to be more inclusive	Design a replacement facility for the water feature in the Uptown Parks in conjunction with the design of a new public restroom facility. Construction should be completed by 2025.
City Manager	7. C: A Connected, Livable, and Equitable Community for All	C2-A1: Ensure adequate year-round childcare services	By May 2024, release childcare \$30K forgivable loan program through CIC Revolving Loan Fund program.
City Manager	7. C: A Connected, Livable, and Equitable Community for All	Other:	By July 2024 create an application and review procedure for Council to select how to distribute community assistance funding.
Community Development	7. C: A Connected, Livable, and Equitable Community for All	Other:	By June 2024, hire, train and implement a code enforcement staff person dedicated to tobacco retailer licensing compliance

Fire	7. C: A Connected, Livable, and Equitable Community for All	Coordinate public safety needs with local partners	By July 2024, negotiate with Miami University a higher percentage contribution for Fire/EMS capital expenditures.
Fire	7. C: A Connected, Livable, and Equitable Community for All	Ensure adequate staffing and compensation for public safety staff	By May 2024, review and identify possible funding sources for Fire/EMS operations. By July 2024, Develop and implement an action plan to establish funding for Fire/EMS operations.
Fire	7. C: A Connected, Livable, and Equitable Community for All	Ensure adequate staffing and compensation for public safety staff	By May 2024, replace vacant Firefighter/Paramedic position (or EMT to be trained if no Paramedic candidates are available)
Fire	7. C: A Connected, Livable, and Equitable Community for All	Ensure adequate staffing and compensation for public safety staff	By December 2024, hire 3 additional Firefighter/Paramedics (or EMT's to be trained if no Paramedic candidates are available)
Parks & Recreation	7. C: A Connected, Livable, and Equitable Community for All	C1-A1: Support events that promote culture, health, wellness, and active living	Partner directly with the City of Oxford, Enjoy Oxford, Oxford Chamber of Commerce, Miami University and others to host new and recurring events in city parks to attract visitors, promote wellness and support a thriving year-round economy.

Police	7. C: A Connected, Livable, and Equitable Community for All	C3-A1: Increase access for all Oxford residents to the full continuum of services for mental health and substance use disorder	By December 2024, complete the IACP One Mind Campaign by implementing policy & training to ensure successful interactions between Police Division and individuals living with mental health conditions
Police	7. C: A Connected, Livable, and Equitable Community for All	C4-A1: Coordinate public safety needs with local partners	By August 2024, implement Flock Safety Camera project and share data with surrounding law enforcement agencies
Police	7. C: A Connected, Livable, and Equitable Community for All	C4-A2: Ensure public safety staff have access to appropriate education and training	Complete state required Continuing Professional Training hours for all sworn staff by end of year and implement a comprehensive training program for all staff by March 2024
Police	7. C: A Connected, Livable, and Equitable Community for All	C1-A1: Support events that promote culture, health, wellness, and active living	Adequately staff City placemaking events and ensure the safety, security, and well-being of all residents and visitors while providing outreach & education to community members where appropriate
Police	7. C: A Connected, Livable, and Equitable Community for All	C4-A6: Review public facility needs and plan for repair, replacement, or expansion	Plan and prepare CIP budget for generator upgrade at police station by November 2024
Police	7. C: A Connected, Livable, and Equitable Community for All	C4-A6: Review public facility needs and plan for repair, replacement, or expansion	Evaluate installing CO detectors hard wired to fire alarm system in the basement of the police division building and plan to include in 2025 CIP budget process

City Manager	7. C: A Connected, Livable, and Equitable Community for All	Other:	By August 2024, develop a new format for screening community assistance requests from the City Budget and inform community partners of the new process.
Service	8. U: Accessible, High-Quality Infrastructure	U1-A2: Integrate utility upgrade & extension decisions with annexation, future land use, and development decisions	As required by an Agreement, assist in the development of infrastructure for the Lake Forest Drive area including a wastewater lift station and force main.
Service	8. U: Accessible, High-Quality Infrastructure	U1-A1: Maximize usage of existing utilities by promoting infill and redevelopment opportunities	Begin the two year project for replacement of the WWTP's SCADA control system.
Service	8. U: Accessible, High-Quality Infrastructure	U1-A1: Maximize usage of existing utilities by promoting infill and redevelopment opportunities	By June 2024, apply for funding with OEPA and Ohio Dept. of Dev. for grant funding for replacement of the WWTP BioTower treatment media
Service	8. U: Accessible, High-Quality Infrastructure	U1-A1: Maximize usage of existing utilities by promoting infill and redevelopment opportunities	By June 2024, apply for funding with OEPA and Ohio Dept. of Dev. for grant funding for the construction of a water softening plant

Service	8. U: Accessible, High-Quality Infrastructure	U1-A1: Maximize usage of existing utilities by promoting infill and redevelopment opportunities	By Sept. 2024, complete the Disk Aeration System rehabilitation project at the WWTP
Service	8. U: Accessible, High-Quality Infrastructure	U1-A1: Maximize usage of existing utilities by promoting infill and redevelopment opportunities	By December 2024, complete plans for a new Phosphorus removal system for effluent from the WWTP
Service	8. U: Accessible, High-Quality Infrastructure	U1-A1: Maximize usage of existing utilities by promoting infill and redevelopment opportunities	By Oct. 2024, install a new backwash flushing facility at the Seven Mile Wellfield to reduce iron and sediment entering the raw water transmission main.
Service	8. U: Accessible, High-Quality Infrastructure	U1-A9: Replace lead water pipes for public health and safety	By Oct. 2024, submit the City's lead service line inventory to the Ohio EPA for compliance with their rule.
Service	8. U: Accessible, High-Quality Infrastructure	U1-A8: Implement water softening for the public potable water supply	By July 2024, install a test well at the Seven Mile Wellfield to determine if the aquifer will support an additional vertical turbine well to produce additional raw water for the City
Service	8. U: Accessible, High-Quality Infrastructure	U1-A8: Implement water softening for the public potable water supply	By December 2024, complete the design and specifications for a water softening plant and prepare for bidding for a construction contract.

City Manager	9. Essential Services	Other:	By August 2024 implement successful migration to BSA and NEOGov for HR operations.
Finance	9. Essential Services	Other:	Complete the compilation and audit of the City's 2023 Comprehensive Annual Financial Report and submit the report to the Government Finance Officers Association for the "Certificate of Achievement for Excellence in Financial Reporting" Award
Finance	9. Essential Services	Other:	By May 2024, modernize Oxford cemetery records to digital files. Once all data is compiled in Oxford Cemetery, all information will be released to the public for search and view.
Finance	9. Essential Services	Other:	By August 2024, Implement BS&A to the cloud version and bringing Payroll and HR systems from the current Paylocity payroll system. This will unify all software programs being used throughout the various departments.
Finance	9. Essential Services	Other:	By June 2024, develop an effective, informative report model for the City's Financial condition.
Finance	9. Essential Services	Other:	By March 2024, begin regular staff input meetings to receive ideas of better practices and innovations from a broad spectrum of knowledge.

Police	9. Essential Services	Other:	By December 2024, issue remaining Lexipol policy manual
Police	9. Essential Services	Other:	Begin succession planning by May 2024 that includes testing/assessment centers with anticipated retirement of a lieutenant which will create open sergeant and officer positions. Also planned retirements in future years
Police	9. Essential Services	Other:	Firearms replacement: replace all pistols, holsters, accessories issued to sworn personnel by June 2024.