



AGENDA
OXFORD CITY COUNCIL REGULAR MEETING

COURTHOUSE

TUESDAY, JUNE 17, 2025 AT 7:30 PM

William Snavely, Mayor

Chantel Raghu, Vice-Mayor
Jason Bracken
Michael Smith

Amber Franklin
Alex French
David Prytherch

MEETING PROCEDURE: Comments from the Public are welcome at two different times during the course of the meeting: (1) Comments on items not on the Agenda, and Consent Agenda items, will be heard under Public Comments – and (2) Comments on all Resolutions and Ordinances will be heard during Council consideration of said item. Please wait until you are recognized by the Mayor, state your name and address so that your comments may be properly recorded and limit your remarks to a period of five minutes or less.

1. Roll Call.
2. Pledge of Allegiance.
3. Approval of Agenda.
4. Public Participation.
 - A. Public Hearing - 2026 Tax Budget (Heidi Redenour, Finance Director)
 - B. Public Hearing- Sustainable Ohio Public Energy Council (Reena Murphy, Sustainability Coordinator)
 - C. Appointments to Boards and Commissions
 - D. Public Comments

The purpose of the public comments section is for members of the public to speak to the City Council on any subject not scheduled on the Agenda, except consent agenda items. To speak, you may approach the podium and wait to be addressed by the Mayor. You will need to state your name and address for the public record. City Council values your comments, and Council rules limit public comments to five minutes for each person. Presentations are not to be in the form of public debate, personal attacks on Council, City staff, or other members of the public, and Council shall not act except to direct the City Manager to take action or schedule the matter for discussion at a later date.

5. Consent Agenda.

All matters under the Consent Agenda are considered by the City Council to be routine and will be enacted by one motion. Any City Council member may, however, remove an item from consent by request. Items removed for separate discussion will be considered after the motion to approve the Consent Agenda.

- A. Minutes from the June 3, 2025, City Council Meeting. (Heather Barbour, Clerk of Council)
- B. A Staff Report Regarding the June 4, 2025, Environmental Commission Meeting (Jessica Greene, Assistant City Manager)
- C. A Resolution Approving Then And Now Certificates For Purchase Orders Issued Above \$3,000 Where An Invoice Was Received Prior To The Purchase Order Date, As A Requirement Of Ohio Revised Code 5705.41 (d). (Heidi Ridenour, Finance Director)

6. Resolutions.

- A. A Resolution Authorizing The City Of Oxford To Enter Into The Sustainable Ohio Public Energy Council ("SOPEC"), The Execution And Delivery Of The Agreement Establishing SOPEC, And Approving The Bylaws Of SOPEC. (Jessica Greene, Assistant City Manager)
- B. A Resolution Approving The Plan Of Operation And Governance For The Sustainable Ohio Public Energy Council ("SOPEC") Electric Aggregation Program, And For The Purpose Of Jointly Establishing And Implementing An Electric Aggregation Program. (Jessica Greene, Assistant City Manager)
- C. A Resolution Authorizing The City Manager To Waive The Fees Adopted In The Fee Ordinance For The Fees On The Right Of Way Permit For A Juneteenth Event At A Cost Not To Exceed \$438.00. (Jessica Greene, Assistant City Manager)
- D. A Resolution To Adopt The City Of Oxford Economic Development Strategic Plan (Jessica Greene, Assistant City Manager)

- E. A Resolution Authorizing The City Manager To Enter Into A Settlement Agreement Pertaining To The Oxford Area Trails Multimodal Transportation Project Phase V With Lara C. Osborne, Trustee ("Trust"). (Jessica Greene, Assistant City Manager)
- F. A Resolution Authorizing The City Manager To Enter Into An Agreement Of Cooperation With Butler County, Ohio, Pursuant To The Provisions Of The Housing And Community Development Act Of 1974. (Jessica Greene, Assistant City Manager)
- G. A Resolution Authorizing The City Manager To Enter Into An Option To Purchase Agreement With Empower Me Living.(Jessica Greene, Assistant City Manager)
- H. A Resolution Authorizing The City Manager To Apply For The Ohio Interscholastic Administrators Association (OIAA), 3:1 Matching Grant Program, For Up To \$40,000.00 With A Required Match Of \$16,345.00 For A Total Not To Exceed \$56,345.00 For The Purchase Of A Tiny Mobile Robot Pro X Plus. (Chad Smith, Parks and Recreation Director)

7. Ordinances.

Ordinances are adopted using a two-step procedure. First reading introduces the Ordinance and provides an opportunity for public input on the subject as well as allowing Council to request more information as needed. Second reading is to provide Council with the opportunity to consider new information and to deliberate.

A. First Reading

- 1. An Ordinance Authorizing The Purchase Of Perpetual Easements On Parcels Numbers Identified As 10-SH1 And 10-SH2 Or Around Gardenia Drive From The Lara C. Osborne Trust For The Oxford Area Trails Multimodal Transportation Project Phase V. (Jessica Greene, Assistant City Manager)

B. Second Reading

- 1. An Ordinance Authorizing The Tax Budget For The Year 2026 And Directing That The Same Be Transmitted To The Butler County Auditor. (Heidi Ridenour, Finance Director)

8. Announcements & Communications.

A. Remarks from City Council and City staff.

The comments expressed by individual members of Council or City staff during this portion of a City Council meeting do not necessarily reflect the views of the City of Oxford, The Oxford City Council, or the City staff.

B. Future Meetings.

(Note: Meetings are held at the Court House unless otherwise indicated.)

DATE	Meeting		
1.	June 18 Board of Building Appeals	Courthouse	5:30 p.m.
	June 24 Board of Zoning Appeals	Courthouse	6:30 p.m.
	July 1 City Council	Courthouse	7:30 p.m.
	July 3 Housing Advisory Commission - CANCELED	Municipal Building	5:00 p.m.
	July 4 City Offices CLOSED		
	July 8 Planning Commission	Courthouse	7:00 p.m.
	July 9 Historic & Architectural Preservation Commission	Courthouse	6:00 p.m.
	July 14 Oxford Recreation Board	Municipal Building	12:00 p.m.
	July 15 City Council	Courthouse	7:30 p.m.
	July 16 Board of Building Appeals	Courthouse	5:30 p.m.
9.	Adjourn.		



**MINUTES
OXFORD CITY COUNCIL REGULAR MEETING
COURTHOUSE
TUESDAY, JUNE 3, 2025 AT 7:30 PM**

MEETING PROCEDURE: Comments from the Public are welcome at two different times during the course of the meeting: (1) Comments on items not on the Agenda, and Consent Agenda items, will be heard under Public Comments – and (2) Comments on all Resolutions and Ordinances will be heard during Council consideration of said item. Please wait until you are recognized by the Mayor, state your name and address so that your comments may be properly recorded and limit your remarks to a period of five minutes or less.

1. Roll Call.

A regular meeting of the Oxford City Council was called to order by Vice-Mayor Raghu on Tuesday, June 3, 2025, at 7:30 p.m. Members in attendance were Michael Smith, Amber Franklin, Alex French, and Jason Bracken. David Prytherch and Mayor Snavelly were excused.

Staff Members in Attendance

Mr. Michael Dreisbach, Service Director; Mr. Geoff Robinson, Police Lieutenant; Mr. John Detherage, Fire Chief; Ms. Heidi Ridenour, Finance Director; Mr. Chad Smith, Parks and Recreation Director; Mr. Jordan Staley, Assistant Law Director; and Ms. Heather Barbour, Clerk of Council.

2. Pledge of Allegiance.

3. Approval of Agenda.

Motion – To Approve the Agenda.
(Voice Vote) 1st Ms. Franklin 2nd Ms. French
AYE # 5
NAY # 0
ABS # 0

4. Public Participation.

A. Proclamation - Loving Day 2025

Bill and Cybil Miller were in attendance to receive the Proclamation.

B. Public Comments

The purpose of the public comments section is for members of the public to speak to the City Council on any subject not scheduled on the Agenda, except consent agenda items. To speak, you may approach the podium and wait to be addressed by the Mayor. You will need to state your name and address for the public record. City Council values your comments, and Council rules limit public comments to five minutes for each person. Presentations are not to be in the form of public debate, personal attacks on Council, City staff, or other members of the public, and Council shall not act except to direct the City Manager to take action or schedule the matter for discussion at a later date.

Public Comment - None.

5. Consent Agenda.

All matters under the Consent Agenda are considered by the City Council to be routine and will be enacted by one motion. Any City Council member may, however, remove an item from consent by request. Items removed for separate discussion will be considered after the motion to approve the Consent Agenda.

Motion – To Approve the Consent Agenda.
(Voice Vote) 1st Ms. French 2nd Ms. Franklin
AYE # 5
NAY # 0
ABS # 0

A. Minutes from the May 20, 2025, City Council Meeting. (Heather Barbour, Clerk of Council)

B. A Report Regarding the Environmental Commission meetings on May 7th and 13th. (Jessica Greene, Assistant City Manager)

- C. A Resolution Authorizing The City Manager To Enter Into An Agreement With Canon Solutions America, Inc. For A 63-Month Lease Of A Canon IR Advance DX C5860i Color Copier For Use By The Oxford Municipal Building. (Michael Dreisbach, Service Director)

6. Resolutions.

- A. A Resolution Accepting The Bid And Authorizing The City Manager To Enter Into A Contract With Brumbaugh Construction, Inc. For Construction Of The Oxford Area Trail System (OATS) Phase V Improvements At A Cost Of \$5,375,000.00 Plus A Contingency In The Amount Of Ten Percent (10%) Of The Contract Price Or \$537,500.00 For A Total Cost Not To Exceed \$5,912,500.00. (Michael Dreisbach, Service Director)

Motion – To Adopt Resolution No. 7723.

(Voice Vote) 1st Ms. Franklin 2nd Ms. French

AYE # 5

NAY # 0

ABS # 0

Public Comment - None.

Mr. Dreisbach presented his staff report and addressed questions and comments from the Council.

- B. A Resolution Authorizing The City Manager To Enter Into An Agreement With Chapman Ford For The Purchase Of Two (2) 2025 Ford Interceptor Utility Vehicles With Specified Manufacturer Installed Options At A Cost Not To Exceed \$88,430.00. (Geoff Robinson, Police Lieutenant)

Motion – To Adopt Resolution No. 7724.

(Voice Vote) 1st Ms. Franklin 2nd Mr. Smith

AYE # 5

NAY # 0

ABS # 0

Public Comment - None.

Lieutenant Robinson presented his staff report and addressed questions and comments from the Council.

7. Ordinances.

Ordinances are adopted using a two-step procedure. First reading introduces the Ordinance and provides an opportunity for public input on the subject as well as allowing Council to request more information as needed. Second reading is to provide Council with the opportunity to consider new information and to deliberate.

A. First Reading

1. An Ordinance Authorizing The Tax Budget For The Year 2026 And Directing That The Same Be Transmitted To The Butler County Auditor. (Heidi Ridenour, Finance Director)

Ms. Ridenour presented her staff report and addressed questions and comments from the Council.

Public Comment - None.

B. Second Reading

1. An Ordinance Repealing and Replacing The Entire Planning & Zoning Code Chapter 1141, Correcting An Inadvertent Error When Previously Adopting Ordinance 3801 On February 18, 2025. (Sam Perry, Community Development Director)

Motion – To Adopt Ordinance No. 3823.
(Roll Call Vote) 1st Ms. Franklin 2nd Ms. French

AYE # 5

Mr. Bracken, Mr. Smith, Ms. Franklin, Ms. French, and Vice-Mayor Raghu
NAY # 0
ABS # 0

Public Comment - None.

Mr. Dreisbach reported no changes since the first reading and offered to answer any questions.

8. Announcements & Communications.

A. Remarks from City Council and City staff.

The comments expressed by individual members of Council or City staff during this portion of a City Council meeting do not necessarily reflect the views of the City of Oxford, The Oxford City Council, or the City staff.

B. Future Meetings.

(Note: Meetings are held at the Court House unless otherwise indicated.)

DATE	Meeting		
1. June 5	Housing Advisory Commission - CANCELED	Municipal Building	5:00 p.m.
June 6	Community Improvement Corporation	College@Elm	12:00 p.m.
June 9	City Council Special Meeting - CANCELED		
June 10	Oxford Parking & Transportation Advisory Board	Municipal Building	8:30 a.m.
June 10	Planning Commission	Courthouse	7:00 p.m.
June 11	Historic & Architectural Preservation Commission	Courthouse	6:00 p.m.
June 17	City Council Capital Priorities Budget Work Session	Courthouse	6:30 p.m.
June 17	City Council	Courthouse	7:30 p.m.
June 18	Board of Building Appeals	Courthouse	5:30 p.m.

June 24 Board of Zoning Appeals
July 1 City Council

Courthouse 6:30 p.m.
Courthouse 7:30 p.m.

9. Adjourn.

Motion – To Adjourn at 7:44 p.m.
(Voice Vote) 1st Ms. Franklin 2nd Ms. French
AYE # 5
NAY # 0
ABS # 0



The City of Oxford
(513) 524-5200
15 S. College Ave.
Oxford, OH 45056

STAFF REPORT

ORIGINATING DEPARTMENT:	City Manager
PREPARED BY:	Reena Murphy
DATE PREPARED:	6/11/2025
COUNCIL MEETING DATE:	June 17, 2025
AGENDA TITLE:	A Staff Report Regarding the June 4, 2025, Environmental Commission Meeting (Jessica Greene, Assistant City Manager)
COUNCIL GOAL AREA:	
BUDGETED AMOUNT:	
ACCOUNT CODE:	
RECOMMENDATION:	Approve
CITY MANAGER/DEPT HEAD APPROVAL:	JG DRE

DISCUSSION:

Environmental Commission members present were Chantel Raghu, Jason Bracken, Peggy Branstrator, Anna Abey, Jim Vinch, and Michael Vanni. A quorum was present. Staff member liaison present was Reena Murphy. Members of the public present were Green Umbrella Fellows Kate Kozak and Oluwaseun Olubodun, and Kethan Babu with the Oxford Free Press.

Motion to Approve the Agenda: Ms. Branstrator

2nd: Mr. Vinch

Vote: Unanimous approval

Approval of the May 7th Meeting Minutes

Motion: Ms. Branstrator

2nd: Mr. Vinch

Vote: Unanimous approval

Approval of the May 13th Meeting Minutes

Motion: Mr. Vinch

2nd: Ms. Raghu

Vote: Unanimous approval

Staff provided an update on the YTD progress on the 2025 goals. The powerpoint with detailed updates

is attached. There was some discussion regarding requiring all events using city properties to be zero waste, just city lead events, or events that reach a certain threshold. There was not consensus among the commission regarding a zero waste requirement, however, the commission supports the city continuing to try to make their own events zero waste. The commission also supports the city continuing to work on the solarizing the closed landfill.

Staff presented the research conducted on the 2026 Areas to Research, adopted by Council. The powerpoint with detailed research is attached. In December of 2024, during a joint session of EC and OCASC, the commissions voted on the following priorities for research:

1. Solarizing WTP and WWTP
2. Additional flare(s) at the closed landfill
3. Revising Parking Fee to support Alt. Transit

At the end of the presentation, staff requested the commission identify their top 2-3 projects for 2026 implementation to recommend to City Council. Ultimately, the commission voted to recommend the 2026 priorities for implementation to be:

1. Solarizing our water and wastewater infrastructure. Specifically looking at the Seven Mile Well Field.
2. Adding an additional methane flare to the closed landfill
3. Implementing a hazardous waste drop day in Oxford.

Motion to recommend the above project priorities to council: Mr. Bracken

2nd: Ms. Branstrator

Vote: 4-2

There was discussion among the commission if the third project should be a hazardous waste drop day or a grant to incentivize furnished apartments. Specifically, there was a discussion of furnishing mattresses, as they are difficult to divert from the landfill. Revising the parking fee is not recommended by staff at this time, as the parking garage will not be paid off until 2029.

Ms. Raghu shared that City Council has approved funding for the next segment of the OATS trail. Mr. Bracken shared that Planning Commission had a work session regarding the code rewrite. Ms. Branstrator shared that OCASC had a work session regarding Oxford's updated GHG Inventory.

Mr. Vinch shared a complaint he received from a community member regarding litter at fast food establishments in Oxford.

Motion to Adjourn: Ms. Branstrator

2nd: Mr. Bracken

Vote: Unanimous approval

The commission adjourned at 8:30pm



The City of Oxford
(513) 524-5200
15 S. College Ave.
Oxford, OH 45056

STAFF REPORT

ORIGINATING DEPARTMENT:	Finance
PREPARED BY:	Heidi Ridenour
DATE PREPARED:	6/10/2025
COUNCIL MEETING DATE:	June 17, 2025
AGENDA TITLE:	A Resolution Approving Then And Now Certificates For Purchase Orders Issued Above \$3,000 Where An Invoice Was Received Prior To The Purchase Order Date, As A Requirement Of Ohio Revised Code 5705.41 (d). (Heidi Ridenour, Finance Director)
COUNCIL GOAL AREA:	Financial Responsibility
BUDGETED AMOUNT:	
ACCOUNT CODE:	
RECOMMENDATION:	Approval
CITY MANAGER/DEPT HEAD APPROVAL:	HH DRE

DISCUSSION:

Staff is requesting Council to approve the then and now certificates for purchase orders issued above \$3,000 where an invoice was received prior to the purchase order date. After discussing the issue with the Auditors, they requested we begin bringing any purchase orders meeting this criteria, to Council for approval for compliance with the O.R.C. 5705.41 (d).

RESOLUTION NO.

A RESOLUTION APPROVING THEN AND NOW CERTIFICATES FOR PURCHASE ORDERS ISSUED ABOVE \$3,000 WHERE AN INVOICE WAS RECEIVED PRIOR TO THE PURCHASE ORDER DATE, AS A REQUIREMENT OF OHIO REVISED CODE 5705.41 (D).

WHEREAS, Council in accordance with Ohio Revised Code, shall approve any purchases made over \$3,000 where an invoice is dated prior to the purchase order date; and

WHEREAS, at the time the merchandise was purchased and at the time the purchase order was executed to cover the purchase, a sufficient sum was appropriated for the purpose of such contract and in the treasure or in process of collection to the credit of an appropriated fund free from any previous encumbrances; and

WHEREAS, there is a sufficient sum appropriated for the purpose of such contract and in the treasure or in process of collection to the credit of an appropriated fund free from any previous encumbrances.

WHEREAS, the City Manager and the Finance Director recommend Council approve authorizing such certificates, as set forth in Exhibit "A" attached hereto and incorporated herein by reference.

THE COUNCIL OF THE CITY OF OXFORD, OHIO, HEREBY RESOLVES THAT:

SECTION 1: Council hereby accepts the recommendation of the City Manager and the Finance Director approving Then and Now Certificates for purchase orders issued above \$3,000 where an invoice was received prior to the purchase order date.

SECTION 2: This resolution shall take effect at the earliest date allowed by law.

MAYOR

ADOPTED:

ATTEST:

CLERK OF OXFORD CITY COUNCIL
INTRODUCED BY: WILLIAM SNAVELY
PREPARED BY: LAW (STAFF)

Appendix A

P.O. Number	P.O. Date	Vendor	Amount	Purpose
5323	04/17/25	Supergames	\$ 5,550.00	Bee Fest Activities Inflatables
5339	04/30/25	Butler County Sheriff's Dept	\$ 5,945.00	Annual Maintenance for portable radios and console
5359	05/01/25	Passport Labs, Inc	\$ 5,000.00	LPR Platform Annual Fee
5364	05/22/25	GOVOS	\$ 18,008.42	Short Term Rental Solution Software 3/1/25-2/28/26



The City of Oxford
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Oxford, OH 45056

STAFF REPORT

ORIGINATING DEPARTMENT:	City Manager
PREPARED BY:	Reena Murphy
DATE PREPARED:	6/10/2025
COUNCIL MEETING DATE:	June 17, 2025
AGENDA TITLE:	A Resolution Authorizing The City Of Oxford To Enter Into The Sustainable Ohio Public Energy Council ("SOPEC"), The Execution And Delivery Of The Agreement Establishing SOPEC, And Approving The Bylaws Of SOPEC. (Jessica Greene, Assistant City Manager)
COUNCIL GOAL AREA:	A Sustainable Oxford
BUDGETED AMOUNT:	
ACCOUNT CODE:	
RECOMMENDATION:	Approval
CITY MANAGER/DEPT HEAD APPROVAL:	JG DRE

DISCUSSION:

One of City Council goals this year is to "Explore Sustainable Ohio Public Energy Council (SOPEC) membership, if found viable, join SOPEC by March 2025".

Upon review, staff and the Environmental Commission recommend that Oxford join and aggregate with SOPEC.

SOPEC is a council of governments and membership is free to the City. Membership would provide Oxford with annual community grants (ballpark estimate of \$17-18k), opportunities to collaborate with other municipalities for federal grant applications, legal assistance for energy projects (i.e. counsel regarding purchase power agreements), and a vote on the council of governments.

SOPEC membership would also require Oxford to utilize their aggregation program and aggregate with AEP energy. SOPEC and AEP Energy's Government Aggregation Master Retail Electric Supply Agreement requires AEP Energy to provide SOPEC with three market representative price quotes when providing new pricing for member communities to ensure transparency and competitiveness. SOPEC also has negotiated full transparency from AEP Energy on price components.

Key differences between Oxford's current broker and SOPEC include

Current Broker	SOPEC
• Private broker • Some focus on sustainability • Admin fee: 0.001 \$/kWh (~\$0.89 per month) • Coordinates quotes from suppliers • No grant opportunities • No legal assistance	• Council of Governments • Clear mission of sustainability / clean energy • Admin fee: 0.002 \$/kWh (~\$1.78 per month) • Must aggregate with their supplier (non-compete clause) ○ 3 market representative price quotes provided to ensure competitiveness • Annual Community Grants (guaranteed) and collaborative grant applications with other cities (i.e EV Charging) • Legal assistance

While SOPEC does have a higher administrative fee (~\$11 a year higher for the average customer), participants should still experience savings when compared to Duke's Standard Service Offer. The average customer in Oxford's aggregation program has experienced annual savings over the past 3 years, as detailed below. Thus, even with an increased administrative fee (~\$11), participants should still experience significant savings.

Customer Type	2022	2023	2024
Residential	124	318	141
Non-Residential	329	744	526

Furthermore, SOPEC and Oxford share a long-term goal to support renewable energy generation in the state and region to strengthen the resilience of our regional grid.

RESOLUTION NO.

A RESOLUTION AUTHORIZING THE CITY OF OXFORD TO ENTER INTO THE SUSTAINABLE OHIO PUBLIC ENERGY COUNCIL (“SOPEC”), THE EXECUTION AND DELIVERY OF THE AGREEMENT ESTABLISHING SOPEC, AND APPROVING THE BYLAWS OF SOPEC

WHEREAS, the City Council of Oxford, Ohio (the “City”) previously enacted legislation authorizing the City to establish an opt-out electric aggregation program, pursuant to Section 4928.20 of the Ohio Revised Code, for the residents, businesses, and other eligible electric consumers located within the City, and for that purpose, to act jointly with any other village, city, township, municipal corporation, county, or other political subdivision of the State of Ohio, as permitted by law; and

WHEREAS, by joining the Southeast Ohio Public Energy Council (DBA Sustainable Ohio Public Energy Council) (“SOPEC”), the City will be able to act jointly with other members of political subdivisions and thereby maximize the potential benefit of electric deregulation through group purchasing efforts; and

WHEREAS, pursuant to Section 4928.20 of the Ohio Revised Code and Ohio Adm. Code 4901:1-21-17, the City of Oxford will not activate an electric aggregation program with SOPEC until the expiration of its current contract and term with the City’s current competitive retail electric service (“CRES”) provider.

THE COUNCIL OF THE CITY OF OXFORD, OHIO, HEREBY RESOLVES THAT:

SECTION 1: The City Council finds and determines that it is in the best interest of the City, including the electric consumers located within the City, to join SOPEC and to adopt the SOPEC Bylaws, for the purpose of (1) utilizing SOPEC’s Additional Programs, and (2) establishing and implementing an electric aggregation program with SOPEC within the City after the expiration of its current contract and term with the City’s current CRES provider.

SECTION 2: The City Manager is hereby authorized and directed to execute and deliver the Agreement Establishing the Southeast Ohio Public Energy Council (DBA Sustainable Ohio Public Energy Council) (the “SOPEC Agreement”). The SOPEC Agreement shall be substantially in the form presented to this City Council and on file with the Clerk, subject to such changes, insertions, and omissions that are consistent with this Ordinance and are not substantially adverse to the City and as may be approved by the City Manager, which approval shall be conclusively evidenced by the execution of the SOPEC Agreement.

SECTION 3: The City Council hereby approves and adopts the Bylaws of SOPEC in the form attached to the SOPEC Agreement.

SECTION 4: It is found and determined that all formal actions of this City Council concerning and relating to the passage of this Ordinance were adopted in open meetings of this City Council, and that all deliberations of this City Council and of any of its committees that

resulted in such formal action, were in meetings open to the public, in compliance with all legal requirements including the City's Codified Ordinances and Section 121.22 of the Ohio Revised Code.

SECTION 5: This resolution shall take effect at the earliest date allowed by law.

MAYOR

ADOPTED:

ATTEST:

CLERK OF OXFORD CITY COUNCIL
INTRODUCED BY: JASON BRACKEN
PREPARED BY: LAW (STAFF)

AMENDED AND RESTATED AGREEMENT
ESTABLISHING THE
SOUTHEAST OHIO PUBLIC ENERGY COUNCIL
(DBA SUSTAINABLE OHIO PUBLIC ENERGY COUNCIL)

This AMENDED AND RESTATED AGREEMENT is made and entered into as of October 8, 2014, as amended and restated as of July 20, 2023 (“Agreement”), by and among the political subdivisions identified below.

RECITALS:

WHEREAS, Ohio Revised Code Chapter 167 provides that the governing bodies of two or more political subdivisions may enter into an agreement establishing a regional council of governments for purposes that include promoting cooperative agreements and contracts among members and other governmental agencies and private persons, corporations, or agencies.

NOW, THEREFORE, in consideration of the services to be made available to and by the Southeast Ohio Public Energy Council (DBA Sustainable Ohio Public Energy Council), also referred to herein as “SOPEC,” it is agreed by and between the Members of SOPEC and any additional political subdivisions that may hereafter become Members as follows:

Section 1. Definitions.

Definitions of terms used in this Agreement and Amended and Restated Bylaws (“Bylaws”) are set forth on Exhibit A hereto.

Section 2. Name.

The name of the council of regional governments that comprises all Members shall be the “Southeast Ohio Public Energy Council,” which also may do business under one or more trade names, including the Sustainable Ohio Public Energy Council.

Section 3. Members.

Members of SOPEC shall be set forth on Exhibit B hereto, and shall include any other political subdivisions which become members of SOPEC pursuant to Bylaws established pursuant to Section 6 of this Agreement. Each Member shall have one representative to the Assembly, as further set forth in the Bylaws.

Section 4. Purpose: The Aggregation Programs; Additional Programs of the Council.

The purpose of this Agreement is to allow Members to collectively pursue the benefits of the Aggregation Programs and Additional Programs of the Council that the Council may establish. The Council may negotiate and enter into all necessary programs, contracts and take any necessary and incidental actions to effect and carry out the purposes of the Aggregation Programs for the benefit of the Members and their respective electricity and natural gas consumers. The Members will act jointly through the Council to establish and implement the Aggregation Programs and the Board of Directors may establish Additional Programs of the Council, as set forth in the Bylaws.

Section 5. Fiscal Year.

The fiscal year for SOPEC shall be the twelve month period beginning January 1 and ending December 31.

Section 6. Adoption of Bylaws.

Within ninety (90) days of adoption of this Agreement, Members shall meet for the purpose of adopting Bylaws of SOPEC. The Bylaws shall address the purposes of SOPEC, its governance, addition and withdrawal of members, adding new programs, and other governance issues including SOPEC's decision-making process and the designation of its fiscal agent.

Section 7. Withdrawal and Inclusion of Members.

All issues pertaining to the withdrawal of existing Members or inclusion of new Members shall be governed by the Bylaws.

Section 8. Amendments.

This Agreement may be amended subject to the majority vote of the signatory Members to the Agreement, until the adoption of Bylaws pursuant to Section 6 of this Agreement, at which time all amendments to this Agreement will be subject to the provisions set forth in the Bylaws.

Section 9. Term and Termination.

It is the intention of the Members that this Agreement shall continue for an indefinite term, but may be terminated subject to the provisions set forth in the Bylaws.

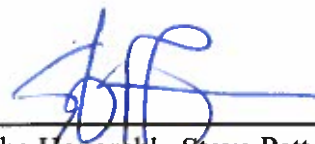
Section 10. Effective Date.

This Agreement shall take effect initially this 8th day of October, 2014, as amended and restated effective July 20, 2023. This Agreement, as amended, may be signed in separate counterparts on behalf of one, or more than one, of the Members, and may be signed

electronically, without the necessity for any one counterpart to be signed on behalf of all Members.

A handwritten signature in black ink, appearing to read "Chris Chmiel", written over a horizontal line.

The Honorable Chris Chmiel,
Athens County Commissioner
Chairman of the Board of Directors

A handwritten signature in blue ink, appearing to read "Steve Patterson", written over a horizontal line.

The Honorable Steve Patterson
Mayor of Athens
Vice Chair of the Board of Directors

EXHIBIT A

As used in this Agreement and in the Bylaws the following words shall have the following meanings:

“Additional Program” means any other cooperative program the Council may establish, with approval of the Council’s Board of Directors, under an Additional Program Agreement.

“Additional Program Agreement” means any agreement among some or all Members, and such non-members as may be permitted to participate, establishing an Additional Program in accordance with Section 9 of the Bylaws.

“Additional Program Costs” means, with respect to any Additional Program of the Council, all costs incurred by the Council or the Fiscal Agent of the Council, in connection with the activities and operations of that Additional Program, as defined in the corresponding Additional Program Agreement; provided, however, that no Member shall be assessed Additional Program Costs if the Member is not participating in such Additional Program.

“Advisory Committee” means any committee established by the Board of Directors pursuant to the Bylaws to advise the Board of Directors or the Fiscal Agent with respect to the management and operation of any Program. The Board of Directors shall define the duties of each Advisory Committee.

“Aggregation Costs” means all costs incurred by the Council or by the Fiscal Agent in connection with the activities and operation of the Council for the Aggregation Programs; provided, however, that no Member shall be assessed Aggregation Costs unless such assessment is imposed on all Members and unanimously approved by all impacted Members at a meeting of the Assembly.

“Aggregation Fund” means the fund established and maintained by the Fiscal Agent of the Council as a separate fund pursuant to Section 10 of the Bylaws, into which the Fiscal Agent shall deposit any and all moneys contributed by the Members for Aggregation Costs of the Council, if any.

“Aggregation Programs” means the cooperative programs for the benefit of the Members acting as governmental aggregators to arrange for the purchase of electricity by electric customers and natural gas by natural gas customers in the political subdivisions that join the Southeast Ohio Public Energy Council (DBA Sustainable Ohio Public Energy Council), pursuant to the terms of Ohio Revised Code Sections 4928.20 and 4929.26, and this Agreement.

“Agreement” means this agreement, as the same may be amended, modified, or supplemented in accordance with Section 8 hereof.

“Assembly” means the legislative body of the Council established pursuant to, and having those powers and duties enumerated in, the Bylaws.

“Bylaws” means the regulations adopted by the Council pursuant to Ohio Revised Code Section 167.04 and this Agreement, as the same may be amended, modified, or supplemented in accordance with Section 13 thereof.

“Council” means the Southeast Ohio Public Energy Council (DBA Sustainable Ohio Public Energy Council) established by this Agreement.

“Fiscal Agent” means the person or organization designated by the Members of the Council to receive, deposit, invest, and disburse funds contributed by the Members or otherwise received by the Council, for the operation of the Council and its Programs, in accordance with this Agreement, the Bylaws and any applicable Program Agreement. The Council may serve as its own Fiscal Agent.

“Fiscal Year” means the twelve (12) month period beginning January 1 and ending December 31.

“Member” means any municipal corporation, county, township, or any other political subdivision under the laws of the State of Ohio which pursuant to duly adopted legislation, has caused this Agreement to be executed in its name, which Member shall be listed on Exhibit B hereof, including any additional municipal corporation, county, township, or any other political subdivision under the laws of the state of Ohio which has caused this Agreement to be executed in accordance therewith, and has not withdrawn from the Council pursuant to this Agreement or the Bylaws.

“Program” means an Aggregation Program or any Additional Program.

EXHIBIT B

Current List of SOPEC Member Communities & Political Subdivisions

Athens County

Athens County

City of Athens

Village of Albany

Village of Amesville

Village of Buchtel

Village of Chauncey

Village of Jacksonville

Village of Trimble

Columbiana County

Unity Township

Cuyahoga County

City of Cleveland

Franklin County

Blendon Township

City of Gahanna

City of Upper Arlington

Village of Marble Cliff

Gallia County

City of Gallipolis

Village of Rio Grande

Greene County

Village of Yellow Springs

Hocking County

City of Logan

Meigs County

Village of Racine

Montgomery County

City of Dayton

City of Riverside

Morgan County

Village of Chesterhill

Muskingum County

Village of New Concord

Village of Norwich

Perry County

Village of Glenford

Village of Hemlock

Village of New Straitsville

Village of Shawnee

Village of Somerset

Pike County

Village of Piketon

Washington County

City of Belpre

Village of Lowell

Political Subdivisions

Athens-Hocking Solid Waste District

Dayton Metro Library

Five Rivers MetroParks

Hocking Conservancy District

MetroParks of Butler County

Muskingum Watershed Conservancy District

Syracuse Racine Regional Sewer District

AMENDED AND RESTATED BYLAWS
GOVERNING THE
SOUTHEAST OHIO PUBLIC ENERGY COUNCIL
(DBA SUSTAINABLE OHIO PUBLIC ENERGY COUNCIL)

WHEREAS, certain municipal corporations, counties, townships, and other political subdivisions under the laws of the State of Ohio (each, a “Member”) entered into an Agreement Establishing the Southeast Ohio Public Energy Council, also referred to herein as “SOPEC”, which also may do business under one or more trade names, including the Sustainable Ohio Public Energy Council, (the “Agreement”) pursuant to Ohio Revised Code Chapter 167, for the purpose of carrying out the Aggregation Programs pursuant to Ohio Revised Code Sections 4928.20 and 4929.26, and any Additional Programs which the Members or Board of Directors of the Council may approve, from time to time, and which are authorized under the laws of the State; and

WHEREAS, Ohio Revised Code Section 167.04 requires and the Agreement provides that the Council shall adopt Bylaws designating the officers of the Council and the method of selection thereof, creating a governing board to act for the Council, appointing a fiscal officer, and providing for the conduct of the Council’s business; and

WHEREAS, each Member has by duly adopted legislation authorized its representative to approve these Bylaws, and the representatives of the Members have met for the purpose of adopting and amending these Bylaws in accordance with Ohio Revised Code Section 167.40 of the Agreement.

NOW, THEREFORE, the following provisions shall constitute the Bylaws of the Council:

Section 1. Definitions.

Any capitalized word or phrase used in these Bylaws and not otherwise defined herein, shall have the meaning given in Exhibit A of the Agreement as the Agreement may, from time to time, be amended, modified, or supplemented in accordance with Section 13 hereof.

Section 2. Inclusion of Members.

Any municipal corporation, county, township, or any other political subdivision under the laws of the State of Ohio may apply to become a Member of the Council by submitting an application in writing to the Board of Directors, accompanied by duly adopted legislation authorizing inclusion in the Council, execution of this Agreement and approval of the Bylaws. The Board of Directors shall review the application and by duly adopted resolution, the applicant municipal corporation, county, township, or other political subdivision under the laws of the State of Ohio shall be included in the Council and deemed a Member hereunder if its inclusion is

approved by the affirmative vote of at a least majority of the Board and the applicant municipal corporation, county, township, or other political subdivision under the laws of the State of Ohio executes the Agreement. The applicant shall thereafter be a Member and, if then applicable, may be assessed its portion of the Aggregation Costs, only if unanimously approved by all impacted Members at a meeting of the Assembly per Exhibit A of the Agreement, by the same method and using the same formula as any other Member, in accordance with the Agreement and Bylaws.

Section 3. Withdrawal of a Member.

- (A) Any Member wishing to withdraw from membership in the Council shall notify the Council in the manner described in Section 3(C) hereof and such withdrawal shall, except as otherwise provided in this Section 3, cause such Member's membership in the Council to be terminated. Such termination shall not be effective until the end of the applicable opt-out period as to any electricity or natural gas aggregation program of the Council under which service is being provided to customers in the Member's community.
- (B) Any Member wishing to withdraw from participation in any Program of the Council shall notify the Council at least ninety (90) days before the end of the applicable opt-out period for the Council's electricity or natural gas program in the manner described in Section 3(C) hereof. A withdrawal from participation in a Council Program is not a withdrawal from Membership as long as the Member continues to participate in at least one Council Program.
- (C) Any notification of withdrawal of a Member from Membership in the Council or from participation in a Council Program must:
 - (i) be given in writing to the Council at least ninety (90) days before the end of the applicable opt out period for the Council's electricity and natural gas programs; and
 - (ii) include a certified copy of duly adopted legislation of the governing body of the withdrawing Member authorizing such withdrawal.
- (D) After withdrawal from membership in the Council, the withdrawing Member may not become a Member again until it has fully complied with the procedures contained in Section 2 hereof.

Section 4. Assembly.

The Assembly shall be the legislative body of the Council. The Assembly shall be composed of the representatives of the Members. Each Member shall have one representative to the Assembly, who: (i) in the case of municipal corporations, shall be the mayor or manager or

an appointee of such officer; or (ii) in the case of counties, townships, or any other political subdivisions under the laws of the State of Ohio, shall be a person of its governing board or an officer chosen by such governing board. All representatives to the Assembly shall serve without compensation.

An Assembly representative may designate another Assembly representative as a proxy at any meeting by delivering (which may be done electronically) to the Chairman of the Council a written designation of that proxy.

- (A) **Officers.** The officers of the Board of Directors shall be the officers of the Council and its Assembly and shall consist of a Chairman, Vice-Chairman, and Treasurer, who each shall be selected pursuant to Section 5 hereof. The Chairman (and in the Chairman's absence, the Vice-Chairman) shall preside at Assembly meetings. If for any reason the offices of the Chairman and Vice-Chairman are vacant, the person serving as Executive Director, if any, shall preside as temporary Chairman until a Chairman is elected by the Board of Directors. If the Council does not have an Executive Director and the offices of the Chairman and Vice-Chairman are vacant, the person serving as Fiscal Agent or their designee shall preside as temporary Chairman until a Chairman is elected by the Board of Directors.
- (B) **Resolutions.** A majority of all representatives to the Assembly (including proxies delivered to the Chairman) shall constitute a quorum to transact business except as otherwise provided in the Agreement or these Bylaws. Each representative (including the Chairman and Vice-Chairman) shall have one vote; provided, however, that when a matter is to be voted upon which is of concern to only one or more but not all Programs of the Council, only representatives of participating Members of those Programs shall be entitled to vote on that matter and only those representatives shall be counted for purposes of determining whether a quorum is present. All legislative action of the Assembly shall be by resolutions entered on its records. Except as otherwise provided in the Agreement, the affirmative vote of at least a majority of all of the representatives to the Assembly eligible to vote on a matter (not counting vacancies) shall be required for the enactment of every resolution. Unless otherwise specifically stated in the resolution, all resolutions shall be effective immediately upon enactment, subject to any authorizations or certifications required by the Ohio Revised Code to be made by the Fiscal Agent or the Members.
- (C) **Meetings.** The Assembly shall meet on a day of each November designated by the Board of Directors and at such other times as may be required by the Chairman or as may be requested, in writing to the Executive Director, by any two (2) or more Directors. Written notice of each meeting shall be served by the Executive Director upon each Assembly representative not less than twenty-four (24) hours preceding the time for the meeting, and shall state the date, time, and place of the meeting and subject or subjects to be considered at the meeting. The requirements of and procedures for notice may be waived in writing by each

representative and any representative shall be deemed conclusively to have waived such notice with respect to a meeting by their attendance at that meeting. At the request of the Chairman and with the approval of a majority of the Directors, the annual meeting of the Assembly may be rescheduled to such other dates as may be so approved by the Board of Directors; provided, however, that actions required by this Agreement to be taken by the Assembly at its annual meeting are taken by the Assembly within thirty (30) days of the scheduled annual meeting date in November.

Pursuant to Ohio Revised Code Section 121.22(F), the Assembly shall by rule, establish a reasonable method whereby any person may determine the time, place, and purpose of its meetings. All meetings of the Assembly shall be open to the public, subject to the exceptions in Ohio Revised Code Section 121.22(G). The Assembly may, but need not, adopt other rules.

(D) Powers and Duties of Assembly.

- (1) At its annual meeting, the Assembly shall review the annual report of the Council, including but not limited to, the financial status of the Council's operation, operation of the Aggregation Programs, and any Additional Program being considered.
- (2) At its annual meeting, the Assembly shall consider, upon submission by the Board of Directors, and thereafter modify, if necessary, and approve the annual appropriations of the Council for the next Fiscal Year based upon the estimate of Aggregation Costs and any Additional Program Costs determined. The Board of Directors shall have the authority to revise the appropriations between Assembly meetings.
- (3) At its annual meeting, the Assembly shall select the Directors for the Board of Directors for the next Fiscal Year in accordance with Section 5 hereof.
- (4) The following matters shall be submitted to the Assembly and are subject to final approval by the Assembly: the annual appropriations of the Council for each Fiscal Year; selection of the Board of Directors; assessment of Aggregation Costs to Members, only if unanimously approved by all impacted Members at a meeting of the Assembly per Exhibit A of the Agreement; and such other matters of the Board of Directors or the Assembly may, from time to time, determine to be matters requiring approval by the Assembly.

Section 5. Board of Directors.

The Board of Directors shall be the policy making body of the Council.

- (A) **Composition.** The Board of Directors shall be composed of at least five (5) Directors which shall include the five (5) Members in the Council featuring the largest populations as measured at the most recent decennial U.S. Census. The Board of Directors also shall be composed of up to one additional Director representing each region of the Council, as designated by the Board, up to, and not to exceed five (5) regions, of Members in the Council, who shall be an Assembly representative and shall be elected by the Assembly representatives of each respective region at the annual meeting of the Assembly, provided that the affirmative vote of at least a majority of the representatives to the Assembly of each such region shall be required to elect any Director of such region. In the event a Member in the Council is one of the five (5) largest populations in the Council and is also the only Member in its region, there shall be no second Director position filled for such region. In the event that each region is represented and one or more Director positions remain to be filled, those Director positions shall be filled by representatives receiving an affirmative vote of at least a majority of the Assembly. In addition, there shall be up to five (5) Directors at-large, elected by the affirmative vote of at least a majority of the representatives to the Assembly. No Member in the Council shall have more than one (1) Director representative.

In no event shall there be more than fifteen (15) Directors.

The Fiscal Agent of the Council may attend all meetings of the Board of Directors but shall not have a vote.

- (B) **Terms of Office.** Assembly representatives elected to serve on the Board of Directors at the first organizational meeting shall serve the following terms of office: Half, or as close as possible to half, of the Directors shall each serve a two-year term and the other half, or as close as possible to half, shall each serve a one-year term. Thereafter, any Assembly representative elected to serve on the Board of Directors shall serve a two (2) year term of office. If the number of Directors is increased (not to exceed six (6) regions in total) as a result of an increase in the number of regions represented by the membership in the Council, then the terms of those additional Directors shall be set by the Board so that half, or as close as possible to half, of the Directors shall be elected every year. There shall be no limit to the number of terms to which a person may be elected or appointed. All Directors (exclusive of ex-officio members) shall serve without compensation.

In the event that a vacancy occurs on the Board of Directors, the remaining Directors shall meet and appoint an Assembly representative to fill the vacancy until the next meeting of the Assembly at which elections of Directors are held.

- (C) **Meetings.** The Board of Directors shall hold regular meetings not less than once per calendar quarter at such times as may be determined by the Board or the Chairman, unless such quarterly Board of Directors meetings are replaced by

meetings of the Assembly. Special meetings shall be held at such other times as may be requested by the Chairman. Written notice of each meeting shall be served by the Executive Director upon each Director not less than twenty-four (24) hours preceding the time for the meeting, and shall state the date, time, and place of the meeting and subject to be considered at the meeting. The requirements of and procedures for notice may be waived in writing by each Director and any Director shall be deemed conclusively to have waived such notice with respect to a meeting by their attendance at that meeting. An organizational meeting of the Board of Directors shall be held after the Agreement Establishing SOPEC is approved by the first three (3) member organizations.

- (D) **Attendance.** Directors are expected to attend Board meetings. Any Director who is absent from three (3) Board meetings without excuse or without providing their proxy during a twelve-month period is subject to removal from the Board. The remaining Directors shall meet and appoint a person to fill the vacated seat until the next meeting of the General Assembly at which elections of Directors are held.
- (E) **Officers.** At its first meeting in each Fiscal Year, the Board of Directors shall convene and organize. The Chairman of the Board shall be elected to serve a one-year term by the Board of Directors from its Directors by majority vote of all its Directors. The Chairman whose term has expired shall preside as temporary Chairman until the Chairman is elected. In the absence of the prior Chairman, the prior Vice-Chairman shall be elected to serve a one (1) year term by the Board of Directors by a majority vote of its Directors.
 - (1) **Chairman.** The Chairman shall preside at all meetings of the Board of Directors and the Assembly. The Chairman's duties shall also include, but not be limited to: preparing agendas for each meeting of the Board of Directors and arranging for distribution of such agendas so that each Director receives an agenda at least seven (7) days in advance of each regularly scheduled Board meeting and as soon as practical before any specially scheduled Board meeting; and presenting an annual report to the Assembly at its annual meeting, or distribution of such report to the Members, concerning the activities and operations of the Council. In the event of a tie on matters subject to a vote of the Board of Directors, the Chairman shall cast the tie-breaking vote.
 - (2) **Vice-Chairman.** In the absence of the Chairman, the Vice-Chairman shall preside at meetings of the Board of Directors and the Assembly. The Vice-Chairman shall succeed to the office of the Chairman, should that office be vacated before the end of a term, and shall assist the Chairman in the discharge of their duties.

- (3) **Treasurer.** The Treasurer shall oversee the financial operations of the Council and shall oversee the Council's Fiscal Agent and Fiscal Officer in connection therewith.
- (4) **Executive Director.** The Executive Director or their designee shall provide written notice to all Directors on the Board of Directors of all meetings of the Board in accordance with paragraph (C) of this Section. Minutes of all meetings of the Board shall be kept by the Executive Director or their designee and distributed to each Director within thirty (30) days following each Board meeting. The Executive Director or their designee shall provide Assembly Members with written notice of all Assembly meetings in accordance with Section 4 hereof. The Executive Director shall perform such other duties as the Chairman may request. If no Executive Director is hired, the above assignments will be performed by the Fiscal Agent. If the Board of Directors decides to hire a chief executive officer for the Council, then this person will be titled the Executive Director. The Board of Directors shall provide a job description for this position.
- (5) **Fiscal Agent.** The Board of Directors shall provide for the employment of a Fiscal Agent either by:
- (a) contracting with a Member; or
 - (b) hiring a person to perform the duties of the Fiscal Agent, who shall be the Fiscal Officer. Separate Fiscal Agents may be hired to handle specific Programs or assigned to the Fiscal Officer if such employee is hired. The Fiscal Agent shall receive and disburse all funds of the Council, prepare all necessary fiscal reports for the Board of Directors and the Assembly, and undertake all other financial transactions necessary to the work of the Council; or
 - (c) designating the Council as its own Fiscal Agent.

The Fiscal Agent of the Council shall obtain and keep in force a fidelity bond, in an amount determined by the Board of Directors and with a surety company approved by the Board of Directors, or, in lieu of a separate fidelity bond, the Board of Directors may direct the Fiscal Agent to continue and keep in force any existing fidelity bond the Fiscal Agent may have which the Board of Directors determines to be adequate. In either case, the Council shall be named as an insured on such bond and the amount thereof shall not be reduced without prior written consent of the Board of Directors.

The Fiscal Agent and the Executive Director may be held by the same person or by two different persons.

(F) **Powers and Duties of the Board of Directors.** The Board of Directors shall have the authority to:

- (1) Consider and approve any purchases of equipment, facilities, or services for the Council, and employment of personnel by the Council; provided that the cost thereof is within the Aggregation Costs approved by the Assembly;
 - (a) Make recommendations to the Assembly concerning any matter relating to the Council and its Programs, including but not limited to:
 - (i) amendments to or modifications of the Agreement and Bylaws;
 - (ii) appropriations of the Council; and
 - (iii) disqualification of Members.
- (2) Direct the Fiscal Agent concerning any disbursements from the Aggregation Fund;
- (3) By affirmative vote of a majority of Directors and upon certification to the Board by the Fiscal Agent that the proposal is within the limits of the Council's resources, amend the budget and appropriations of the Council;
- (4) Approve the inclusion of additional Members into the Council;
- (5) Enter into any and all necessary and incidental contracts to facilitate the aggregation of the retail electric and natural gas loads within the jurisdiction(s) of the Members;
- (6) Approve and authorize any new Program of the Council and the terms and conditions of any Program Agreement, including eligibility of any Member or non-member to participate in any such Program, and costs thereof, if any, under any such Program Agreement;
- (7) Enter into any and all necessary and incidental contracts to carry out all Programs of the Council; and
- (8) Establish one or more standing or Advisory Committees of the Board of Directors.

Section 6. Advisory Committees.

One or more Advisory Committees may be appointed by the Board of Directors to assist the Board of Directors in the management of any Program of the Council. The members of an Advisory Committee shall be appointed by and shall serve at the pleasure of the Board of Directors. Each Advisory Committee shall perform the duties directed by the Board of Directors.

Each Advisory Committee shall elect from its membership a Chairman and Vice-Chairman, who shall each serve for a term of one (1) year or such shorter period of time as the Advisory Committee may be in existence. The Chairman shall preside at all Committee meetings and prepare the agenda for each meeting following consultation with the Executive Director or Board of Directors. In the absence of the Chairman, the Vice-Chairman shall preside at Committee meetings. The Vice-Chairman shall succeed to the office of the Chairman, should it be vacated before the end of a term, and shall assist the Chairman in the discharge of the Chairman's duties.

Each Advisory Committee shall make recommendations to the Board of Directors concerning any matter referred to it by the Board of Directors.

Section 7. Employees and Consultants.

The Board of Directors may employ the Fiscal Agent and the Executive Director for the Council. In addition, the Board of Directors may employ other persons and may contract for the services of independent contractors, consultants, legal counsel, or experts as the Board of Directors deems necessary or appropriate for the proper operation and administration of the Council and its Programs. Any staff employed by the Council shall be determined by the Board of Directors to have the educational background and work experience necessary to discharge the duties assigned to that person by the Board of Directors. The Board of Directors shall establish the salaries, benefits, and work and disciplinary rules for the Council's staff, and shall direct the hiring and discharge of that staff. The Board of Directors of the Council may designate the Executive Director to be responsible for the supervision of the Council's staff. The salaries and independent contractors, consultants, legal counsel, or experts shall be paid either as Aggregation Costs or Additional Program Costs from their respective accounts as determined by the Board of Directors.

Section 8. Equipment and Facilities.

The Council may purchase, lease, or otherwise provide supplies, materials, equipment, and facilities as it deems necessary and appropriate to carry out the Programs of the Council. The Council shall comply, to the extent applicable, with the provisions of the Ohio Revised Code with respect to the procedures for bidding and letting of contracts for the acquisition, repair, or improvement of its facilities, equipment, and supplies. The Fiscal Agent of the Council shall, at the direction of and on behalf of the Board of Directors, enter into all contracts or leases for supplies, materials, equipment, or facilities of the Council.

Section 9. The Aggregation Programs: Additional Programs of the Council.

The Members will act jointly through the Council to establish and implement the Aggregation Programs pursuant to Ohio Revised Code Sections 4928.20 and 4929.26. Each applicable Member has adopted legislation, and approval by the electors of each Member has been or will be obtained, authorizing the Aggregation Program(s). Upon certification of the Members or the Council by the PUCO, as may be applicable, the Council, on behalf of the Members, may affect the aggregation of the retail electric and natural gas loads located within the jurisdictions of the Members. The Council may negotiate and enter into all necessary contracts and take any other necessary and incidental actions to effect and carry out the purposes of the Aggregation Programs for the benefit of the Members and their respective electricity and natural gas consumers.

The Board of Directors shall oversee and manage the operation of the Aggregation Programs and may adopt policies and procedures supplementing the general terms of this Agreement and the Bylaws.

The Board of Directors shall develop a plan of operation and governance for the Aggregation Programs pursuant to Ohio Revised Code Sections 4928.20 and 4929.26 to be adopted by each applicable Member.

The Council may establish, in addition to the Aggregation Programs, such other Additional Programs as the Board of Directors may approve. Each Additional Program shall be established by an Additional Program Agreement among the Members or non-members of the Council whose governing bodies have determined to participate in the Additional Program and have approved an Additional Program Agreement. Each Additional Program Agreement shall be reviewed and approved by the Board of Directors prior to execution by any Member or non-member.

Each Additional Program Agreement shall include but not be limited to provisions that:

- (A) Direct the Board of Directors concerning the management of the Additional Program and define matters which must be submitted to the participating Members for decision;
- (B) Establish procedures for budgeting Additional Program Costs and apportioning Additional Program Costs among the participating Members and non-members;
- (C) Establish one or more funds into which all monetary contributions for Additional Program Costs shall be deposited;
- (D) Determine the method and timing of inclusion of additional participating Members and non-members;

- (E) If determined to be necessary or desirable, appoint a Fiscal Agent for the Additional Program different from the Fiscal Agent for the Council; and
- (F) Determine the disposition, upon termination of the Additional Program, of any supplies, equipment, facilities, or moneys held in connection with the operation of the Additional Program.

Section 10. Conduct of Meetings.

All meetings provided for in these Bylaws shall be conducted in accordance with the latest edition of Robert's Rules of Order, Revised unless otherwise directed by these Bylaws or by resolution of the Assembly, the Board of Directors, or any Advisory Committee with respect to the meetings of each of those bodies. The Chairman of each of those bodies shall be the parliamentary procedure officer and their decisions with respect to matters of parliamentary procedure shall be final. If permitted by Ohio law, all meetings provided for in these Bylaws may be conducted electronically.

Section 11. Amendment to Agreement or Bylaws.

The Agreement may be modified, amended, or supplemented in any respect not prohibited by law upon the approval of the modification, amendment, or supplement by the representatives of at least two-thirds (2/3) of the Members; and the amendment, modification, or supplement shall thereupon become binding upon all Members.

These Bylaws may be modified, amended, or supplemented in any respect upon approval of the modification, amendment or supplement by at least two-thirds (2/3) of the Members' representatives, and the approved amendment, modification, or supplement shall only thereupon become binding upon all Members.

Section 12. Termination of the Agreement.

In the event that the governing bodies of eighty percent (80%) of the Members, by duly adopted legislation, determine that the Agreement shall be terminated, the Board of Directors shall meet within thirty (30) days following its receipt of certified copies of the legislation. At that meeting, the Board of Directors shall determine the date upon which the Agreement and the activities and operations of the Council shall terminate and make recommendations to the Assembly with respect to any matter which must be resolved in connection with the termination of the Council and which is not addressed by the Agreement, the Bylaws, or any Program Agreement.

Upon termination of the Agreement, any Additional Program Agreement shall automatically terminate. After payment of all known obligations of the Council in connection with each Additional Program, any surplus remaining in any Additional Program fund shall be distributed among the participating Members in the manner provided in the Additional Program Agreement. After payment of all known obligations of the Council, any surplus remaining in the Aggregation Fund shall be distributed among the Members participating in the Aggregation

Programs proportionally based on the number of electric and natural gas accounts enrolled in the Aggregation Programs prior to the date upon which the Board of Directors determines that the Agreement and activities and operations of the Council shall terminate in accordance with this Section 12.

No Member shall be required, by or under the Agreement or the Bylaws herein, by an amendment or otherwise, to pay any sum upon termination hereof, unless it shall have expressly agreed thereto.

Section 13. Initial Operation of the Council.

In the first Fiscal Year of the Council's operation, actions required by these Bylaws to be taken at the annual meeting of the Assembly or the first meeting of the Board of Directors shall be taken as soon as practical upon the establishment of the Council.

ADOPTED this 27th day of October, 2014.

AMENDED January 22, 2015.

AMENDED January 23, 2018.

AMENDED June 27, 2018.

AMENDED February 18, 2021.

AMENDED November 17, 2022.

AMENDED July 20, 2023.

SOUTHEAST OHIO PUBLIC ENERGY COUNCIL
(DBA SUSTAINABLE OHIO PUBLIC ENERGY COUNCIL)



The City of Oxford
(513) 524-5200
15 S. College Ave.
Oxford, OH 45056

STAFF REPORT

ORIGINATING DEPARTMENT:	City Manager
PREPARED BY:	Reena Murphy
DATE PREPARED:	6/10/2025
COUNCIL MEETING DATE:	June 17, 2025
AGENDA TITLE:	A Resolution Approving The Plan Of Operation And Governance For The Sustainable Ohio Public Energy Council (“SOPEC”) Electric Aggregation Program, And For The Purpose Of Jointly Establishing And Implementing An Electric Aggregation Program. (Jessica Greene, Assistant City Manager)
COUNCIL GOAL AREA:	A Sustainable Oxford
BUDGETED AMOUNT:	
ACCOUNT CODE:	
RECOMMENDATION:	Approval
CITY MANAGER/DEPT HEAD APPROVAL:	JG DRE

DISCUSSION:

One of City Council goals this year is to “Explore Sustainable Ohio Public Energy Council (SOPEC) membership, if found viable, join SOPEC by March 2025”.

Upon review, staff and the Environmental Commission recommend that Oxford join and aggregate with SOPEC.

SOPEC is a council of governments and membership is free to the City. Membership would provide Oxford with annual community grants (ballpark estimate of \$17-18k), opportunities to collaborate with other municipalities for federal grant applications, legal assistance for energy projects (i.e. counsel regarding purchase power agreements), and a vote on the council of governments.

SOPEC membership would also require Oxford to utilize their aggregation program and aggregate with AEP energy. SOPEC and AEP Energy’s Government Aggregation Master Retail Electric Supply Agreement requires AEP Energy to provide SOPEC with three market representative price quotes when providing new pricing for member communities to ensure transparency and competitiveness. SOPEC also

has negotiated full transparency from AEP Energy on price components.

Key differences between Oxford's current broker and SOPEC include

Current Broker	SOPEC
• Private broker • Some focus on sustainability • Admin fee: 0.001 \$/kWh (~\$0.89 per month) • Coordinates quotes from suppliers • No grant opportunities • No legal assistance	• Council of Governments • Clear mission of sustainability / clean energy • Admin fee: 0.002 \$/kWh (~\$1.78 per month) • Must aggregate with their supplier (non-compete clause) ○ 3 market representative price quotes provided to ensure competitiveness • Annual Community Grants (guaranteed) and collaborative grant applications with other cities (i.e EV Charging) • Legal assistance

While SOPEC does have a higher administrative fee (~\$11 a year higher for the average customer), participants should still experience savings when compared to Duke's Standard Service Offer. The average customer in Oxford's aggregation program has experienced annual savings over the past 3 years, as detailed below. Thus, even with an increased administrative fee (~\$11), participants should still experience significant savings.

Customer Type	2022	2023	2024
Residential	124	318	141
Non-Residential	329	744	526

Furthermore, SOPEC and Oxford share a long-term goal to support renewable energy generation in the state and region to strengthen the resilience of our regional grid.

RESOLUTION NO.

A RESOLUTION APPROVING THE PLAN OF OPERATION AND GOVERNANCE FOR THE SUSTAINABLE OHIO PUBLIC ENERGY COUNCIL (“SOPEC”) ELECTRIC AGGREGATION PROGRAM, AND FOR THE PURPOSE OF JOINTLY ESTABLISHING AND IMPLEMENTING AN ELECTRIC AGGREGATION PROGRAM.

WHEREAS, this City Council of Oxford, Ohio (the “City”) previously enacted legislation authorizing the City to establish an opt-out electric aggregation program pursuant to Section 4928.20, Ohio Revised Code (the “Electric Aggregation Program”), for the residents, businesses, and other electric consumers located within the City, and for that purpose, to act jointly with other village, city, township, municipal corporation, county, or other political subdivision of the State of Ohio, as permitted by law; and

WHEREAS, by joining the Southeast Ohio Public Energy Council (dba Sustainable Ohio Public Energy Council) (“SOPEC”), the City will be able to act jointly with other member political subdivisions and thereby maximize the potential benefits of electric deregulation through group purchasing efforts; and

WHEREAS, this City Council, pursuant to Section 4928.20, Ohio Revised Code, has held two (2) public hearings on the Plan of Operation and Governance (the “Plan”) for the SOPEC Electric Aggregation Program; and

WHEREAS, for the immediate preservation of the public peace, property, health, and safety, and for the further reason that this Ordinance is required to be immediately effective in order to maximize the potential benefit through the Electric Aggregation Program, it is necessary that this Ordinance take effect at the earliest possible date.

THE COUNCIL OF THE CITY OF OXFORD, OHIO, HEREBY RESOLVES THAT:

SECTION 1. This City Council hereby approves and adopts the Plan of Operation and Governance of the SOPEC Electric Aggregation Program in the form presented to this City Council and on file with the Clerk.

SECTION 2. It is found and determined that all formal actions of this City Council concerning and relating to the passage of this Ordinance were adopted in open meetings of this City Council, and that all deliberations of this City Council and of any of its committees that resulted in such formal action, were in meetings open to the public, in compliance with all legal requirements including the City’s Codified Ordinances and Section 121.22 of the Ohio Revised Code.

SECTION 3: This resolution shall take effect at the earliest date and time allowed by law.

MAYOR

ADOPTED:

ATTEST:

CLERK OF OXFORD CITY COUNCIL
INTRODUCED BY: JASON BRACKEN
PREPARED BY: LAW (STAFF)

SOPEC

Sustainable Ohio Public Energy Council



**Southeast Ohio Public Energy Council
(DBA Sustainable Ohio Public Energy Council)**

Electric Plan of Operation & Governance

For Member Communities

02/18/2021

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I. Introduction

This Plan of Operation and Governance (the “Plan”) has been prepared by the Southeast Ohio Public Energy Council (DBA Sustainable Ohio Public Energy Council) (“SOPEC”) on the behalf of its current members and any future members that may join SOPEC’s governmental aggregation of electric customers (the “Aggregation Program”). The Plan contains information on the structure, governance, operations, management, funding, and policies of the Aggregation Program to be utilized for participating customers in member communities.

On November 5, 2013, the voters of Athens City and Athens County approved ballot measures that authorized governmental electrical aggregation. The City has agreed to be part of the County aggregation program as permitted under Ohio Revised Code (“R.C.”) 4928.20(A), which allows for the creation of an “opt-out” aggregation program. Subsequently, additional member communities chose to join SOPEC’s Aggregation Program. Under SOPEC’s Opt-Out Aggregation Program (defined below), electric residential and non-mercantile commercial customers located in member communities are included in the Opt-Out Aggregation Program unless they explicitly opt-out.

To comply with the Public Utilities Commission of Ohio’s (“PUCO”) regulations, SOPEC members joined together to form an “aggregation council”, which filed an application for certification as a government aggregator with the PUCO. The following Plan, which SOPEC member communities developed, has also been filed with the PUCO. The Plan was adopted after public hearings were held in accordance with R.C. 4928.20(C), and modified by the SOPEC members.

II. Description and Objectives of the Aggregation Program: Endorsement Program

This Plan includes details related to operations of the collaborations between SOPEC members, the procurement of energy supply, and the expectations of members for Suppliers (defined below). This Plan includes all information necessary for the certification of SOPEC by the PUCO as a governmental aggregator under R.C. 4928.20.

The Aggregation Program contains two types of aggregations, an “Opt-Out Aggregation Program” and an “Opt-In Aggregation Program”. Under the Opt-Out Aggregation Program, participation is voluntary for each individual customer in a member community. Individual customers will be notified of their inclusion in the Opt-Out Aggregation Program and will have the opportunity to decline service. The customers may choose any electric supplier they wish at the outset of the program and at least every three years thereafter. New member communities also shall have the opportunity to join SOPEC’s Opt-Out Aggregation Program.

Under the Opt-In Aggregation Program, SOPEC offers customers who live in SOPEC member communities the ability to join the Opt-In Aggregation Program upon their affirmative consent. Customers who want to participate in SOPEC’s Opt-In Aggregation Program can contact the Supplier to enroll. Supplier and SOPEC also may contact individuals in SOPEC member communities regarding opt-in opportunities.

SOPEC and Supplier may offer customers more than one product during the Opt-Out Aggregation process and also during the Opt-In Aggregation process. SOPEC also may endorse any competitive retail electric service supplier to offer within SOPEC’s member communities products that are not included in the Aggregation Program, or sponsor other

programs (including endorsement programs) pursuant to one or more program agreements with any SOPEC member(s) or non-member(s) as may be authorized by the SOPEC Board of Directors (“Endorsement Program(s)”).

III. Goals of the Aggregation Program

The specific goals of the Aggregation Program are as follows:

1. To pursue reasonably priced energy supply through the bargaining power of pooled customer aggregation purchases;
2. To ensure maximum investment of energy generation dollars in local projects and energy options;
3. To secure clean and sustainable energy sources as significant portions of community energy supply if selected by member communities;
4. To include in generation supply purchases investments in local energy efficiency investments;
5. To provide, on a non-discriminatory basis, an option for aggregation of all customers who qualify under the PUCO’s rules and who SOPEC and its Supplier have elected to serve;
6. To allow the eligible customers who do not wish to participate to opt-out of the Opt-Out Aggregation Program;
7. To allow customers in member communities to opt-in to an Opt-In Aggregation Program upon providing affirmative consent
8. To ensure that Suppliers provide quality, reliable service and customer service;
9. To utilize and encourage renewable energy development if and to the extent practicable through contract provisions and voluntary programs;
10. To include, to the extent possible, government accounts into the aggregation;
11. To advance community economic and energy development goals; and
12. To utilize local government powers and authorities to achieve these goals.

The Aggregation Program involves the acquisition of competitive retail power supply. Distribution services (metering, billing, maintenance of the transmission and distribution system) will continue as a function of the local utility; but SOPEC may request Supplier(s) to take on billing responsibilities for customers participating in energy efficiency or distributed generation programs implemented by Supplier(s). The local utility will continue to own, furnish, install, calibrate, test, and maintain all meters and associated equipment used for customer billing and retail energy settlement purposes. The local utility shall be the “provider of last resort” for customers not participating in the Aggregation Program who have not elected to take service from another competitive supplier.

SOPEC will not assume title to electric generation. It will not buy and resell electric generation to the participants of the program. Instead, SOPEC will negotiate a contract with Supplier(s) to provide electric supply to the members of the aggregation program. Billing and scheduling of electric loads shall be handled by the Supplier or local utility.

IV. Rates

Under PUCO orders, the local distribution company assigns the customer classification and corresponding character of service and associated regulated rates. These rates include a monthly customer charge, a distribution charge, a transmission charge, and an access charge. Although SOPEC may participate in regulatory proceedings and represent the interests of customers regarding these regulated rates, it will not assign or alter existing customer classifications without the approval of the PUCO.

The focus of the Aggregation Program, as noted above, will be acquisition of competitive prices and terms for power supply. The prices will be set through a competitive request for proposals and contract and negotiation process, and will be indicated on customers' bills as the "generation charge." Ohio law requires that a government aggregator separately price competitive retail electric services and that the prices be itemized on the bill of a customer or otherwise disclosed to the customer. The generation charge for each customer class, or any customer grouping by load factor or other appropriate pricing category, is expected to be lower than the utility's standard offer generation charge. All Supplier charges to the customer will be fully and prominently disclosed under the notification process, which is discussed further below.

V. Steps for Communities during the Aggregation Program Process

The process of establishing government aggregation involves a multi-step public process undertaken by the member communities or jointly through SOPEC on their behalf. The steps to authorize opt-out and opt-in aggregations are the same, except where noted below:

1. SOPEC shall develop and issue Request for Proposals ("RFPs") that incorporate and address all of the goals expressed in this Plan;
2. Competitive retail electric suppliers ("Supplier(s)") will respond to RFPs; SOPEC and its agents will engage in direct negotiations with Suppliers;
3. SOPEC shall select Supplier(s) and execute one or more supply contracts with Supplier(s);
4. The local distribution utility for each member community shall supply its electronic list of eligible customers for those communities;
5. For Opt-Out Aggregation only:
 - a) Supplier(s) will acquire an electronic list of eligible customers in member communities from the local distribution utility (this information must include applicable meter numbers and other appropriate codes);
 - b) SOPEC and selected Supplier(s) will notify customers of the opt-out process via U.S. mail utilizing the electronic customer list of addresses;
 - c) SOPEC Supplier(s) will revise the electronic customer list to remove responding opt-out customers from the list;
 - d) Supplier(s) will transmit the revised electronic customer list back to the distribution utility for customer transfer;

- e) The distribution utility will complete the administrative transfer of participating customers (via revised electronic list) to SOPEC Supplier(s); and
 - f) Participating customers on all billing cycles will be enrolled with the selected Supplier with the beginning of a new billing cycle.
6. For the Opt-In Aggregation Program only:
 - a) SOPEC and Supplier will market and solicit customers within the SOPEC member communities;
 - b) Supplier will enroll customers in the Opt-In Aggregation Program by obtaining their affirmative consent directly (in person, by mail or facsimile), telephonically or electronically in accordance with the PUCO's rules and the applicable electric distribution utility's tariff.
 7. The appropriate distribution utility for each member community will complete the administrative transfer of participating customers to the Supplier;
 8. SOPEC's Supplier will ensure the firm delivery of electric supply based on the terms and conditions of the supply contract with SOPEC;
 9. SOPEC and legal and technical advisors will monitor contract for compliance; and
 10. SOPEC will act to protect the interests of member communities.

VI. Participation in the Aggregation Program; Endorsement Program

Opt-Out Aggregation. For purposes of an Opt-Out Aggregation Program, an "eligible customer" constitutes a customer eligible under utility or PUCO rules and which SOPEC and its Supplier have elected to serve. Customers that shall not be included in the Opt-Out Aggregation Program pursuant to utility or PUCO rules include the following:

- A customer located in the certified territory of a non-profit electric supplier;
- A customer served by transmission or distribution facilities of a municipal electric utility;
- A customer that affirmatively chooses to be included on the PUCO's "do not aggregate" list;
- A "mercantile customer" (defined as a commercial or industrial customer that consumes more than seven hundred thousand kilowatt hours per year or is part of a national account involving multiple facilities in one or more states) that fails to affirmatively elect to participate in an aggregation program;
- A customer already in contract with another competitive retail electric service supplier;
- A customer that has opted out of the governmental aggregation program;

- A customer enrolled in the percentage of income payment plan (“PIPP”);
- A customer that has a special arrangement with the distribution utility; and
- A customer not located within the boundaries of the governmental aggregator’s member communities.

Eligible customers shall be notified of the Opt-Out Aggregation Program and terms and conditions of participation prior to initiation of services and be provided an opportunity to “opt-out” at no cost during a 21-day period specified in the terms and conditions of the supply contract(s). Customers may be offered a program electric supply product and one or more optional supply products through the opt-out notice. If options are provided, the customer may decline all products by opting-out of the Opt-Out Aggregation Program. Customers that do not choose to opt-out will be automatically enrolled in the program product, unless they make arrangements with the Supplier, as specified in the opt-out notice, to take one of the optional supply products.

During this 21-day opt-out period customers also may choose another competing supplier, or receive service from their local distribution company. Participating customers will be given the opportunity at least every three years after the initiation of service to opt-out of the Opt-Out Aggregation Program without interruption of their current service, or payment of a penalty or switching fee. In addition, participating customers can leave the Opt-Out Aggregation Program at any time without being subject to early termination fees. These participating customers can leave the Opt-Out Aggregation Program early in accordance with the terms and conditions of their supply contracts.

Customers who move to a SOPEC member community (including those who move from another SOPEC member community), and are considered by the distribution utility to be new electric customers, may participate in the Opt-Out Aggregation Program at the existing price and terms offered for that customer class, or other terms specified under the supply contract(s). Such new electric customers can also choose to opt-out of the Opt-Out Aggregation Program at no charge during the initial 21-day period after the postmark date on the opt-out notice and at subsequent opt-out periods of at least every three years.

Opt-In Aggregation. Supplier(s) and SOPEC may contact customers in SOPEC member communities regarding the opportunity to participate in the Opt-In Aggregation Program, or customers may contact the Supplier(s) regarding such opportunities. Supplier(s), with SOPEC’s consent, will determine the terms and conditions of service, as well as the customers’ rates, subject to written policies mutually agreed upon by the SOPEC and Supplier(s). For purposes of the Opt-In Aggregation Program, customers are enrolled by obtaining their affirmative consent directly (in person, by mail or facsimile), telephonically or electronically in accordance with the PUCO’s rules and the electric distribution utility’s tariff. Participating customers who terminate their contracts with the supplier prior to their contracts’ expiration may be subject to an early termination fee which will be described in their supply contract, if applicable.

Endorsement Program. SOPEC also may initiate an Endorsement Program whereby it may endorse any competitive retail electric service supplier to offer within SOPEC’s member

communities or otherwise to a SOPEC Member or non-Member products that are not included in the Aggregation Program.

VII. Notification of Opt-Out Aggregation Program Customers

Prior to initiation of Opt-Out Aggregation Program service, all opt-out eligible customers shall be notified of the opt-out terms. The process of notification shall be as follows:

1. A separate mailing
2. Newspaper notices
3. Public service announcements
4. Posting of prominent notice in the local government office building in each member community

Prior to enrollment in the Opt-Out Aggregation Program, notification shall be mailed in a timely manner for receipt by customers prior to their start of service day. The opt-out period is 21 days. The notification shall include the following elements:

1. A summary of all actions taken by SOPEC to authorize the Aggregation Program;
2. A description of the services offered by the Opt-Out Aggregation Program
3. A statement informing customers of their right to opt-out of the Opt-Out Aggregation Program at least every three years, without interruption of their current service, or payment of a penalty or switching fee;
4. A statement indicating that any customer returning to the distribution utility after commencement of the Opt-Out Aggregation Program may pay the market price for power;
5. A statement informing customers that returning to the distribution utility may not result in that customer being served under the same rates, terms, and conditions as other customers served by the distribution utility;
6. An itemized list and explanation of all fees and charges not incorporated in the base Opt-Out Aggregation Program rates but that will be charged for participation in the Opt-Out Aggregation Program if any;
7. Disclosure of the dates covered by the Opt-Out Aggregation Program, including the estimated start date;
8. Disclosure of any credit and/or deposit requirements;
9. Disclosure of any limitations or conditions on customer acceptance into the Opt-Out Aggregation Program;
10. If applicable, inform customers whether SOPEC elected in the best interest of the Aggregation Program not to receive standby service from the electric utility under an approved electric security plan, and inform customers that non-standard service offer rates and conditions may apply if the customer returns to the electric utility after the opt-out period;

11. A description of the opt-out process and statement that the opt-out period will last for 21 days from the date of the postmark on the written notice;
12. A customer-friendly opt-out form (e.g., a postcard) to return to SOPEC or Supplier indicating whether the customer has opted out of the Opt-Out Aggregation Program.
13. A toll free phone number that customers can call to opt-out of the Opt-Out Aggregation Program.
14. Inform customers that they must return the completed opt-out form to the Supplier(s) or contact the Supplier(s) via telephone within the 21-day opt-out period to opt-out.
15. Inform customers that they shall be automatically included in the Opt-Out Aggregation Program if they do not return the opt-out form or do not call the Supplier within the 21-day opt-out period.
16. Inform customers in the terms and conditions of their supply contracts that SOPEC will not charge any early termination fees.
17. All charges to be made and a comparison of the primary terms of SOPEC's selected contract compared to the Standard Offer; and
18. Information about eligible energy efficiency and distributed energy customer options.

Customers that do not return the opt-out form within 21 days or do not call the Supplier within the 21-day opt-out period to opt-out shall be automatically included in the Opt-Out Aggregation Program.

Eligible customers who relocate to a SOPEC member community shall be included in the Opt-Out Aggregation Program, subject to their opportunity to opt-out. The selected Supplier(s) shall provide standard opt-out notification materials to customers who have relocated to member communities, or customers who otherwise are eligible to join the Opt-Out Aggregation Program. The new customer may participate in the Opt-Out Aggregation Program at the existing price and terms offered for that customer class. Any such new or otherwise eligible electric customer can also choose to opt-out of the Opt-Out Aggregation Program at no charge during the opt-out period. At least every three years, customers may be permitted to opt-out of the Opt-Out Aggregation Program at no fee.

Consistent with the requirements of Ohio law and the regulations of the PUCO, termination of service may take place for non-payment of bills. Customers whose power supply is terminated by a selected Supplier will receive electric supply from their local distribution company. Customers may be considered for re-enrollment in the Opt-Out Aggregation Program once they have met the requirements of law and are current on bill payment.

VIII. The City of Athens, Ohio Carbon Fee

Pursuant to the #3 Advisory Election of Athens City on May 8, 2018 ("Advisory Election"), the voters of the City of Athens, Ohio granted SOPEC the authority to charge a 2 mills retail carbon fee for each kilowatt hour of electric consumption used by SOPEC retail electric customers in the City of Athens, Ohio (such fee, the "Carbon Fee"). The Advisory Election also authorized SOPEC to use all Carbon Fee revenues to fund local public solar projects. All

SOPEC retail electric customers within the City of Athens shall automatically pay the Carbon Fee, except for those customers who elect to opt out of payment of the Carbon Fee. SOPEC's supplier shall collect the Carbon Fee from participating customers enrolled in the Program in the jurisdiction of the City of Athens who have not elected to opt out of the Carbon Fee.

All Carbon Fee revenues shall be used for the purposes of promoting and supporting local solar projects. SOPEC, in its sole discretion, shall determine how the Carbon Fee revenues shall be distributed to proposed local solar projects.

IX. Customer Service

Regarding all issues of customer protection (including provisions relating to slamming and blocking), SOPEC will ensure that the selected Supplier comply all statutes, rules and regulations currently in place and as may be amended from time to time. SOPEC will provide on-going customer education in member communities through public service announcements, posting of information, media press releases, advertising, and direct mailing depending on the subject and appropriate venue. SOPEC will also assist member communities with all required notifications, information, and public hearings.

SOPEC will ensure that customers are provided with adequate, accurate and understandable pricing and terms and conditions of service, including any fees, opt-out opportunities, including the conditions under which a customer may rescind a contract without penalty.

Supplier shall utilize the billing services of the local distribution company to render timely billings to each participating customer; except where bills will be directly managed by the Supplier for the purposes of providing energy efficiency, distributed generation or other options as specified under contract.

All bills shall comply with PUCO rules, regulations, and requirements regarding the essential components and formats. Credit and collection processes concerning billing will remain the sole responsibility of the selected Supplier and the local distribution company as provided by state law. Under no circumstances shall SOPEC have any responsibility for payment of any bills.

Unless otherwise specified in customers' supply contracts, all billing shall be based on the meter readings generated by meters of the distribution company at the customer's facilities. Customer bills shall be rendered monthly. Customers are required to remit and comply with the payment terms of the distribution company and/or the Supplier. Billing may take place through the distribution company at the Supplier's option. In the event that necessary billing data is not received from the distribution company in time to prepare monthly bills, the Supplier reserves the right to issue a bill based on an estimate of the participating customer's usage for that billing period. Any over-charge or under-charge will be accounted for in the next billing period for which actual meter data is available.

X. Customer Protections

The following customer protection provisions are anticipated to be contained in customers' contracts with the Supplier(s):

1. Title to and risk of loss with respect to the electric energy will transfer from the Supplier to participating customers at the Point-of-Sale, which is the customer's side of the meter.

2. Energy delivered pursuant to the customer's supply contract will begin on the first meter reading date following the scheduled initiation of service date for each rate class or customer group, or individual customer as described in the customer supply contract, or as soon as necessary arrangements can be made with the distribution company thereafter and will end on the last meter reading date prior to the expiration date. The Supplier has the right to request a "special" meter reading by the distribution company to initiate energy delivery and agrees to accept all costs (if any) for such meter reading. The participating customer also has such a right, and similarly would bear the costs (if any) of such special meter reading.
3. Recognizing that electricity provided under the customer's supply contract shall be ultimately delivered by the distribution company, to the extent permitted by law, the Supplier shall not be liable for any damage to a participating customer's equipment or facilities, or any economic losses, resulting directly or indirectly from any service interruption, power outage, voltage or amperage fluctuations, discontinuance of service, reversal of service, irregular service or similar problems beyond the Supplier's reasonable control. To the extent permitted by law, except as expressly stated in the supply contract, the Supplier will make no representation or warranty, express or implied (including warranty of merchantability or of fitness for a particular purpose), with respect to the provision of services and electric energy.
4. Given the increasing interest in and need for high levels of reliability, the supply contract will help assure that participating customers in SOPEC member communities receive power supply with reliability equal to that of native load customers for the distribution company. The Supplier is providing generation and, unless provided by the utility, transmission services, and participating customers must rely upon the distribution company for regional transmission, and local transmission and distribution services for ultimate delivery of electricity where reliability problems occur. However, within the scope of electric energy supplier obligations, the Supplier shall take or adopt all reasonable steps or measures to avoid any unnecessary outages, service interruptions, capacity shortages, curtailments of power supply, voltage reductions, and any other interference or disruption of electric supply to Point-of-Delivery, and shall give the highest priority of supply to the electricity made available under the customer's supply contract consistent with the requirements of law and equivalent to network service available to native load customers.

XI. Customer Complaints

It is important that customer complaints be directed to the proper party. The selected Supplier shall ensure that each participating customer receives a printed copy of a toll-free number to call regarding service problems or billing questions. The Supplier shall refer reliability, line repair, or service interruption, and billing issues to the local distribution company. The Supplier(s) shall handle all complaints in accordance with applicable laws and regulations. Problems regarding the selected Supplier can be directed to SOPEC or the PUCO. SOPEC will continue to monitor the selected Supplier for compliance with customer protection provisions in the customer's contract with Supplier and timely resolution of customer problems. Problems regarding the selected Supplier(s) can be directed to SOPEC or the PUCO. Customers may

contact the Public Utilities Commission of Ohio for assistance at 1-800-686-7826 (toll free) or for TTY at 1-800-686-1570 (toll free) from 8:00 a.m. to 5:00 p.m. weekdays, or at. The Office of the Ohio Consumers' Counsel ("OCC") represents residential utility customers in matters before the PUCO. The OCC can be contacted at 1-877-742-5622 (toll free) from 8:00 a.m. to 5:00 p.m. weekdays, or at. SOPEC can be contacted at or 740-597-7955.

At the request of SOPEC, the selected Supplier(s) shall provide a periodic summary of the number and types of customer service issues and complaints that arose to date, and the status of resolution of those issues and complaints. If such reports indicate problem in the selected Supplier's service, SOPEC will pursue timely remedial action or consider the Supplier in breach of its supply contract with SOPEC.

XII. Termination of Participation in the Opt-Out Aggregation Program

The Opt-Out Aggregation Program may be terminated for participating customers in two ways:

1. Upon the termination or expiration of the power supply contract for all member communities without any extension, renewal, or subsequent supply contract being negotiated; or
2. At the decision of an individual member community to cancel its membership in SOPEC.

In the event of termination of the Opt-Out Aggregation Program, each customer receiving power supply services under the Opt-Out Aggregation Program will receive notification of termination of the program ninety days before termination. SOPEC shall utilize appropriate processes for entering, modifying, enforcing, and terminating agreements pertinent to the Opt-Out Aggregation Program consistent with the requirements of local ordinances or resolutions, state and federal law.

XIII. Termination of Participation in the Opt-In Aggregation Program

Termination of the Opt-In Aggregation Program will be governed by the terms of individual opt-in customers' supply contracts. An individual Opt-In Aggregation Program customer who chooses to terminate participation in the Aggregation Program before the expiration of the customer's supply contract(s) may be required to pay an early termination fee, if applicable. Any obligation to pay an early termination fee, if any, will be made a part of the customer supply contract(s). Opt-In Aggregation Program Customers who move from a member community will have no penalties or early termination fees.

XIV. Organizational Structure

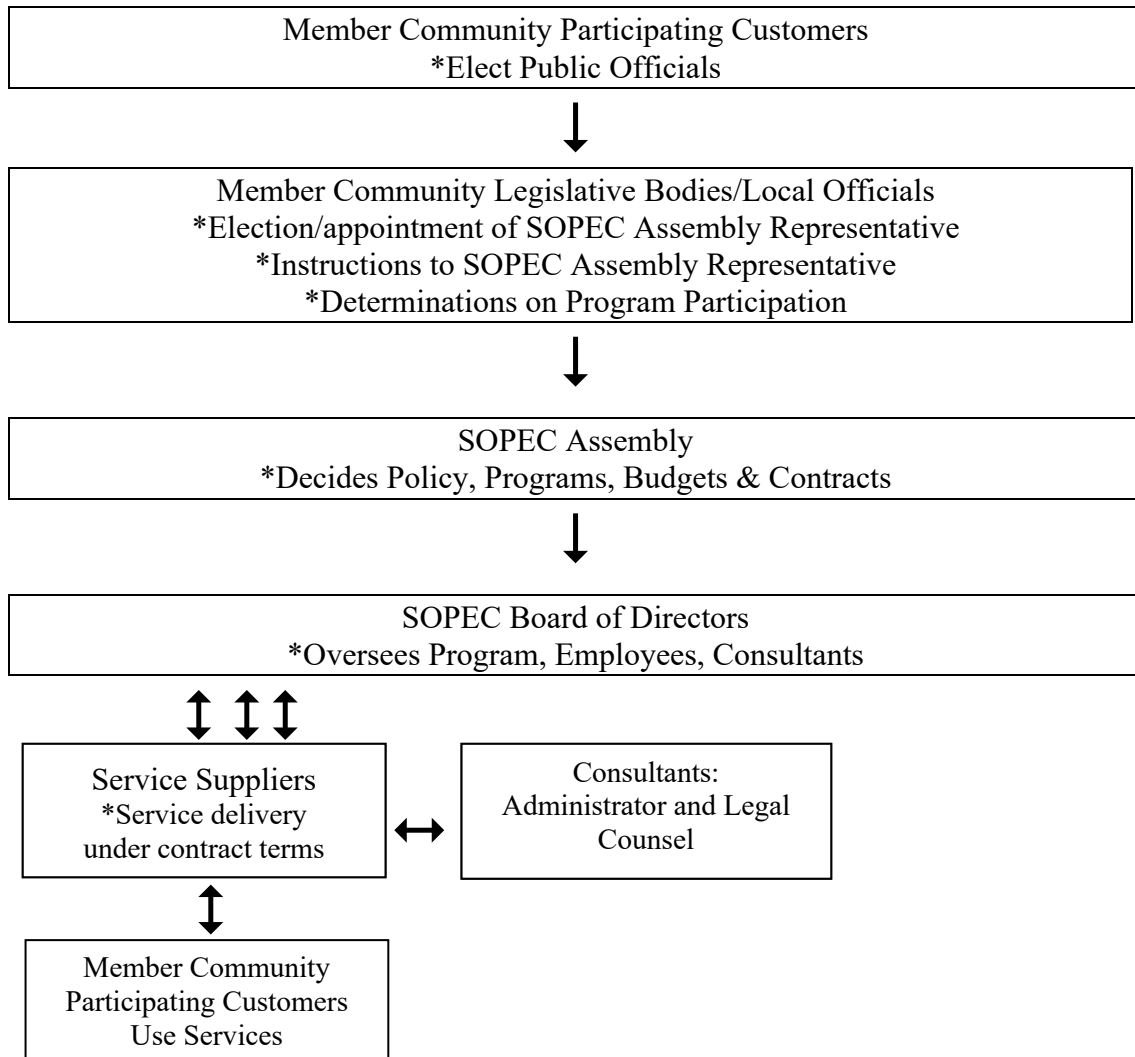
Each SOPEC member community shall have one representative in the SOPEC Assembly; which will serve as the legislative body for the organization. Members shall elect a Board of Directors. The Board of Directors of SOPEC shall oversee the implementation and operation of the Aggregation Program consistent with the provisions of the R.C. 4928.20 and the Bylaws of the SOPEC organization.

SOPEC shall act as agent for member communities to establish the Aggregation Program in accordance with law and to provide managerial, technical, and financial resources to acquire service and other guarantees sufficient to protect customers and the electric distribution utility. SOPEC may contract with service providers to achieve this purpose.

Outline of Structure:

1. Community Citizens: Customers can influence the program through elections that put in place officials that will appoint and control the assembly members.
2. Member Communities Legislative Bodies/Local Officials: Local officials may act on program and policy issues. They may individually choose to participate in additional programs of SOPEC, or terminate the community's participation in SOPEC. They may also raise issues directed to them by customers for the SOPEC Assembly and Board to address.
3. SOPEC Assembly: This is the legislative body of the organization, reviews its policies and contracts, and votes in the Board of Directors.
4. SOPEC Board of Directors: The Board of Directors shall manage the day-to-day operations of SOPEC, and may appoint agents and contract for services, and shall keep the Assembly informed of such actions.
5. Service Suppliers: Suppliers will contract with SOPEC to provide retail electric supply, energy efficiency, and local energy as part of contracts; and will report to SOPEC in carrying out these responsibilities.
6. Member Community Participating Customers: Participating customers in member communities will benefit from the professional representation and consumer protections provided under the negotiated service contracts. Individual customers may opt-out of participation and may also bring issues before their local legislative body.

***SOPEC Member Electric Aggregation Program
Organizational Structure***



XV. Certification

No governmental aggregator shall send an opt-out disclosure notice to potential customers of an aggregation prior to the governmental aggregator being certified by the commission. The certification of governmental aggregators is governed by Chapter 4901:1-21-16 of the Ohio Administrative Code (“O.A.C.”) and R.C 4928.20. R.C. 4928.20 allows municipalities, townships, and counties to join together and combine their resources for development and implementation of an electric aggregation program.

XVI. Aggregation Program Funding

SOPEC offers member communities the opportunity to gain market leverage, share resources, and reduce administrative and other costs for developing, implementing and providing oversight for the Aggregation Program. Funding for these activities is anticipated to be provided by the selected Supplier(s) with an appropriate kilowatt hour charge to all participating customers to cover costs of the program. Such funds will be collected by the Supplier and paid to SOPEC. In the event additional funding for SOPEC is required, each SOPEC member may be assessed an annual fee pursuant to the agreement establishing SOPEC. The funding will be utilized for all Aggregation Program Operations.

XVII. Modification of SOPEC’s Plan

All material modifications to the SOPEC Plan shall be approved by majority vote of the SOPEC Board of Directors and ratified by a majority vote of the SOPEC General Assembly. By adopting this Plan, SOPEC member communities agree that future modifications to the Plan resulting from changes in law or regulations may be made automatically by SOPEC without further action of the SOPEC members or General Assembly.

As adopted 10/27/2014
As amended 09/29/2017
As amended 01/23/2018
As amended 02/18/2021



The City of Oxford
(513) 524-5200
15 S. College Ave.
Oxford, OH 45056

STAFF REPORT

ORIGINATING DEPARTMENT:	City Manager
PREPARED BY:	Jessica Greene
DATE PREPARED:	6/5/2025
COUNCIL MEETING DATE:	June 17, 2025
AGENDA TITLE:	A Resolution Authorizing The City Manager To Waive The Fees Adopted In The Fee Ordinance For The Fees On The Right Of Way Permit For A Juneteenth Event At A Cost Not To Exceed \$438.00. (Jessica Greene, Assistant City Manager)
COUNCIL GOAL AREA:	Celebration of the People and Places that Make Oxford Unique
BUDGETED AMOUNT:	
ACCOUNT CODE:	
RECOMMENDATION:	
CITY MANAGER/DEPT HEAD APPROVAL:	JG DRE

DISCUSSION:

O.N.E United, care of Brian Revere, has proposed a new event on Saturday, June 21, 2025 to celebrate Juneteenth. As a part of this event proposal, there are the following associated costs:

- Road closure \$150.00
- Trash boxes: 4 cans at a cost of \$6.00 each, for a total \$24.00
- Parking spots: 22 at a cost of \$12.00 each, for a total \$264.00
- Total costs: \$438.00

O.N.E United has requested a total waiver of all fees for this inaugural event.

City staff want to inform the Council that events with road closures and no parking incur significant overtime costs. City staff place barricades, put out extra trash cans, collect extra waste, and place all no-parking signs. If the signs are ignored, city staff provide assistance with parking enforcement.

However, this is the fourth request for a fee waiver this year for events. One was for a weekly waiver for

Music in the Parks, a 12-week event series, and the other two were for large annual events using High Street.

Per the Council's request, staff will have a draft application process for all waiver of fee requests for 2026 by late summer and a more formal, transparent process for the Council to review and adopt.

RESOLUTION NO.

A RESOLUTION AUTHORIZING THE CITY MANAGER TO WAIVE THE FEES ADOPTED IN THE FEE ORDINANCE FOR THE FEES ON THE RIGHT OF WAY PERMIT FOR A JUNETEENTH EVENT AT A COST NOT TO EXCEED \$438.00.

WHEREAS, Juneteenth is recognized as a federal holiday and a day of reflection, education, and celebration of African American history, culture, and resilience; and

WHEREAS, the O.N.E.UNITED has requested the Council to consider waiving the fees for the Juneteenth Celebration Community Cookout on June 21, 2025; and

WHEREAS, the City of Oxford is committed to fostering an inclusive and equitable community and supports public events that promote cultural awareness and historical understanding; and

WHEREAS, the total fees for this event are \$438.00.

THE COUNCIL OF THE CITY OF OXFORD, OHIO, HEREBY RESOLVES THAT:

SECTION 1: Council, having considered the request and determined that the Juneteenth Event is a benefit to the community and that waiving the fees on the Right of Way Permit is in the best interest of the community, hereby authorizes the City Manager to waive the fees for the Juneteenth Event at a cost not to exceed \$438.00.

SECTION 2: This resolution shall take effect at the earliest date allowed by law.

MAYOR

ADOPTED:

ATTEST:

CLERK OF OXFORD CITY COUNCIL
INTRODUCED BY: WILLIAM SNAVELY
PREPARED BY: LAW (STAFF)

Saturday, June 21, 2025 Juneteenth Celebration in the Park



ROW 00907

Uptown | **APPROVED**

Memorial P **See stipulations below**

* Organization Name

O.N.E.UNITED

* Organization Mailing Address

315 N. Campus #10, Oxford OH 45056

Road Closure
Trash Boxes
Meter Rental

* Applicant's First Name

Brian

* Applicant's Last Name

Revere

Applicant's Phone

[REDACTED]

* Email

[REDACTED]

* Applicant's Mailing Address

315 N. Campus #10, Oxford OH 45056

*If you are a student group, please include your advisor's name.

*If you are a student group, please include your advisor's contact number.

Day Of Contact's First & Last Name

Brian Revere

Day Of Contact's Cell Phone

[REDACTED]

Which park(s) are you requesting? Select all that apply.

- ☒ Memorial Park (East Park Place & North Main Street - Pavilion)
- ☒ Martin Luther King Jr. Park (West Park Place & North Main Street - Fountain)

*** Name of the Event**

Juneteenth Celebration Cookout in the Park 2025

*** Date Requested**

06/21/2025

Format: MM/DD/YYYY

*** Day of Event**

Saturday

Monday, Tuesday, Wednesday, etc...

Projected Attendance

150

Has this event been held previously?

N

Event Start Time

2-6 pm

Event End Time**Set Up Time Range****Tear Down Time Range****Event Description**

Event will be a concert along with food and activities celebrating Juneteenth.

Do you need reserved parking?

Y

Are you requesting a road closure for this event?

Y

Will there be portable heaters/fire pits?

N

Will tents, tables and/or chairs be used?

N

Will you need police officers for this event? Depending on the event, this may be required.

N

Will you be renting portable restrooms for this event? (if yes, we recommend renting ADA compliant portable restrooms)

N

Will you need electricity?

N

Will you be bringing a sound system and/or technician?

Y

Will alcohol, food, services and/or other items be sold?

XX No

If yes to alcohol, food or service, please explain briefly.

COOKOUT OR FOOD TRUCKS

Will you be exiting the park during the event? (i.e. for a race/run)

N

Any other information that you would like to share?

Please attach a site map sketch for this event, if possible.

Choose File No file chosen

Please attach the route map, if applicable (for parades, runs, etc...)

Choose File No file chosen

*** Event Details Accuracy Acknowledgement**

☒ By checking this box, I acknowledge that all of the event details, as listed above, are accurate.

[Click here to read the Stipulations & Fees and then acknowledge below.](#)

*** Event Stipulations & Fees Acknowledgement**

☒ By checking this box, I acknowledge that I have reviewed the stipulations and estimated cost for the event and agree to compensate the City for services rendered as specified in the final invoice. If the event runs past the stated end time and/or the stipulations are not adhered to, I understand that additional charges will accrue and agree to compensate the City accordingly.

Indemnification Clause: The Permittee hereby agrees to indemnify, defend, save and hold harmless the City of Oxford its officers and employees from and against all suits or claims that may be based on damage or injury or death to any person or property that may occur while the City of Oxford property is being used by Permittee. Permittee further agrees to the payment of the City's attorneys' fees for all claims and damages arising directly or indirectly from or related to the use, occupancy or possession of the City of property. Damages includes all liabilities, costs, losses, fines, penalties, claims suits, actions, costs and expenses.

*** Indemnification Clause Acknowledgement**

☒ By checking this box, I acknowledge that I have reviewed the indemnification clause above.

*** Today's Date**

05/06/2025

Format: MM/DD/YYYY

*** Electronic Signature**

Brian Revere

If approved, you will receive an approved permit. If an invoice is required, it will also be sent with the approved permit. Invoice payment is due prior to the event.

If you have any questions, reach out to John Buchholz at (513) 839-4781 or jbuchholz@cityofoxford.org.

History

ROW 00907 - Summary

Juneteenth Celebration in the Park

Food will be given away. Vendors,(not food or alcohol) raffle, carnival games, D.J and looking for confirmation from a couple of different organizations about them setting up resource booths.



Detour - Main St Noon - 8 PM

4 Trash Boxes

Meter Rental - East Park Noon - 8 PM

Meter #s 636-637

Uptown Public Parks Permit - Internal

Event Name JUNETEENTH CELEBRATION IN THE PARK **Event Date** Saturday, Jun 21, 2025
Event Time 2-6 PM **Set Up Time** Noon-2 PM **Tear Down Time** 6-8 PM
Contact Name Brian Revere **Contact Phone** [REDACTED]
Contact E-mail [REDACTED]

Event Description Event will be a concert along with food and activities to celebrate Juneteenth.

Areas Utilized Memorial Park and East Park Place **Maps Attached?** Y ☒ N ☐

Police Officers	Y ☐	N ☒
Meter Rental?	Y ☒	N ☐
Street Closure	Y ☒	N ☐
Service Personnel	Y ☒	N ☐
Trash Boxes	Y ☒	N ☐
Food For Sale	Y ☐	N ☒
Alcohol For Sale	Y ☐	N ☒
Electric Service	Y ☒	N ☐
Insurance Required	Y ☐	N ☒
Portable Restrooms	Y ☐	N ☒
Bringing Sound System	Y ☒	N ☐
Live Animals Present	Y ☐	N ☒
Other		

How Many _____ **Time Range** _____
List Meter Numbers East Park Place
Attached Map or Route? Y ☒ N ☐
How Many _____ **Time Range** _____
How Many _____
Permit Number Food given away
Permit Number _____
Details _____
Details _____
Details _____
Details _____
Details _____

Department Approval

Police Department	Y ☐	N ☐
Fire Department	Y ☐	N ☐
Service Department	Y ☒	N ☐
Recreation Department	Y ☐	N ☐
City Manager Department	Y ☒	N ☐

Date _____
Date _____
Date Mike Dreisbach Jun 2, 2025
Date _____
Date Jessica Greene Jun 2, 2025

Event Approved Y ☒ N ☐

Signature Jessica Greene, Asst City Manager jfb148

Documents Attached

Invoice ☒

Original Application ☒

Stipulations & Fees ☒

Uptown Parks Stipulation & Fees

Memorial Park & Martin Luther King Jr. Park

Applicants should allow a minimum of five business days for the request to be processed from the time it is submitted to City Officials. *Please provide the City with as much lead time as possible. Events requiring road closures and staffing will require additional processing time. Large event requests shall be submitted no less than ninety (90) days in advance of the event.*

1. Large events (estimated at over 500 people), including all concerts and performances, will require additional approval by City Departments.
2. Events exceeding 2 consecutive days or repeat events of 2 or more sessions will require City Council approval.
3. At least one legally responsible adult must sign the request.
4. The usage may not discriminate against a given class of people.
5. All ordinances that regulate noise shall be observed, unless a variance is requested and approved.
6. The applicant is responsible for cleanup and removal of litter & trash immediately after the event. Failure to clean up may result in subsequent requests being denied or a deposit being required. In addition, a cleaning charge may be assessed.
7. Safety staffing levels will be determined by the Oxford Police Department and the applicant may be required to hire police officers.
8. All special conditions specified by department heads must be complied with. Fees will be assessed for special services.
9. No markings may be made on streets or sidewalks within the public right-of-way.
10. No motor vehicles may be parked within the area of the park or on any sidewalk.
11. Banners are only permitted on the stage area during the function and must be removed immediately after the event. Tying is the only acceptable way of affixing a banner to the stage area.
12. The applicant is responsible for damage to grass, shrubs or trees as a result of the event and agrees to compensate the City of Oxford the cost of repairs and/or replacement.
13. No structure shall be defaced and no structure shall be erected within four feet of the base of a tree or shrub.
14. No nails, spikes, tacks or adhesive material may be driven into or affixed to trees or into the ground within any park. This includes sign or flag frames, posts, spikes, etc... Applicant is financially responsible for damages to parks and infrastructure.
15. If alcohol will be sold at the event, you must obtain F2 permit from the Ohio Department of Commerce, Division of Liquor Control and obtain approval from either City Council or the City Manager.
 - a. Note: Event participants may use Oxford's year-round Designated Outdoor Refreshment Area (DORA). No permit is required for DORA usage, but please follow DORA rules.

16. Food for sale is allowed at events hosted by a nonprofit or charitable community organization. Food trucks or tents must have a mobile food unit license or a temporary food license through the Butler County Board of Health.
17. The applicant will be required to provide the City with a certificate of insurance naming the City as an additional insured for events with banner installation, live animals or inflated play structures with a minimum of \$1M coverage. Insurance for other events may be required and reviewed on a case by case basis.
18. The Permittee hereby agrees to indemnify, defend, save and hold harmless the City of Oxford its officers and employees from and against all suits or claims that may be based on damage or injury or death to any person or property that may occur while the City of Oxford property is being used by Permittee. Permittee further agrees to the payment of the City's attorneys' fees for all claims and damages arising directly or indirectly from or related to the use, occupancy or possession of the City of property. Damages includes all liabilities, costs, losses, fines, penalties, claims suits, actions, costs and expenses.

729.05 SALES ON CERTAIN MUNICIPAL PROPERTY PROHIBITED. No person shall sell, offer to sell or solicit orders for goods, wares or merchandise for immediate or future delivery, or services to be furnished, performed or provided in the present or in the future, within parking meter zones or upon any municipally-owned or controlled property other than streets. This law shall not be applicable to nonprofit or charitable community organizations operating with the express consent of the Office of the City Manager and shall not apply to the lawful use of sidewalk space where such use is expressly authorized by the Codified Ordinances of Oxford, nor shall this section be applicable to the selling at a Farmers' Market of farm produce when such produce has been raised and grown by the vendors and provided that such selling has been specifically authorized and regulated by the Council. Any sale or use of alcohol upon any municipally-owned or controlled property shall be approved by City Council. (Ord. 3211. Passed 3-19-13.)

<u>Parking</u> No Parking Sign Metered Parking (less than 4 hours) Metered Parking (4 or more hours) <u>Personnel</u> First Police Officer Additional Officer (s) Police Supervisor (required for each 4 Police Officers) Police Command Officer (required for two squads of five Officers) Street Department Personnel Electrician Event Trash cans	\$1/each \$6/each \$12/each \$60 per hour \$60 per hour \$70 per hour \$80 per hour \$30/hour \$120 plus materials \$6
--	---

<u>Road Closure</u> Main Street US 27 Detour **includes labor <u>Sports Fields/Gazebo</u> Contact Oxford Parks & Recreation Department at 513-523-6314	\$150** \$150**
--	--------------------

Area shall be cleaned at the end of each day

It is PROHIBITED to insert anything into the ground within any park due to the irrigation system

The City of Oxford reserves the right to modify, suspend, or revoke this permit at the sole discretion of the City of Oxford.

Fire Extinguisher Required on Site



DATE	DOCUMENT ID	DESCRIPTION	FILING	EXPED	CERT	COPY
05/29/2025	202514902332	TRADE NAME REGISTRATION (RNO)	39.00	0.00	0.00	0.00

Receipt

This is not a bill. Please do not remit payment.

BRIAN REVERE
315 N. CAMPUS AVE APT 10
OXFORD , OH 45055

**STATE OF OHIO
CERTIFICATE**

Ohio Secretary of State, Frank LaRose
5416480

It is hereby certified that the Secretary of State of Ohio has custody of the business records for

O.N.E.UNITED

and, that said business records show the filing and recording of:

Document(s)

TRADE NAME REGISTRATION

Effective Date: 05/29/2025

Document No(s):

202514902332



United States of America
State of Ohio
Office of the Secretary of State

Witness my hand and the seal of the
Secretary of State at Columbus, Ohio this
29th day of May, A.D. 2025.

Ohio Secretary of State



INVOICE

Customer ID: 00743
Invoice Number: 0000003741
Service Date: 06/21/2025
Invoice Date: 06/03/2025
Due Date: 06/20/2025

Property Address:

Bill To:

O.N.E.UNITED BRIAN REVERE
315 N CAMPUS AVE UNIT 10
OXFORD, OH 45056

Pay To:

CITY OF OXFORD
15 South College Avenue
OXFORD, OH 45056
United States

513-524-5221

Code	Description	Quantity	Unit Price	Amount
Rd Clo	DETOUR/ROAD CLOSURE	1.00	150.00	150.00
Trash	TRASH/RECYCLE BIN	4.00	6.00	24.00
P spot	METERD PARKING SPOTS	22.00	12.00	264.00

ROW 00907 - JUNETEENTH CELEBRATION IN PARK	Total Invoice:	438.00
JUNE 21, 2025	Payments Applied:	0.00
METERS EAST PARKMETERS (22)	Adjustment:	
	Total Due:	438.00

Please detach bottom portion and return with your payment.



CITY OF OXFORD
15 South College Avenue
OXFORD, OH 45056
United States

O.N.E.UNITED BRIAN REVERE
315 N CAMPUS AVE UNIT 10
OXFORD, OH 45056

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OXFORD, OH 45056
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Due Date: 06/20/2025
Property Address:





The City of Oxford
(513) 524-5200
15 S. College Ave.
Oxford, OH 45056

STAFF REPORT

ORIGINATING DEPARTMENT:	City Manager
PREPARED BY:	Jessica Greene
DATE PREPARED:	6/9/2025
COUNCIL MEETING DATE:	June 17, 2025
AGENDA TITLE:	A Resolution To Adopt The City Of Oxford Economic Development Strategic Plan (Jessica Greene, Assistant City Manager)
COUNCIL GOAL AREA:	A Thriving and Resilient Year-Round Economy
BUDGETED AMOUNT:	
ACCOUNT CODE:	
RECOMMENDATION:	Approval
CITY MANAGER/DEPT HEAD APPROVAL:	JG DRE

DISCUSSION:

The Oxford Comprehensive Plan has a goal of “A Thriving and Resilient Year-Round Economy”. and an objective E1-A3 which tasks the City with developing and economic development strategic plan.

To support this goal, and under the directive of City Council, the city contracted Red Tiger Investments beginning in May of 2024 to help draft an Economic Development Strategic Plan.

The team assembled by Red Tiger, including City Staff, undertook a year-long comprehensive study of the historic, current, and future state of the Oxford Economy. This process was informed by key stakeholders in the Oxford community, including permanent and student residents, Miami University administrators, local business leaders, and economic professionals.

The adoption of the City of Oxford Economic Development Strategic Plan will provide the framework for planning and resource allocation toward meaningful, sustainable, and strategic growth. The Oxford Economic Development Strategic Plan is a critical tool in building the Oxford of tomorrow.

The findings and recommendations created during this process were published for public feedback beginning April 29, 2025, and presented to the Oxford Community Improvement Corporation (CIC) on June 6, 2025. The Oxford CIC has endorsed The Oxford Economic Development Strategic Plan and recommends its adoption by the Oxford City Council.

The full version of the Economic Development Strategic Plan is attached.

RESOLUTION NO.

A RESOLUTION ADOPTING THE CITY OF OXFORD ECONOMIC DEVELOPMENT STRATEGIC PLAN

WHEREAS, the Oxford Comprehensive Plan establishes the goal of “*A Thriving and Resilient Year-Round Economy*”, and specifically Objective E1-A3, which directs the City to develop an Economic Development Strategic Plan; and

WHEREAS, under the directive of City Council, the City of Oxford engaged Red Tiger Investments in May 2024 to assist in drafting a comprehensive Economic Development Strategic Plan; and

WHEREAS, the development process involved a thorough, year-long study of Oxford’s historical, current, and future economic conditions, guided by collaboration between the Red Tiger team, City Staff, and extensive input from permanent and student residents, Miami University administrators, business leaders, and economic experts; and

WHEREAS, the plan’s findings and recommendations were made publicly available for feedback starting April 29, 2025, and subsequently presented to the Oxford Community Improvement Corporation (CIC) on June 6, 2025; and

WHEREAS, the Oxford CIC has reviewed and endorsed the Economic Development Strategic Plan, recommending its formal adoption by the Oxford City Council.

NOW, THEREFORE, BE IT RESOLVED BY THE COUNCIL OF THE CITY OF OXFORD, OHIO:

SECTION 1. The City Council hereby adopts the *Oxford Economic Development Strategic Plan* as the guiding document for economic planning, resource allocation, and strategic decision-making in the pursuit of sustainable growth and a resilient local economy.

SECTION 2. The City Manager and appropriate departments are hereby authorized and directed to implement the recommendations and strategies contained within the adopted Plan.

SECTION 3. This resolution shall take effect at the earliest time allowed by law.

MAYOR

ADOPTED:

ATTEST:

CLERK OF OXFORD CITY COUNCIL

INTRODUCED BY: WILLIAM SNAVELY

PREPARED BY: LAW (STAFF)

City of Oxford

Butler County, Ohio

Economic Development Strategic Plan

Prepared for:

City of Oxford, Ohio

June 10, 2025

Prepared by:

Red Tiger Investments



Executive Summary

I. Background

Preserving Legacy, While Expanding Potential

While evolution is unavoidable, the City of Oxford must preserve its legacy while expanding its potential. A well-planned Economic Development Strategic Plan will allow the city to become a leading destination for emerging industries while maintaining its rural nature and historic charm. Crafting the plan around well-programmed and activated economic development strategies will allow Oxford to capitalize on its strategic proximity to Cincinnati and Dayton, and their respective economic drivers and emerging industries.

Oxford stands at the forefront of a unique opportunity. Its historic charm and rural setting are not at odds with its potential to become a vibrant innovation hub; instead, they represent a powerful synergy. The plan reveals a vision that capitalizes on Oxford's strengths while adhering to city council's guiding principles. This plan prioritizes a "sustainable" approach, ensuring economic prosperity doesn't compromise Oxford's unique identity. The goal is to foster "inclusive growth" in both the economic opportunities created and the resulting population mix.

II. Aspirations

Guiding Principles: Shaping Oxford's Economic Development

The plan is not an isolated initiative but a carefully crafted component of the broader Oxford Comprehensive Plan. It has been developed with careful attention to the Comprehensive Plan's eight guiding principles: (1) diversity, equity, and inclusion; (2) environmental sustainability; (3) economic development; (4) quality of life; (5) university-city relations; (6) service excellence and fiscal responsibility; (7) government transparency; and (8) collaborative growth. Each element of the the plan has been designed to not only stimulate economic growth but also to demonstrably advance these core values.

A Sustainable Future: Honoring the Past, Embracing the Future

This strategic plan carefully integrates economic development with a deep respect for Oxford's heritage. The city's commitment to preserving its historic character is a core principle—a commitment to "quality of life" and community identity. The integration of the economic development plan with the city's zoning code rewrite and the emphasis on historic preservation directly address community concerns. This approach demonstrates "government transparency" by proactively engaging the public and addressing their concerns. The plan actively promotes "service excellence" by ensuring that community needs are prioritized throughout the process. This vision isn't merely about creating an innovation hub; it's about building a vibrant, inclusive, sustainable, and thriving community. The resulting increase in the tax base will facilitate improved "fiscal responsibility" and enhance the city's capacity to achieve its stated goals.

Creating 1,000 New Jobs Over the Next Decade

Oxford is determined to build a resilient and diversified economy, creating 1,000 new jobs over the next ten

years, to ensure a brighter future that is not reliant on any single source of revenue, but rather on a thriving ecosystem of diverse emerging industries, where the city has a right to win. The city's proactive approach, coupled with a strategic focus on attracting new industries and fostering a vibrant business environment, strives to create a more stable and sustainable future for Oxford and its residents.

Study Objectives

Phase 1: Comprehensive Analysis of Oxford's Economic Landscape

- City of Oxford Economic Development SWOT Analysis
- An evaluation of public and private assets best positioned for investment and development.
- A ranked inventory of projects, programs, and processes that could be developed to best support and grow the Oxford economy.

Phase 2: Development of Specific and Targeted Recommendations

- Specific & targeted recommendations
- Strategic plans for each recommendation
- Strengthen the oxford economy
- City economic development toolkit & playbook

Oxford's Guiding Principles

- Diversity, equity, and inclusion
- Environmental sustainability
- Economic development
- Quality of life
- University-city relations
- Service excellence and fiscal responsibility
- Government transparency
- Collaborative growth

Aspiring Outcomes

- Advancing the Oxford Comprehensive Plan's Eight Guiding Principles
- Diversify Oxford's Economy
- Reduce the city's dependence on Miami University primarily as a consumer market
- Generate 1,000 new jobs for Oxford over the next 5 – 10 years
- Create a prosperous and sustainable year-round economy

Executive Summary

III. Findings

Stronger Together

Oxford's capacity to draw investments and drive economic progress relies on flexible economic approaches that adapt to local, national, and global economic changes, market volatility, and emerging sectors. The key is to diversify Oxford's economy to lessen reliance on Miami University mainly as a consumer base, and to tackle the impacts of seasonal population variations. Instead, Oxford should leverage the university as a key asset to nurture and retain highly skilled professionals, while attracting businesses in growing industries and technologies where the university has expertise and focus. The objective is to establish a prosperous, sustainable economy for the city throughout the year.

Strategic Location and Regional Partnerships: Fueling Economic Growth

Oxford's strategic location, near Cincinnati and Dayton, provides a significant advantage. These major economic centers act as magnets, drawing talent and investment that create a positive spillover effect, aligning with city council's focus on economic development. The substantial regional investments from GE Aerospace, Wright-Patterson Air Force Base, and Miami University further amplify this effect, showcasing the power of “university-city relations” and “collaborative growth”. These investments also contribute significantly to “fiscal responsibility” by broadening the tax base, which in return benefits the school district and fosters long-term economic sustainability. The creation of diverse job opportunities within this framework demonstrates Oxford’s commitment to “diversity, equity, and inclusion”.

Oxford's Path to Economic Growth: Focusing on Emerging Industries

Oxford should prioritize targeting emerging industries due to their significant potential for economic growth and sustainability. These entirely new or restructured sectors, characterized by rapidly evolving innovative technologies and growth rates exceeding the overall economy, align perfectly with many of the State of Ohio's targeted industries. Leveraging Ohio's existing incentives designed to support such industries would provide a strategic advantage. Furthermore, blending Oxford's local traditions and industries, such as farming, with emerging sectors like agricultural technology, can foster unique and sustainable economic development. This strategic focus will not only increase the city's tax base, benefiting the school district, but also cultivate long-term economic prosperity and resilience.

Targeted Industries	
• Advance Air Mobility [Sec. 6.2] • Advanced Manufacturing [Sec. 6.3] • Aerospace & Aviation [Sec. 6.4] • Agricultural Technology [Sec. 6.5] • Artificial Intelligence, Cybersecurity & Data Analytics [Sec. 6.6]	• Bioscience, Biomedical Engineering & Biotechnology [Sec. 6.7] • Clean Energy and Environmental Sustainability [Sec. 6.8] • Robotics & Automation [Sec. 6.9] • Smart Supply Chain Technology [Sec. 6.10]

Oxford's Competitive Advantages in the Emerging Economy

Oxford offers a compelling combination of unique assets highly attractive to businesses in emerging industries. Its blend of historic charm and rural tranquility provides a high quality of life for employees, while its strategic location near Cincinnati and Dayton ensures access to a robust talent pool and established infrastructure. Furthermore, the presence of Miami University fosters a collaborative environment that drives research, innovation, and development, which could be a draw for growing startups and relocating established businesses. This synergistic relationship between the university and the city, coupled with the appealing lifestyle and convenient access to resources, positions Oxford as a uniquely desirable and competitive location for innovative companies seeking a thriving and intellectually stimulating environment.

Unique Assets

Miami University: Miami University's presence enriches Oxford by fostering a collaborative environment that drives research, innovation, and development, while simultaneously attracting new industries and contributing to the overall growth and prosperity of the community. [Sec. 4.1 & 4.4]

Miami University Airport: The Miami University Airport, situated in Oxford, is a general aviation facility spanning over 300 acres, featuring a 4,000-foot runway. [Sec. 7.3]

The Innovation College@Elm and Workforce Center: Operated by Miami University, the Innovation College@Elm provides a platform for innovative companies in a rural setting, leveraging the university's resources to foster groundbreaking ideas. [Sec. 4.1 & 7.6]

McVey Data Science Building: The McVey Data Science Building is a symbol of Oxford's commitment to innovation and education, housing state-of-the-art facilities that foster research and learning in the field of data science. [Sec. 4.1 & 6.10]

Uptown Historic District: Oxford’s historic Uptown District stands out as a vibrant and diverse area that encompasses commercial, residential, recreational, and religious sites. [Sec. 4.5 & 7.6]

A Greener Future: How Emerging Industries are Leading the Way

Emerging industries are spearheading a greener future by prioritizing sustainability and offering significant environmental benefits. Innovation in these sectors—including clean energy, agricultural technology, advanced manufacturing, biotechnology, robotics and automation, and smart supply chain technology—drives more efficient resource use, accelerates the transition to cleaner energy, and promotes circular economy principles. Specifically, these advancements reduce greenhouse gas emissions, improve air quality, decrease water consumption, and enhance resource efficiency through precision agriculture, waste

Executive Summary

reduction in manufacturing, bioremediation, and optimized logistics. Sectors like advanced air mobility and aerospace/aviation are pursuing sustainability improvements through fuel, design, electric propulsion, and advanced materials. Several of Oxford's recommended emerging industries demonstrate significant potential for furthering environmental sustainability. See **[Sec. 6.11]** for detailed information.

III. Recommendations

Diversify Housing Stock

- Prioritize inclusive housing options
- Encourage environmentally sustainable construction methods and designs
- Increase homeownership opportunities
- Balance affordability and market demands
- Build a welcoming environment that attracts and retains talent on all levels
- Cater to different needs and budgets
- Provide housing that supports the workforce required for emerging industries (e.g., young and established professionals)
- Offer residences that families, empty nesters, and university staff desire to maintain a strong year-round economy
- Professionals and empty-nesters alike, want walkable streets, pedestrian pathways, and green spaces that create a cohesive environment that promotes social interaction, healthy living, and a strong sense of community

See **[Sec. 3.6 & 7.8]** for detailed information.

...providing attractive, diverse, and affordable housing options, enriches the quality of life for all residents and directly supports economic development...

Capitalize on City's Strategic Location

- Capitalize on proximity to Dayton and Cincinnati and the I-75 Innovation Corridor
- Exploit proximity between Wright Patterson and GE Aerospace and their supply chain along I-75
- Leverage regional economic drivers and emerging industries

See **[Sec. 4.1]** for detailed information.

Use Miami University as an Asset

- Reduce dependence on the university as the primary consumer base.
- Leverage the university as an asset to attract and retain skilled professionals.
- Foster businesses in emerging industries aligned with the university's expertise.
- Position Oxford as a hub for innovation and talent by integrating university assets and resources.
- Collaborate to capitalize on the significant investments flowing into central and southwest Ohio.

See **[Sec. 4.1 & 4.4]** for detailed information.

Target Emerging Industries

- Entirely new or re-structured industrial sectors of the economy
- Innovative technologies that are rapidly evolving
- Typically growing at a rate faster than the overall economy
- Most State of Ohio targeted industries fall into this category
- State of Ohio and federal incentives are designed to support emerging industries
- Blend local traditions and industries with emerging industries (e.g., Agricultural Technology)
- Increases city's tax base, benefiting the school district and fostering long-term economic sustainability

See **[Sec. 4 & 6]** for detailed information.

Keeping Uptown Unique: Attracting and Retaining Talent Through Revitalization

- Preservation of historic character is essential
- Retaining Uptown's distinct charm attracts both residents and businesses
- A welcoming, character-rich environment encourages graduates to stay and establish businesses
- The combination of historic preservation and modern amenities creates a thriving community and supports young entrepreneurs
- Blending Uptown's historic charm with modern amenities will make it a highly attractive place to live and work, ensuring continued success

See **[Sec. 7.6]** for detailed information.

Executive Summary

Enhancing Oxford's Community Improvement Corporation's Powers

- Lead Special & Priority Projects
- Add private sector membership and expertise
- Secure site control of strategic properties
- Foster Public-Private Partnerships
- Enhance collaboration & stakeholder engagement
- Streamlined decision-making processes
- Strategic land use planning
- Attract new businesses & create jobs
- Revitalize neighborhoods
- Increased transparency and accountability
- Provide the necessary resources (staffing, funding, technical expertise) to effectively carry out the CIC's expanded responsibilities

See [Sec. 8] for detailed information.

Public Private Partnerships the Key to Transformative Projects

- Prioritize transformative projects that will drive growth and change
- Use the Community Improvement Corporation (CIC) as a catalyst for transformative projects
- Public-Private Partnerships are the key to impactful projects
- Implement policies and programs that attract developers and end-users to invest
- Establishing a Development Fund to drive impactful, transformative projects
- Exhibit commitment and patience

See [Sec. 8.1] for detailed information.

Establish a Private, Non-profit Corporation & Development Fund

- Prioritize transformative projects that will drive growth and change
- Use the Community Improvement Corporation (CIC) as a catalyst for transformative projects
- Public-Private Partnerships are the key to impactful projects
- Implement policies and programs that attract developers and end-users to invest

See [Sec. 9] for detailed information.

Promote Site Readiness (i.e., Preparing Land for Development)

- Faster project timelines & reduced costs
- Increases a location's attractiveness to businesses and developers
- Aligns with Ohio's emphasis on site readiness as a key component of attracting investment
- Increases competitiveness for State incentives
- Access to Ohio's \$1.5 billion infrastructure fund
- Improves infrastructure (water, sewer, electricity) and connectivity (roads, bridges)

See [Sec. 11.2] for detailed information.

Innovation District Design Guidelines Considerations

- Integrate the economic development strategy with the city's zoning code rewrite
- Preserve and adapt historic or architecturally significant structures, preserving city's historic character
- Create overlay districts that permit higher density and modern architectural styles in specific areas while maintaining stricter controls in historically sensitive zones
- Encourage the adaptive reuse of existing structures for new uses related to emerging industries
- Encourage building sustainability guidelines, such as incorporating renewable energy systems, implementing green building materials, or adopting efficient heating and cooling systems
- Incentivize building sustainability, such as offering tax incentives or grants
- Emphasize transit accessibility
- Foster collaboration through physical design
- Incorporate smart technology and infrastructure
- Balance affordability and market demands
- Regularly evaluate and adapt the development guidelines
- Create a sense of place and identity

See [Exhibit C] for detailed information.

Executive Summary

IV. Projects

Balancing Progress and Interdependence Oxford's Catalytic Projects

The following is a list of catalytic projects that could effectively support and enhance the economy of Oxford. These initiatives have been evaluated based on various factors, including momentum, stakeholders, economic impact, and physical characteristics such as land size, infrastructure, and accessibility. The projects outlined below have been determined to be the most appropriate for the proposed industries in Oxford. The prioritized projects, while complex and multifaceted, are integral components of Oxford's broader innovation hub strategy. To ensure progress toward this holistic vision, the city should advance all projects concurrently, recognizing the interdependence of their various elements and potential for varying timelines.

Catalytic Projects

1. Miami University Airport Hub for Innovation and Advance Air Mobility [Sec. 7.3-7.5]
2. Uptown Innovation & Creativity Corridor [Sec. 7.6 & 7.7]
 - a) College@Elm
 - b) Miami University Entrepreneurship
3. Western Knolls Transformational Residential & Mixed-Use [Sec. 7.8 & 7.9]
4. Strategic Plan for City and University Future Projects and Established Assets [Sec. 7.10 & 7.11]

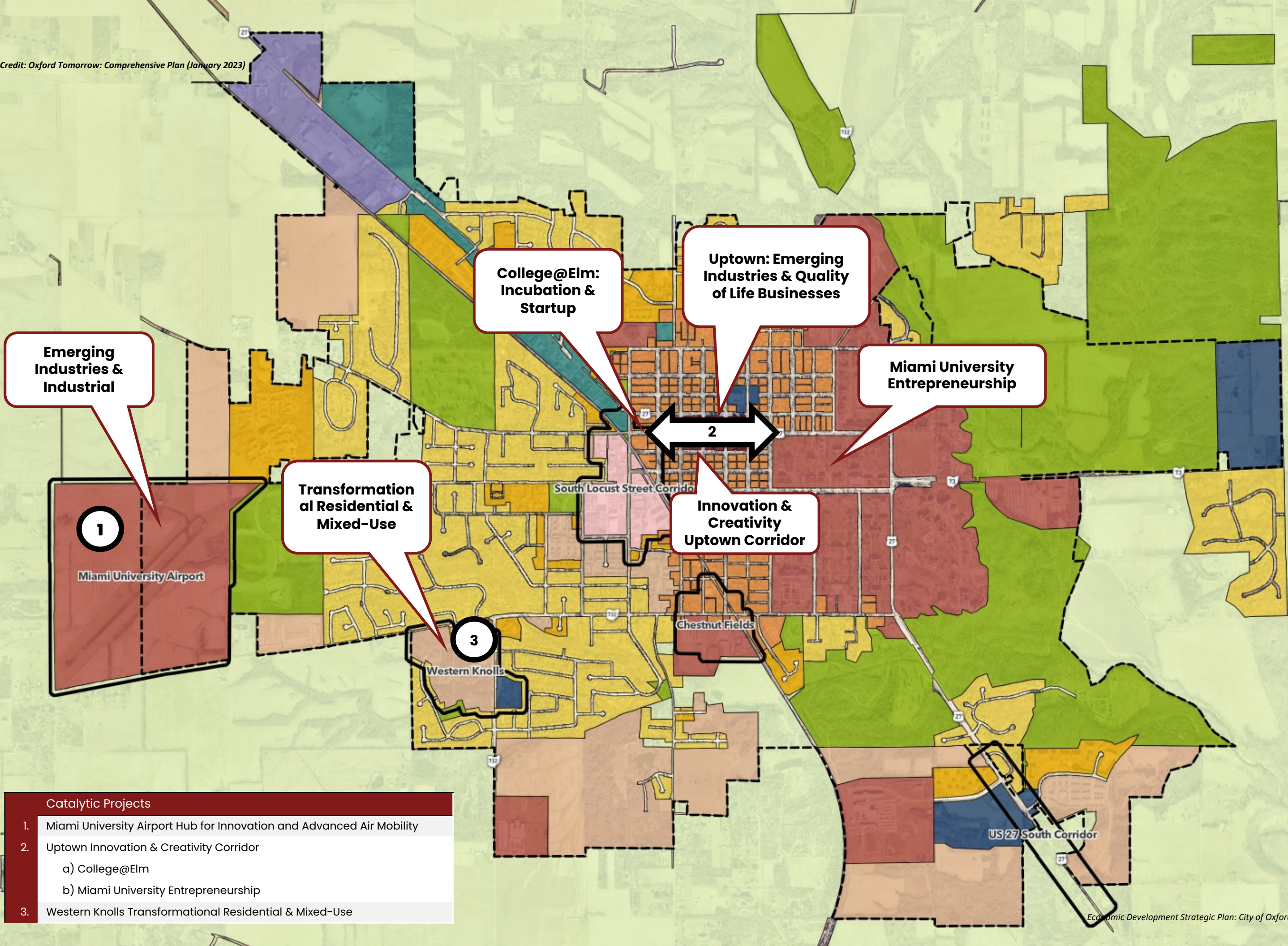


Establishing Oxford as a Thriving Innovation District

A Holistic Approach

Red Tiger's analysis outlines a comprehensive Innovation District strategy for Oxford, leveraging its diverse assets to foster a thriving entrepreneurial ecosystem. Anchored by the College@Elm Innovation Center and the Oxford Community Arts Center to the west, and Miami University to the east, the historic Uptown district is uniquely positioned to become the heart of a new Innovation & Creativity Corridor. The plan leverages Miami University's renowned entrepreneurship programs to cultivate startups at the College@Elm, facilitating their growth into existing space throughout the Uptown Innovation & Creativity Corridor and the Miami University Airport Hub for Innovation and Advanced Air Mobility, which accommodates larger industrial needs. The Airport's Master Plan, encompassing over 300 acres, provides space for emerging industries and technologies like Advanced Air Mobility and Advanced Manufacturing. The Uptown Historic District and Western Knolls will be redeveloped as attractive residential and lifestyle destinations, drawing in young and established professionals, families, and empty nesters. This integrated approach creates a dynamic environment for innovation, business growth, and a thriving community. See [Sec. 7.2] for detailed information..





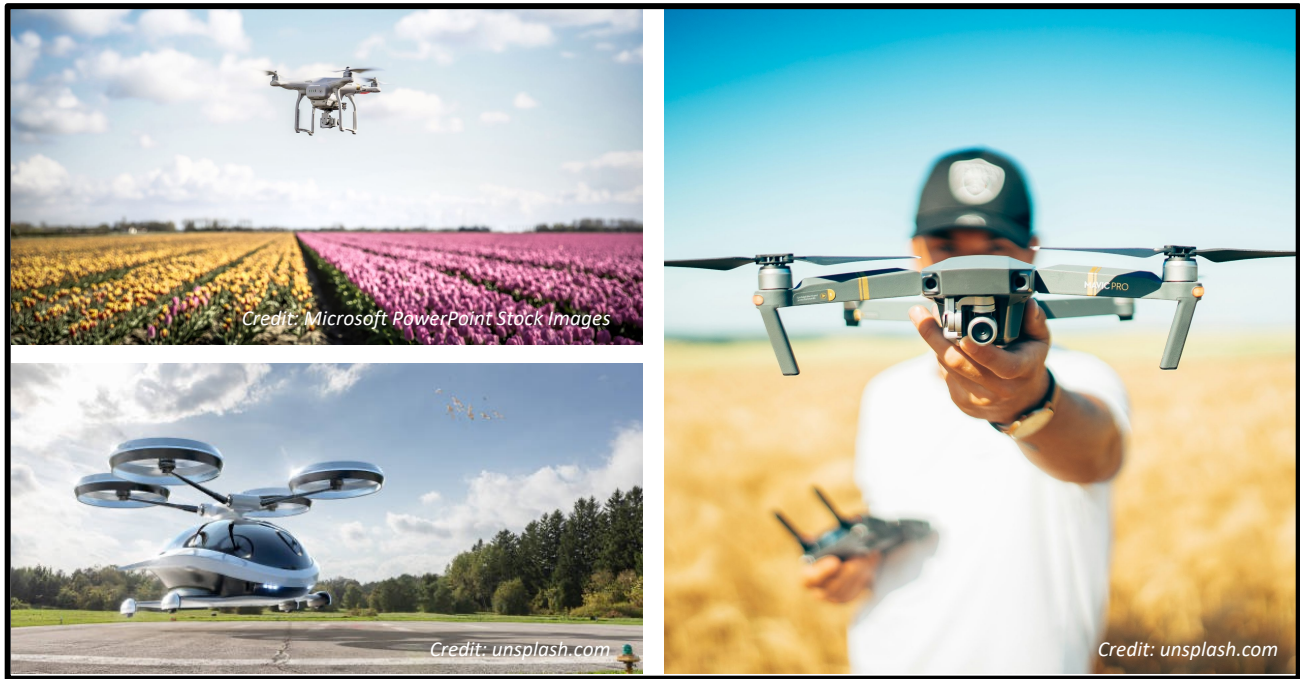
Catalytic Projects	
1.	Miami University Airport Hub for Innovation and Advanced Air Mobility
2.	Uptown Innovation & Creativity Corridor
	a) College@Elm
	b) Miami University Entrepreneurship
3.	Western Knolls Transformational Residential & Mixed-Use

Executive Summary

Miami University Airport Hub for Innovation & Advanced Air Mobility: A Pathway to 1,000 New Jobs

Advanced Air Mobility Focus

Oxford's plan to generate 1,000 new jobs revolves around establishing the Miami University Airport Hub for Innovation and Advanced Air Mobility (AAM). This initiative leverages the university's expertise in engineering and technology, the airport's strategic location, and the emerging AAM industry to attract companies seeking to be part of this revolutionary sector. This will create new jobs in various fields, including aircraft manufacturing, software development, maintenance, and logistics. The university's involvement will be crucial, providing a talent pool of highly skilled professionals and fostering collaborations between academia and industry. This initiative not only promises economic growth but also establishes Oxford as a leader in AAM, attracting further investment and solidifying its position as a hub for this emerging industry. By attracting businesses in various stages of the AAM supply chain, Oxford can create a complete ecosystem, supporting the entire lifecycle of this revolutionary technology, generating lasting prosperity for the city and its residents. See [Sec. 7.4] for detailed information and projected economic impact regarding Pathway to Create 1,000 New Jobs.



OXD Advanced Air Mobility Opportunities	
Strengths	Opportunities
• Leverage Economic Driver Miami University • Abundance of Developable Land • Significant Property Owner in Miami University • Emerging Industries Focus • Synergistic with Recommended Industries	• Regional Economic Development Strategy • City, University, and CVG Collaboration • Ohio's Innovation Hubs Funding & Site Readiness Incentives • Mixed-use Development • Increased Property and Income Tax Revenue

Economic Multiplier Effect of Miami University Airport's Innovation Hub

Developing Miami University Airport into a hub for innovation, advanced manufacturing, and advanced air mobility will create a significant economic ripple effect in Oxford. Direct jobs will be generated in manufacturing, logistics, maintenance, and security. Indirectly, this will attract supporting businesses such as restaurants, hotels, and professional services, along with construction and financial services. The increased income from these high-paying jobs will further stimulate demand for local services like childcare and healthcare, creating induced job growth. In short, the total job creation will far exceed the initial manufacturing positions, significantly boosting Oxford's overall economy. See [Sec. 7.4] for detailed information

Building an Inclusive Environment that Attracts and Retains Talent

Enhancing Uptown and developing the Western Knolls 47-acres are crucial to enriching the quality of life for all residents and directly supports economic development by creating attractive, diverse, and affordable housing options for young and established professionals, families, and empty nesters. This initiative is central to achieving the ambitious goal of attracting 1,000 new employees, as a robust and diverse housing stock is essential for attracting and retaining talented individuals and families. The strategy prioritizes inclusive housing options, aligning with the city's commitment to fairness and opportunity, while also encouraging environmentally sustainable construction methods and designs. Increasing homeownership opportunities, will foster a strong sense of community and long-term investment in Oxford's future, creating a thriving and sustainable economic ecosystem. Addressing housing needs isn't just about providing shelter; it's about building a welcoming environment that attracts and retains talent, ultimately driving the city towards its employment objectives.



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1. Introduction

1.1 Engagement

Economic Development Strategic Plan RFP

On February 16, 2024, the City of Oxford issued a Request for Proposals, seeking submissions from qualified firms to develop an economic development strategic plan for its community (referred to as the “EDSP”). Red Tiger Investments was informed on May 09, 2024, that it had submitted the highest-scoring proposal for the EDSP.

Economic Development Consulting Services

On May 28, 2024, the City of Oxford entered an agreement with Red Tiger Investments to provide economic development consulting services.

1.2 City of Oxford, Butler County, Ohio

Best U.S. College Town

Oxford, Ohio, was named the 2024 Best U.S. College Town by *Midwestern Traveler Magazine*. With a population of nearly 7,000 and almost 18,000 Miami University students, the town has a vibrant atmosphere enriched by arts, culture, and athletic events. In summer, it hosts festivals and events that highlight the Historic Uptown District. Surrounded by family farms, Oxford features a popular farmers market, various arts organizations, and ample hiking trails. It is located just 15 minutes from Hueston Woods State Park and under an hour from Cincinnati and Dayton.

Economic & Population Challenges

Since the COVID pandemic, the City of Oxford has faced economic challenges, including a population decline and increased vacant storefronts. From 2020 to 2023, Oxford's population decreased by 3.1%, with a notable 15% drop from 2020 to 2021. Miami University's enrollment of first-year international students dropped dramatically from nearly 300 in fall 2018 to fewer than 50 by fall 2023, and the number of international students from China decreased from 2,334 in fall 2019 to about 807 by fall 2022. These declines have adversely affected the university's budget and the local economy. The city must diversify its industries and build resilience against potential disruptions to ensure future economic stability.

City and University Synergy

Oxford's ability to attract investments and foster economic growth depends on adaptable economic strategies that respond to local and global changes. To reduce dependence on Miami University as its primary consumer base and address related seasonal population fluctuations, Oxford should utilize the university as an asset to attract and retain skilled professionals. The goal is to draw businesses in emerging industries where the university has expertise, ultimately creating a prosperous and sustainable year-round economy.

“

Just north of the Ohio River is Oxford, Ohio, a small city of more than 20,000 people. It was founded as a home for Miami University, the second-oldest university in Ohio and one of the Best Colleges for Future Leaders according to Time.

”

- *Midwestern Traveler Magazine*(Sep. 18, 2024)

1.3 Economic Development Study Objectives

Phase 1: Comprehensive Analysis of Oxford's Economic Landscape

- City of Oxford Economic Development SWOT Analysis
- An evaluation of public and private assets best positioned for investment and development.
- A ranked inventory of projects, programs, and processes that could be developed to best support and grow the Oxford economy.

Phase 2: Development of Specific and Targeted Recommendations based on the Research from Phase 1

- Specific & Targeted Recommendations Development
- Strategic Plans for Each Recommendation
- Strengthen the Oxford economy
- City Economic Development Toolkit & Playbook

Deliverables

- Survey Analysis
- Economic Development Strategic Plan
- Activation Plans and Timelines
- Tool Kit and Playbook

Aspiring Outcomes

- Advancing the Oxford Comprehensive Plan's Eight Guiding Principles
- Diversify Oxford's Economy
- Reduce the city's dependence on Miami University primarily as a consumer market
- Generate 1,000 new jobs for Oxford over the next 5 – 10 years.
- Create a prosperous and sustainable year-round economy

Introduction

1.4 Creating 1,000 New Jobs

Economic Challenges

Oxford's goal of creating 1,000 new jobs over the next five to ten years is driven by a deep understanding of the economic challenges the city has faced, particularly in the wake of the COVID-19 pandemic and the decline in international students at Miami University.

Pandemic and Loss of International Students

The pandemic and subsequent loss of international students have exposed the vulnerabilities of Oxford's economy. The city has experienced population decline, empty storefronts, and a significant decrease in revenue from businesses that relied heavily on international students. This situation has underscored the need for a more resilient and diversified economy that can withstand future disruptions.

Empty Storefronts and Inflated Real Estate Values

The loss of international students, particularly from China, has had a profound impact on Oxford's economy. This demographic shift has led to an increase in empty storefronts. The city is left with a legacy of inflated real estate values, which fail to reflect the current economic reality.

Proactive Strategy to Create 1,000 New Jobs

To address these challenges and secure its long-term economic prosperity, Oxford is pursuing a proactive strategy to create 1,000 new jobs over the next five to ten years. By setting this ambitious goal, Oxford is demonstrating its commitment to building a resilient, diversified, and prosperous economy for the future. The city's proactive approach, coupled with a strategic focus on attracting new industries and fostering a vibrant business environment, promises to create a more stable and sustainable future for Oxford and its residents.



“

The influx of international students brought in a number of Asian-inspired restaurants to Oxford. However, as the student body shifted, with fewer students from China enrolling, many of these restaurants closed their doors.

”

- Source: <https://oxfordobserver.org/15905/community/oxford-locals-transform-food-scene/>

Miami University International Students

International Students

2018	2,557
2019	2,166
2020	1,453
2021	1,009
2022	829
2023	47

Chinese Student Population

2019	2,334
2022	807

Source: <https://www.miamistudent.net/article/2023/10/decline-in-international-students-at-miami-contributes-to-budget-deficit>

To reach the ambitious goal of 1,000 new employees, Oxford must prioritize housing.

Attracting skilled individuals and families to relocate requires a variety of housing options, catering to different budgets and lifestyles. Increasing homeownership opportunities, particularly for those working in the emerging industries, will foster a sense of community and long-term investment in the city. Similarly, promoting permanent residency options encourages individuals to contribute to Oxford's future, creating a thriving and sustainable economic ecosystem. Addressing housing needs is about more than just providing shelter; it's about creating a welcoming environment that attracts and retains talent, ultimately driving the city towards its employment goals.

See [Sec. 7.4] for detailed information and projected economic impact regarding Pathway to Create 1,000 New Jobs.

Introduction

1.5 Project Team

Red Tiger Investments

Red Tiger, an economic development real estate consultant, focuses on inspiring catalytic economic development through planning, real estate, public-private partnerships, and collaboration. Red Tiger unlocks a region’s potential through planning, entitlements, incentives, repositioning, pre-development, joint ventures, and public-private partnerships. Red Tiger leverages its relationships with best-in-class experts, developers, and end-users. It provides a roadmap for bringing catalytic projects to fruition while ensuring they’re based on economic and market realities.

A city’s successful economic development strategy and implementation requires the collision of diverse disciplines, experiences, and talents.

The COVID-19 pandemic revealed the importance of establishing resilient regional economies that prioritize emerging industries. In response to this need, Red Tiger and Kolar Design joined forces in 2021 to provide comprehensive planning and implementation expertise for innovative economic development strategies. This unique approach sets them apart from other planning and consulting firms, as they prioritize two key factors. Firstly, the foundation is built on a strong economic development strategy, ensuring a solid framework for success. Additionally, they are committed to achieving tangible outcomes through focused activation efforts. Together, they aim to assist municipalities, townships, and counties in updating and implementing effective economic development strategies.

***...every project is unique,
requiring diverse skill sets;
we enhance our team with
leading, innovative experts,
for each project...***

PROJECT TEAM



Sean Balnes
Principal, Red Tiger

Jessica Greene
Assistant City Manager, City of Oxford

Seth Copenbaker
Economic Development Specialist,
City of Oxford

Kelly Kolar
President, Kolar Design

Caitlin Yurchak
Client Project Manager, Kolar Design

Michael Conger, Ph.D.
Director, Center for Social
Entrepreneurship, Miami University

Sarah Lilly, AICP
Associate, Urban Planner, MKSK

1.6 Activation Process

The Economic Development Strategic Plan (EDSP) concludes with a framework for catalytic projects that will begin to put the activation process in motion and create a unique sense of place. Red Tiger’s process uses proven methods to create an environment attractive to end-users by crafting the program around existing regional emerging industries and economic opportunities where Oxford possess a clear “right to win” in the marketplace to form its backbone

1

Collect + Clarify

- Audit all existing relevant plans and materials by identifying common themes, inconsistencies, and recommendations
- Evaluate Region’s industries & technologies
- Assess the area’s infrastructure & real estate
- Establish the economic drivers

2

Engage + Ideate

- Engage city, stakeholders, experts, and the community as to their thoughts and ideas
- Establish an Advisory Committee
- Start building relationships with key strategic partners

3

Catalyst
Identification

- Use analysis from the previous steps to identify catalytic projects
- Craft the strategic plans for these projects around existing regional emerging industries, economic drivers and economic development opportunities
- Cultivate a unique sense of place
- Identify potential funding sources

4

Invest + Activate

- Begin to initiate the first steps of the catalytic project
- Apply for potential state and federal incentives for the initial stages of the project... this will provide momentum
- Set a clear path and expectations for your Leadership & Management Team as well as current and future strategic partners

ACTIVATION PLAN

- The culmination of our work above will be a detailed market plan, intended to provide a framework to facilitate decision-making, while serving as catalysts for future funding and implementation by the city in the coming fiscal years to drive economic success in relation to the area.

Introduction

1.7 Advisory Committee & Stakeholders

As part of the Red Tiger Activation Process, an Advisory Committee was established to provide guidance and insights for the preparation of the EDSP.

The role of the Advisory Committee was advisory in nature and included the following responsibilities:

- 1. Emerging Industries:** Recommend and provide feedback regarding emerging industries for the city to focus.
- 2. Priority Development Areas Guidance:** Provide guidance and feedback regarding priority development areas in the city.
- 3. Development Opportunities:** Provide guidance and feedback regarding potential real estate development opportunities throughout the city.
- 4. City Brand Perception:** Provide feedback on brand perceptions for the region comprising the city.
- 5. Strategic Relationships:** Identify, recommend, and facilitate introductions to key stakeholders, experts, and potential collaborations.
- 6. Partnerships & Collaborations:** Recommend and provide guidance on potential synergistic partnerships and collaborations.
- 7. Adjacent Communities' Synergies & Guidance:** Provide guidance and feedback regarding synergies and collaborations with nearby communities.
- 8. Public-Private Partnerships:** Provide support in evaluating potential public-private partnerships that could advance projects and future potential development opportunities.
- 10. Professional Networking:** Facilitate networking opportunities with regional stakeholders.
- 11. Incentives:** Recommend and provide feedback on potential regional, state, and federal incentive opportunities.

...the best way to understand a city and region is through active market participants and stakeholders...



Advisory Committee

Michael Conger, Ph.D.

Director, Center for Social Entrepreneurship
Associate Professor of Entrepreneurship
John W. Altman Institute for Entrepreneurship
– Farmer School Of Business
Miami University

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Director of Business Administration
Greater Cincinnati/Northern KY Airport (CVG)

Joshua A. Smith

President & CEO
Butler County Finance Authority

Randy Thomas

Vice President of Aspire
Miami University

Tyler Wash

Executive Director
McCullough-Hyde Memorial Hospital Foundation
Miami University

Stakeholder Feedback

- 3 Advisory Committee Meetings
- 889 Responses to Oxford Community Survey
- 20+ City of Oxford Staff Meetings
- 10+ Stakeholder Meetings
- 3 Community Improvement Corporation (CIC) Meetings
- 2 Meetings with Miami University President
- Economic Development Strategic Plan City Website Link for Comment

Introduction

1.8 Oxford Tomorrow: Comprehensive Plan (January 2023)

In 2023, the Oxford City Council approved a new Comprehensive Plan containing goals and recommendations covering selected areas of Oxford.

The Oxford Tomorrow Comprehensive Plan acts as the principal policy framework for the city and its partners to effectively steer future decision-making processes. It will serve as a guide for the City Council, boards, commissions, and staff to assess land use, development, redevelopment, annexation, and infrastructure decisions, as well as the nature, placement, and scope of public investments and private development ventures in the city.

Serves as a Key Launching Point

Oxford's Comprehensive Plan serves as a crucial launching point for the city's Economic Development Strategic Plan by providing a well-defined framework that outlines the city's long-term vision and goals for growth. This foundational document identifies key priorities and challenges within the community, enabling Red Tiger to align its strategic initiatives with the city's objectives.

Oxford Tomorrow Comprehensive Plan: Guiding Pillars

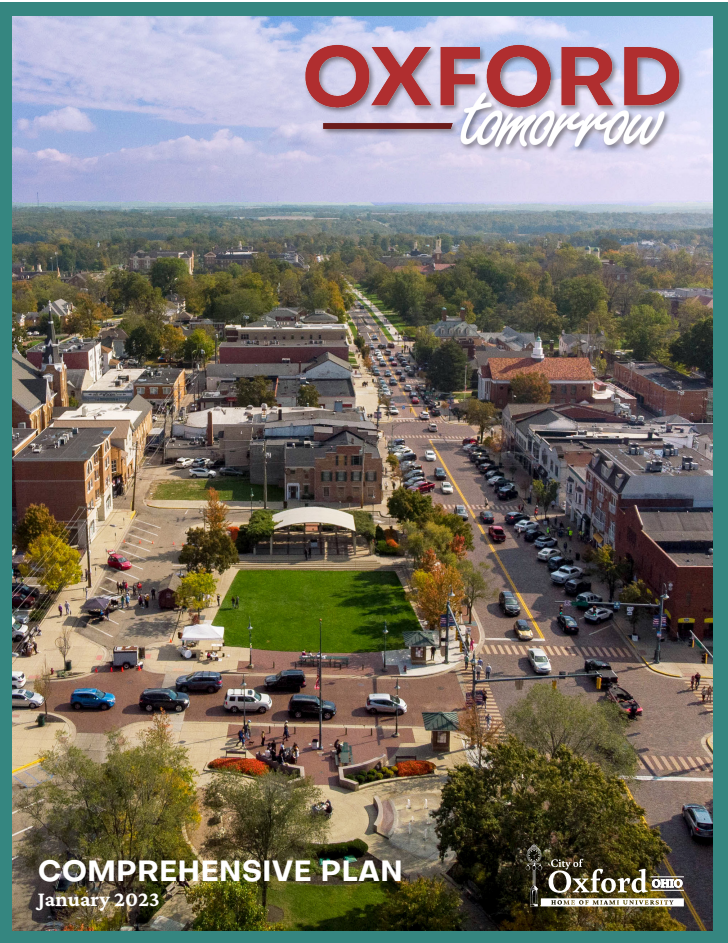
1. **Diversity, Equity, and Inclusion:** Creating a welcoming environment where every person is respected and has a sense of belonging.
2. **Environmental Sustainability:** Embodying environmental stewardship and shaping a more resilient future.
3. **Economic Development:** Creating a viable year-round economy full of opportunity.
4. **Quality of Life:** Creating a safe and attractive place to live for all ages and backgrounds.
5. **University–City Relations:** Fostering a strong working relationship with Miami University.
6. **Service Excellence and Fiscal Responsibility:** Providing effective and efficient public services to the Oxford community.
7. **Government Transparency:** Setting the example for accessible, open communication in the community.
8. **Collaborative Growth:** Working together with residents, businesses, institutions, and schools to plan for the future and create great places.

“

Oxford's local economy is built on its position as a college town, which is a major community asset but also poses unique challenges being so dependent on a single employer. Additionally, Oxford's local businesses are dependent on the student population who live in Oxford during the school year. During this process, the community expressed a desire for Oxford to have more of a year-round and sustainable local economy. Changes in the local economy spurred by the COVID-19 pandemic highlighted the importance of this topic and the need to emphasize fiscal sustainability for the City.

”

- Oxford Tomorrow: Comprehensive Plan (January 2023)



Oxford Tomorrow Comprehensive Plan: Goals

- Smart Growth and Quality Places
- Safe and Efficient Travel for All Modes of Transportation
- Housing Opportunities for Everyone
- A Thriving and Resilient Year-Round Economy
- A Sustainable Oxford
- Celebration of the People and Places that Make Oxford Unique
- A Connected, Livable, and Equitable Community for All
- Accessible, High-Quality Infrastructure

Introduction

Oxford Tomorrow Comprehensive Plan: Economy Goals & Recommendations

1. Attract new businesses and employment opportunities to diversify the local economy.

- Foster a culture of service excellence in attracting new businesses and assisting new business startups.
- Conduct a market study to determine Oxford's key industries and sectors that can grow jobs.
- Develop an economic development strategic plan for Oxford.
- Develop a tax abatement program or other form of financial assistance for businesses that leads to high quality job growth.
- Explore job creation as a result of Advanced Air Mobility programming and research.

2. Encourage entrepreneurship, innovation, and start-up businesses.

- Support business startups and local entrepreneurship.
- Encourage University spin-offs.
- Support the development of the College@Elm Innovation and Entrepreneurship Center.
- Identify potential locations for scalable commercial shell space.

3. Support existing local businesses.

- Establish a Special Assessment District for the Uptown commercial district.
- Designate a Small Business Advocate to provide technical assistance in an effort to better ensure business survival.
- Promote the Revolving Loan Fund to local businesses.
- Encourage a local business procurement program.

4. Attract visitors to Oxford year-round.

- Create events and activities that drive economic impact.
- Encourage creative placemaking for a more engaging community and visitor experience.

5. Sustain the fiscal health of the city.

- Consider the tax benefits and other residual economic benefits when reviewing development proposals.

...by involving residents, businesses, organizations, and community leaders in the planning process, cities can foster a sense of ownership, inclusion, and transparency...

1.9 Oxford Community Survey

Oxford Community Survey: Gathering Insights

An online community survey conducted in November 2024 gathered input from 889 Oxford residents, business owners, and university students and employees to understand their shared priorities and areas for improvement. The survey revealed that most respondents live and work in Oxford, drawn by its convenience and proximity to their workplaces or the university.

Identifying Areas for Improvement

While Oxford residents generally enjoy living there, key areas for improvement include affordability, the selection of businesses, available parking and transportation, and the quality and types of housing available. The survey also highlighted shared priorities for enhancing the success of both the university and businesses, with safety consistently ranking as a top concern across all groups.

Shared Priorities for Growth

Residents prioritized cleanliness, access to green spaces, and affordability, while university stakeholders emphasized walkability and business selection. Business owners prioritized a sense of community, cleanliness, and support from local government services. By addressing these key areas of concern, Oxford can work towards improving overall satisfaction and creating a more vibrant and prosperous community.



Introduction

Survey Key Findings & Recommendations

Residents:

To best support residents, Oxford should:

- Continue focusing on efforts that support the community feel, enhance greenspace, and offer safety.
- Add more restaurant options, including fine dining.
- Add more department store shopping options.
- Assess opportunities for addressing limited housing availability and affordability, especially for single family homes.
- Consider services, amenities, events, and business opportunities that cater to the adult and/or family population.

University:

To best support the university, Oxford should:

- Continue focusing on safety, efforts that support the community feel, and the aesthetics of the area.
- Continue supporting the walkability of the area and campus.
- Consider expanding public transportation options to improve connectivity within and outside of Oxford.
- Consider additional focus on efforts to drive awareness and engagement with the community to utilize the Innovation College@Elm space.
- Consider attracting companies in tech, restaurants, entertainment, and healthcare. Further engagement with the community may be helpful.
- Assess opportunities for addressing limited housing availability and affordability for students as well as university staff and their families.
- Consider opportunities to expand the diversity of businesses to support both residents as well as support experiential learning / industry connections that support the university mission.

Businesses:

To best support and attract local businesses, Oxford should:

- Continue focusing on efforts that support the community feel, offer safety, advertise the strength in the location for businesses, and the opportunity for diverse businesses due to low competition.
- Improve the processes for businesses to operate in Oxford by increasing process efficiency, reducing barriers, and providing additional support.
- Consider alternative parking arrangements to make it easier for patrons to visit businesses located in heavy traffic areas.
- Increase efforts to attract customers to visit local businesses in Oxford.



...public engagement not only helps to build trust and support for economic development initiatives but also enables the creation of strategies that are more sustainable and responsive to the unique characteristics of the community...



2. Existing Conditions

2.1 History

The City of Oxford is situated in the traditional territories of the Myaamia and Shawnee peoples, who have a rich cultural history in the area.

In 1795, these Indigenous groups, along with others, signed the first Treaty of Greenville, ceding large portions of their ancestral lands to the United States, which profoundly disrupted their lives and cultures. Despite this, the Myaamia and Shawnee have maintained their cultural identities and connections to the land. Today, Oxford acknowledges this historical context and the contributions of Indigenous communities, emphasizing the importance of honoring their legacy and promoting initiatives that foster awareness and understanding of Indigenous heritage.

2.2 Home-Rule Municipal Corporation

Oxford, a home-rule municipal corporation in Ohio, was established in 1830 primarily due to the growing prominence of Miami University.

The university, with a student population of around 19,000, not only plays a significant role in the community but is also a key employment provider in the city. Operating under its own charter since 1960, Oxford uses a council-manager form of government. Providing amenities similar to those of a larger city, such as cultural attractions and sporting events, Oxford maintains a small-town charm and family-friendly environment. The university also greatly contributes to the city's social and cultural life, enriching Oxford's unique living experience.

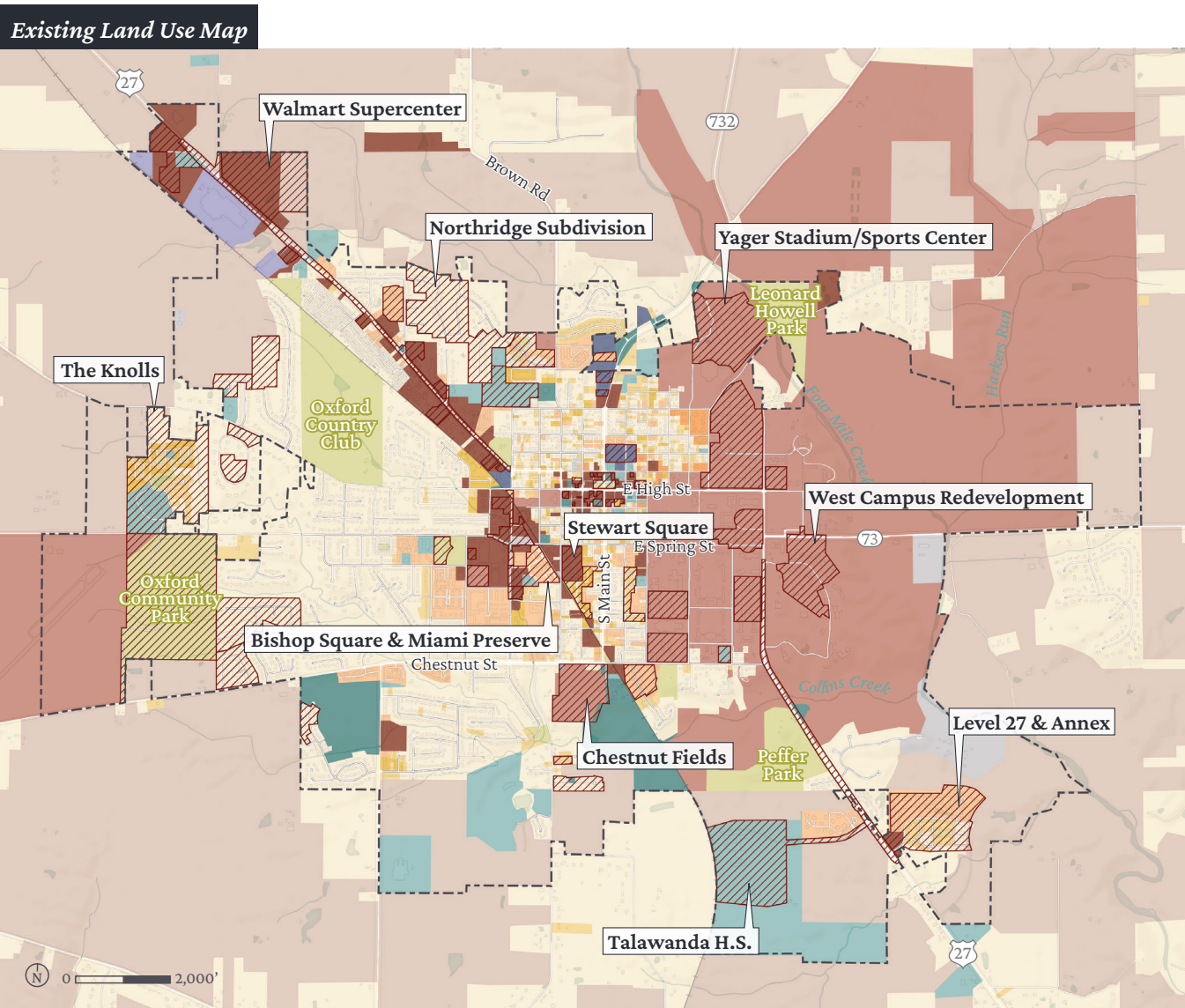
2.3 Location

Oxford is a city located in the Miami Valley Region of Ohio, southwest of Dayton and north of Cincinnati. Situated in a primarily rural area in Butler County, it is about 6 miles east of the Indiana state line. With a population of over 22,000, Oxford covers an area of approximately 7.50 square miles. The city is positioned in the northwestern corner of Butler County, Ohio, around 9 miles from the City of Hamilton, the county seat. Oxford's strategic location places it in the Cincinnati Metropolitan Statistical Area and at the heart of three major markets: Indianapolis, Columbus, and Cincinnati. Known for its “next-day market,” Oxford provides access to over 130 million people within a 600-mile radius. Additionally, the city is within a day's drive of key urban centers like Chicago, Louisville, Cleveland, Pittsburgh, and St. Louis.

2.4 Existing Land Use

As of the present, Oxford's land use is characterized by a mix of university, single-family residential, agricultural, and undeveloped areas.

The city is mostly developed, with the eastern side dominated by university-related facilities, while single-family homes are prevalent in the western portion. Around Oxford, agricultural and rural spaces are common, with pockets of residential areas. Housing diversity is concentrated in or near the downtown



Credit: Oxford Tomorrow: Comprehensive Plan (January 2023)

district, while community amenities, government buildings, parks, and green spaces are usually found on the outskirts. Commercial and mixed-use zones are primarily found along South Locust Street and College Corner Pike, while flex industrial and health facilities are situated on the town's edges.

Land Use	Breakdown
University	30%
Residential Single Family	25%
Agricultural & Rural	25%
Parks & Green Space	7%
Community Facilities	6%
Commercial & Mixed-Use	5%
Residential Multi-Family	4%
Other	4%
Government Facilities	2%
Residential Two-Family	2%

Source: City of Oxford (2021)

Existing Conditions

2.5 Income Tax

The City imposes a 2.00% municipal income tax on income earned within its boundaries, which includes 0.25% specifically for Fire and EMS services.

Residents must also pay tax on income earned outside the city but can receive a credit for taxes paid to another municipality. Employers withhold taxes from employee pay and remit them quarterly, while corporations and individuals pay estimated taxes quarterly and file annually. Income tax revenue is used for various city functions, including general operations, emergency services, and infrastructure.

2.6 Commute Patterns

Oxford residents primarily work in Cincinnati, nearby suburban communities along the I-275 corridor, and Dayton.

Nearly half commute over 25 miles, and one-fifth travel more than 50 miles. Many of those who work in Oxford also reside there, along with workers from Hamilton, Middletown, the greater Cincinnati area, and some towns in Indiana. Workers in Oxford generally have shorter commutes, with 74% traveling less than 25 miles and 40% commuting less than 10 miles.

Oxford Residents Commute Distance	
<10 miles	36%
10 to 24 miles	16%
25 to 50 miles	28%
>50 miles	20%

Source: 2023 City Of Oxford Comprehensive Plan



2.7 City's Guiding Principles

Oxford's Vision: A Plan for Inclusive Growth

Oxford's commitment to its comprehensive plan is anchored by eight guiding principles that shape its vision for 2024 and beyond. These principles—diversity, equity, and inclusion; environmental sustainability; economic development; quality of life; strong university-city relations; service excellence and fiscal responsibility; government transparency; and collaborative growth—serve as pillars for all city initiatives. By prioritizing these interconnected areas, Oxford aims to foster a thriving, inclusive, and sustainable community that benefits all residents while upholding fiscal responsibility and transparent governance. All city programs and projects are working toward these ambitious goals.

3. Demographic Assessment



The total population of Oxford is approximately 22,340 residents.

A substantial portion of this population consists of students from Miami University, which boasts an undergraduate enrollment of 16,478 during the same period. The university's student body significantly impacts the city demographics, as many students reside either on or near the campus, contributing to the overall lower median age of 21.

To retain Miami University graduates, Oxford needs to become a haven for young professionals.

Oxford needs to attract and retain Miami University graduates by providing them with modern housing, opportunities in emerging industries, and strong community engagement. This will create a vibrant environment for young professionals and ensure a thriving community.

While Oxford's Comprehensive Plan 2023 highlights a decline in families in recent decades, there's a prime opportunity to reverse this trend.

The city's safe environment and high-quality school system make it a compelling choice for young families looking to settle down.

The Talawanda School District has consistently received a 4.5 out of 5-star rating on its report card from the Ohio Board of Education and the Department of Education and Workforce (DEW) for the past two years.

This impressive achievement reflects the district's commitment to excellence across all areas, from student achievement and progress to early literacy and graduation rates.

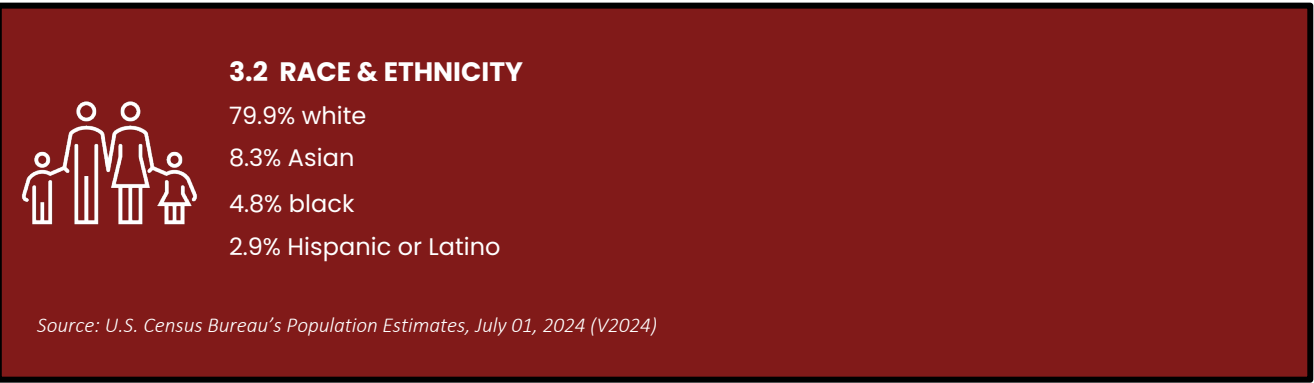
To attract more families, Oxford should leverage its strong foundation by implementing strategies that enhance its appeal.

This includes developing affordable housing options, expanding family-friendly amenities like parks and recreational facilities, and organizing community events specifically tailored for families. Promoting the

Talawanda School District's excellent reputation and the wide range of extracurricular activities available to students will also be crucial.

Oxford is experiencing a notable growth in its senior population, with a 17.22% increase in residents aged 65 and older between 2019 and 2022.

This trend presents a unique opportunity for the city to position itself as a prime retirement destination. Oxford already has a lot to offer retirees: a safe and peaceful environment, a rich arts and culture scene, and access to quality healthcare. To further solidify its position as a retirement haven, Oxford can focus on developing senior-friendly housing, enhancing accessibility, promoting senior-specific programs and services, and highlighting the city's unique amenities.



Oxford boasts a stable community with a large citizen base and a growing, diverse population.

The presence of a significant foreign-born population suggests a dynamic community with the potential for fresh perspectives, entrepreneurial spirit, and cultural enrichment, which are valuable assets for economic development. While the dominant presence of White (Non-Hispanic) residents offers a significant consumer base and potential for established business networks, the limited representation of other racial and ethnic groups poses a potential challenge for attracting a diverse workforce and fostering innovation.

To maximize its potential for economic growth, Oxford should prioritize initiatives that foster inclusivity and create a welcoming environment for all residents.

This would attract a more diverse workforce, create a more vibrant cultural scene, and attract businesses catering to a wider consumer base. Additionally, targeting niche markets, such as those catering to the sizeable Asian (Non-Hispanic) population, could stimulate growth in specific sectors.

Focusing on building a more inclusive community and attracting businesses that cater to a broader range of residents can maximize Oxford's potential for economic growth.

By fostering community engagement and encouraging participation from all residents, Oxford can strengthen civic engagement, foster a sense of community ownership, and drive economic initiatives that benefit everyone.

Demographic Assessment



3.3 AGE DISTRIBUTION

Median Age: 21.2 *

Persons under 18 years: 7.8% **

Persons 65 years and over: 8.7% **

*Source: census.gov (2022)

**Source: U.S. Census Bureau, Population Estimates Program (PEP). Updated annually.

The median age in Oxford is 21.2 years, significantly lower than Ohio's median age of 39.6 and the national median age of 38.5.

Oxford is characterized by a notably younger population compared to both the state of Ohio and the United States as a whole. This youthful demographic is primarily influenced by the presence of Miami University, which plays a central role in the city's population dynamics.

The close-knit relationship between Miami University and the City of Oxford not only shapes the age profile of the community but also brings vibrancy and energy to the local culture.

The influx of students annually enhances the city's diversity, drives demand for local goods and services, and fosters a lively social scene. This unique blend of academic life and community engagement makes Oxford a dynamic place to live, reflecting the ongoing influence of its University



3.4 EDUCATION

High School Graduate or Higher, Age 25 Years+: 97.7% *

Bachelors Degree or Higher , Age 25 Years+: 64.5% *

16,478 Miami University undergraduate enrollment **

73% 4-Year Graduation Rate **

*Source: U.S. Census Bureau's Population Estimates, July 01, 2024 (V2024)

**Source: U.S. News & World Report (Undergraduate data are based on the 2023 school year)

Oxford boasts a highly educated population, with 64.5% of residents aged 25 and older holding a bachelor's degree or higher.

This represents a significant asset for the city's economic development and presents a unique opportunity to attract innovative businesses and create a vibrant knowledge economy. To capitalize on this advantage, Oxford should focus on attracting industries that require a highly skilled workforce, such as technology, research and development, healthcare, and education. The city should also actively support entrepreneurship by providing resources, mentorship, and funding opportunities for innovative individuals and businesses.

Oxford should leverage its proximity to Miami University by strengthening ties with the institution, promoting higher education and research, and investing in workforce development initiatives.

By promoting itself as a hub for talent and innovation, Oxford can attract highly skilled professionals, foster economic growth, and become a thriving center for knowledge-based industries.

In 2023, the most popular majors among its graduates were Business, Management, Marketing, and Related Support Services (27%), Health Professions and Related Programs (8%), Social Sciences (7%), Education (7%), and Biological & Biomedical Sciences (7%).

The high number of degrees awarded by Miami University, underscores the city's role as a significant center for higher education and its potential to attract a highly skilled workforce. This pool of educated individuals, especially those with degrees in high-demand fields like Business, Health Professions, and Biological & Biomedical Sciences, represents a valuable asset for attracting businesses and fostering innovation. The concentration of these fields suggests the city is well-positioned to become a hub for industries related to healthcare, finance, and research & development.

Oxford should leverage its strong educational infrastructure to stimulate economic growth.

By fostering partnerships between the university and local businesses, encouraging entrepreneurship among graduates, and creating an attractive environment for businesses to relocate, Oxford can capitalize on its academic strengths and transform its educational advantage into a driver of economic development.



3.5 EMPLOYMENT

8,160 Total Employees

Miami University is Largest Employer with 3,700 employees

Most Common Occupations

- Education, Instruction, and Library: 19.4%
- Food Preparation and Serving Related: 16.6%
- Office and Administrative Support: 13.7%
- Management: 9.16%

Most Common Industries

- Educational Services : 40.4%
- Accommodation and Food Services: 18.1%
- Retail Trade: 9.96%
- Manufacturing: 6.28%

Source: DATA USA (YR 2022)

Demographic Assessment

As anticipated, the presence of Miami University significantly influences Oxford's employment landscape, with educational services accounting for a substantial portion of the city's jobs.

Additionally, a substantial tertiary sector, encompassing food, accommodations, and retail, caters to the needs of university students, employees, residents, and visitors. Notably, Miami University stands as the largest employer within both Oxford and Butler County, employing over 3,700 individuals.

Oxford's economy is heavily reliant on Miami University, with a significant portion of jobs tied to the education sector.

Miami University is Oxford's largest employer accounting for approximately 40% of its income tax. This creates a cyclical pattern, with student enrollment directly impacting employment figures. Recent employment decline highlights the need for diversification to attract and retain workers beyond those tied to the university. While Oxford's tertiary sector, focused on food, accommodations, and retail, caters to the university community, it may offer less stable economic growth potential compared to industries with higher growth potential.

Other significant employment clusters exist in Oxford, notably at McCullough-Hyde Memorial Hospital, public schools, Wild Berry, Schneider Electric, and local shopping centers.

The Uptown area exhibits a denser concentration of smaller employment nodes, reflecting the presence of local businesses within the district. While these nodes are less substantial than the cluster centered on Miami University's campus, they remain noteworthy and contribute positively to the local economy. However, it is crucial to note that the majority of these employment sectors exhibit a dependence on the student population of Miami University for their continued viability.

Oxford has the opportunity to leverage Miami University's resources for research, development, and talent acquisition, attracting knowledge-based industries and fostering innovation.

Focusing on workforce development and attracting businesses in sectors beyond education can create a more resilient and sustainable economy.

The employment sector data highlights a concentration of jobs in sectors often associated with a university town and a smaller city, with Educational Services dominating the landscape.

This makes sense given the presence of Miami University, which is a significant employer and driver of the local economy. The concentration of jobs in education presents both opportunities and challenges for economic development.

While the university offers a steady stream of jobs and supports a thriving knowledge-based economy, it also means that the city's economic diversification is limited.

Over-reliance on a single sector, like education, could lead to vulnerability if there are major changes in the

higher education landscape or if the university experiences financial difficulties. Therefore, Oxford needs to strategically plan for economic diversification. This could involve attracting businesses in other sectors, particularly those that complement or leverage the university's resources, like technology, research and development, or even tourism. By fostering a more balanced economy, Oxford can mitigate risks, create more job opportunities, and attract a wider range of residents and businesses.



3.6 HOUSING & LIVING

Total Households: 5,875
Median Households Income: \$42,147
Owner Occupied Housing Rate: 37.5%
Nonowner Occupied Housing Rate: 62.5%
Median Value of Owner-Occupied Housing: \$232,000
Median Monthly Owner Costs with a Mortgage: \$1,724
Median Gross Rent: \$989

Source: U.S. Census Bureau's Population Estimates, July 01, 2023 (V2023)

The median household income of the 5,875 households in Oxford is \$42,147, which is significantly lower than the median incomes of the State of Ohio (\$69,680) and the United States (\$78,538).

This disparity can largely be attributed to the high population of undergraduate students who often lack stable income sources. The presence of these students, combined with other contributing factors, affects the overall economic landscape of the city.

Oxford's low median household income stems from several intertwined factors.

The prevalence of seasonal and part-time jobs, particularly in service sectors, leads to inconsistent earnings. The university-centric economy limits industry diversification, hindering higher-paying job opportunities. The young, transient student population contributes to income instability as many accept lower-paying jobs and struggle to accumulate wealth. Furthermore, the university's influence on the local economy creates cyclical income fluctuations, further impacting household earnings. These challenges underscore the need for greater economic stability and a higher median household income in Oxford.

Oxford's median property value sits at \$232,000, exceeding the Ohio state average of \$199,200 but falling below the national average of \$303,400.

Oxford's median property value sits in a sweet spot, higher than Ohio's average but below the national average. This presents both opportunities and challenges for economic development. On the positive side,

Demographic Assessment

higher values can attract buyers seeking good investments, boosting demand and stimulating the local real estate market. They also contribute to a stronger tax base, potentially allowing for more funding for essential services and infrastructure. However, these values might also create affordability challenges for some residents, hindering housing accessibility and potentially limiting the pool of potential residents and businesses.

Oxford faces a unique challenge when it comes to housing.

Its homeownership rate, at 37.5%, falls significantly below both the state average of 67% and the national average of 65%. This lower homeownership rate is linked to the student population at Miami University and could have significant implications for the city's economic development. It could signal a less stable population, as renters tend to move more frequently, potentially impacting community engagement and investment. This can also affect the local economy, as businesses might be hesitant to invest in a community with a transient population.

The lower homeownership rate also suggests affordability challenges, where housing costs might be too high for many, especially lower-income households. This can limit economic growth by restricting access to homeownership, a crucial pathway to wealth building. Furthermore, it can impact the overall sense of community and civic engagement. Renters might feel less connected to their neighborhood and less invested in its future, making it harder to build a strong community identity and foster economic growth.

Oxford's high nonowner-occupied housing rate of 67.5% signifies a significant reliance on rental properties.

This is attributed to the large student population at Miami University, creating a strong market for temporary residents, and limited affordable housing options for permanent residents. This high rental market can create challenges for both landlords and tenants, especially with fluctuating rental prices.

The high nonowner-occupied rate also indicates limited opportunities for homeownership in Oxford.

This could be due to high housing costs, restricted availability of affordable housing, or economic factors that make homeownership less attainable for many residents. Additionally, students and renters may be less inclined to invest in home improvements, potentially impacting the overall quality of housing stock and attractiveness of the city to potential residents and businesses.

Oxford experiences a scarcity of available multifamily rental and for-sale housing units that cater to non-student populations.

This shortage is particularly pronounced in the segment of subsidized affordable rental housing, which currently operates at high occupancy levels.

This high nonowner-occupied rate highlights the need to address Oxford's housing market dynamics and affordability challenges.

By fostering a more diverse housing market, encouraging homeownership, and improving the quality of housing stock, Oxford can create a more attractive environment for residents and businesses, contributing to its overall economic growth and development.

Recognizing these challenges, the City of Oxford is actively working to address its goal of providing Housing Opportunities for Everyone.

In 2023, City Council directed staff to develop a strategy for affordable housing, defined as serving households at or below 80% of the Area's Median Income. The city has utilized American Rescue Plan funds to acquire four parcels of land specifically for affordable housing projects. These projects include the Cottage Community on Hester Road, featuring 12 tiny homes with wrap-around case management services, and the Chestnut Street Development. The latter involves a partnership with Habitat for Humanity to build up to 38 townhomes, offering spacious 3–4-bedroom units with unfinished basements. These initiatives demonstrate the city's commitment to expanding affordable housing options and creating a more inclusive community.

To achieve the ambitious goal of attracting 1,000 new employees, the city must address the critical factor of housing.

Simply creating jobs isn't enough; potential employees need a place to live. Increasing the city's housing stock, particularly in the form of affordable options, will be essential to attract and retain talent. Furthermore, fostering homeownership will encourage long-term residency, creating a more stable and invested workforce. By focusing on these key areas, the city can transform itself into a desirable destination for those seeking both career opportunities and a place to call home, ultimately contributing to the success of its economic development goals.

“

Looking to the future, the city will be leveraging city owned land for additional family and workforce housing of mixed types.

”

- 2023 Annual Comprehensive Financial Report

4. Economic Drivers

4.1 State & Regional Key Economic Drivers

Oxford and Miami University must align efforts to take advantage of substantial investments entering central and southwest Ohio over the last few years. Oxford's proximity to Cincinnati and Dayton presents growth opportunities by monitoring economic drivers, trends, and emerging industries. By studying major investments and strategizing for focused expansion, the city and university can utilize their location and assets to attract economic prospects and foster development.

Cincinnati and Dayton I-75 Innovation Corridor

When determining which industries the city should prioritize, it is crucial to assess the regional economic drivers. Southwest Ohio is strong in aerospace, aviation, advanced manufacturing, and advanced air mobility, especially along the I-75 corridor between Cincinnati and Dayton. To enhance the city's potential for success in these industries, it is essential to leverage the main economic drivers in Southwest Ohio, such as Wright Patterson Air Force Base to its north and GE Aerospace to its south.

Oxford's strategic location, nestled between Cincinnati and Dayton, puts it at the heart of a dynamic economic hub with thriving industries.

To fully leverage this advantage, a careful analysis of current investments, both statewide and regionally, is crucial. By staying informed about emerging industries that are shaping the region's future and capitalizing on its flourishing economic drivers, Oxford can strategically target its growth and development efforts, ensuring a strong future.

Company	Description	Location	Investment +/-
Intel	Semiconductor chips plant	New Albany	\$28 Billion
Amazon Web	AWS data centers development	Central Ohio	\$7.8 Billion
Honda / LG	Electric vehicle battery plant	Fayette Co.	\$4.4 Billion
Google	Data centers development	Central Ohio	\$1.7 Billion
Meta	Data center campus	New Albany	\$1.5 Billion
Joby Aviation	Electric aircraft manufacturing plant	Dayton	\$500 Million
Medpace	Headquarter clinical research expansion	Cincinnati	\$327 Million
Safran Landing Systems	Expansion	CVG	\$300 Million
Wright-Patterson	Life Cycle Management Center expansion	Dayton	\$200 Million
GE Aerospace	Facilities in the greater Cincinnati region	SW Ohio	\$127 Million
TQL	Headquarters freight brokerage expansion	Cincinnati	\$78 Million
Miami University	McVey Data Science Building	Oxford	\$58 Million
Microsoft	Data center development	Licking Co.	\$57 Million

Sources: <https://cbustoday.6amcity.com/city/central-ohio-tech-scene-columbus-oh>
<https://redcincinnati.com/redi-cincinnati-2022-annual-report/>



JobsOhio
Ohio's Economic
Development Corporation

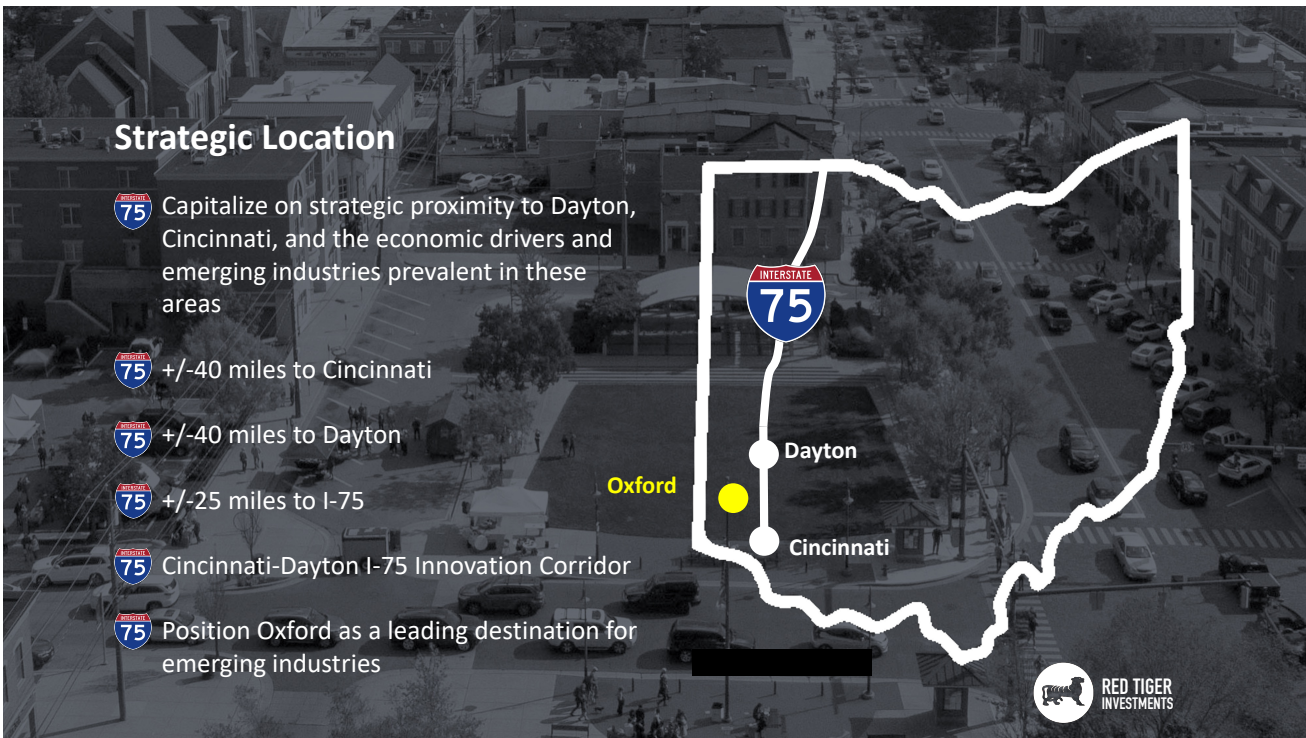
Ohio Tops Nation for Infrastructure and Economic Development Investment

State ranks #1 in Site Selection Magazine's Global Groundwork Index for second straight year

September 03, 2024 10:01 ET | Source: [JobsOhio](#) [Follow](#)

No. 1 State in Infrastructure and Economic Development Investment

Ohio has seen significant private investment in recent years, and for the second year in a row, it was ranked the No. 1 State in Infrastructure and Economic Development Investment by Site Selection magazine. The ranking is derived from an assessment of job creation, capital investments, and infrastructure development from 2020 to July 2024. This reflects the state's dedication to fostering emerging industries. Oxford and Miami University should capitalize on the substantial investment in central and southwest Ohio, particularly in nearby Cincinnati and Dayton.



Economic Drivers

a) **GE Aerospace**

GE Aerospace, with its global headquarters in Evendale, Ohio, near Cincinnati, is a leading manufacturer of jet and turboprop engines, components, and integrated systems for a diverse range of aircraft.

A major presence in Southwestern Ohio, GE Aerospace employs approximately 9,000 people in the state. The company has a strong connection to Wright-Patterson Air Force Base, a key center for Air Force logistics and research. As a prominent supplier to the military aviation sector, GE Aerospace further strengthens its ties to Wright-Patterson, highlighting its commitment to national defense.

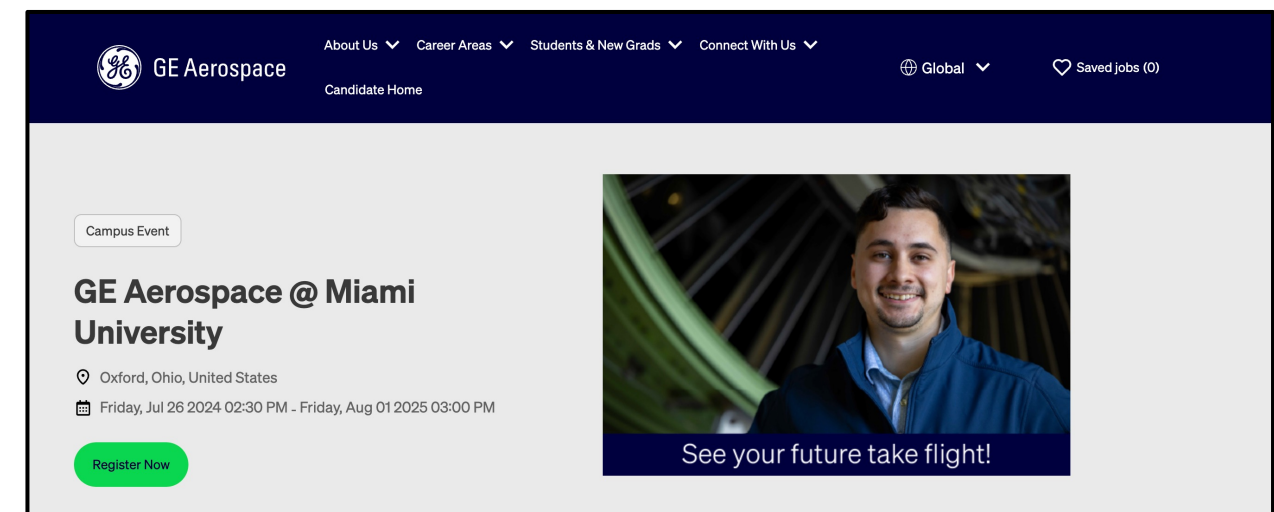


GE Aerospace is investing approximately \$1 billion in its U.S. manufacturing facilities and supply chain, including \$140 million in Ohio and \$113 million across the Cincinnati region.

Oxford and Miami University can benefit from GE Aerospace's investment by leveraging economic growth opportunities, fostering industry collaboration, enhancing their reputation, and driving innovation and development in the region. GE Aerospace's investments and presence in Southwest Ohio highlight the region's importance in the aerospace industry and the collaborative efforts between industry, academia, and military institutions.

Location	Oxford	GE Aerospace Investment (2025)	Investment +/-
Evendale *	31-mi	At the GE Aerospace campus in Evendale, investments will be directed towards the Ceramic Matrix Composites lab. These investments will enhance the production of engine components that are one-third lighter and can endure higher temperatures than most conventional metals.	\$73M
West Chester **	25-mi	Investments towards an additional 3D printer, industrial furnace, equipment to move materials and upgrades to the entire West Chester facility that will increase its capacity.	\$14M
Dayton *	42-mi	New machines, including 3D printers, machine upgrades, precision inspection and test equipment, and additional tooling.	\$26M
Peebles *	101-mi	Allocating funds for upgrades to facilities and test cells that facilitate the expansion of production engine testing, the development testing of next-generation engines, as well as current and commercial military engines.	\$39.0M

* Source: <https://www.wcpo.com/news/local-news/ge-aviation-investing-113-million-into-3-greater-cincinnati-locations>
** Source: <https://www.daytondailynews.com/local/ge-to-invest-nearly-26m-in-dayton-this-year>



Economic Drivers

b) Wright-Patterson Air Force Base

Wright-Patterson Air Force Base (WPAFB), the largest single-site employer in Ohio and the largest Air Force base in the nation, is a major economic powerhouse.

WPAFB creates high-paying jobs and attracts cutting-edge companies to the region, contributing over 80,000 jobs and an economic impact of \$16 billion. WPAFB fosters innovation within the aerospace and defense industries. Oxford and Miami University have an opportunity to leverage this unique resource by collaborating on research, offering training opportunities, facilitating technology transfer, and expanding their regional impact. Harnessing the base's technology can lead to advancements, skill development, economic growth, and a greater regional presence for both the city and university.

WPAFB serves as a catalyst for groundbreaking research and technological advancements in the aerospace and defense industries. Given its relative proximity to WPAFB (approximately 61-miles away), Oxford can capitalize on this leading economic driver and benefit from the cutting-edge research and development happening in Southwest Ohio. This presents a valuable opportunity for the city to attract businesses and talent synergistic with aerospace and defense, further stimulating growth and innovation.



\$16+/- Billion economic impact annually*

\$4.2+/- Billion economic impact in Ohio annually*

30,000 Direct Employment in State of Ohio *

86,000 employees worldwide for Air Force Materiel Command (AFMC) headquartered at

Major units at WPAFB:

- 88th Air Base Wing
- Air Force Materiel Command
- Air Force Life Cycle Management Center
- Air Force Research Laboratory
- National Air and Space Intelligence Center
- 445th Airlift Wing
- Air Force Institute of Technology
- Air Force Installation Contracting Center
- National Museum of the United States Air Force

Sources:
*<https://www.wpafb.af.mil>
**<https://www.daytondailynews.com/>



c) National Advanced Air Mobility Center of Excellence

Ohio is soaring to new heights in the world of Advanced Air Mobility (AAM), leading the nation with a bold vision for the future of flight.

At the heart of this revolution is the National Advanced Air Mobility Center of Excellence (NAAMCE) in Springfield, Ohio, the nation's only facility of its kind. This \$10 million facility, opened in December 2023, is a beacon for innovation, supporting the burgeoning efforts of manufacturers and operators of AAM vehicles, particularly those developing electric vertical takeoff and landing (eVTOL) aircraft.

NAAMCE's 30,000-square-foot office space serves as a hub for collaboration, housing administrative offices, laboratories, meeting rooms, and areas designed for fostering innovative partnerships. An additional 25,000-square-foot aircraft hangar space provides a dedicated area for the US Air Force and private industry to work side-by-side, accelerating the development and testing of these transformative aircraft.

Ohio's commitment to AAM is unparalleled, making it a national leader in this exciting field.

The state's forward-thinking initiatives, coupled with the presence of NAAMCE, have created a powerful ecosystem that attracts talent, investment, and cutting-edge research. As AAM technology continues to evolve, Ohio is poised to take flight as a global leader, shaping the future of transportation and innovation.

Economic Drivers

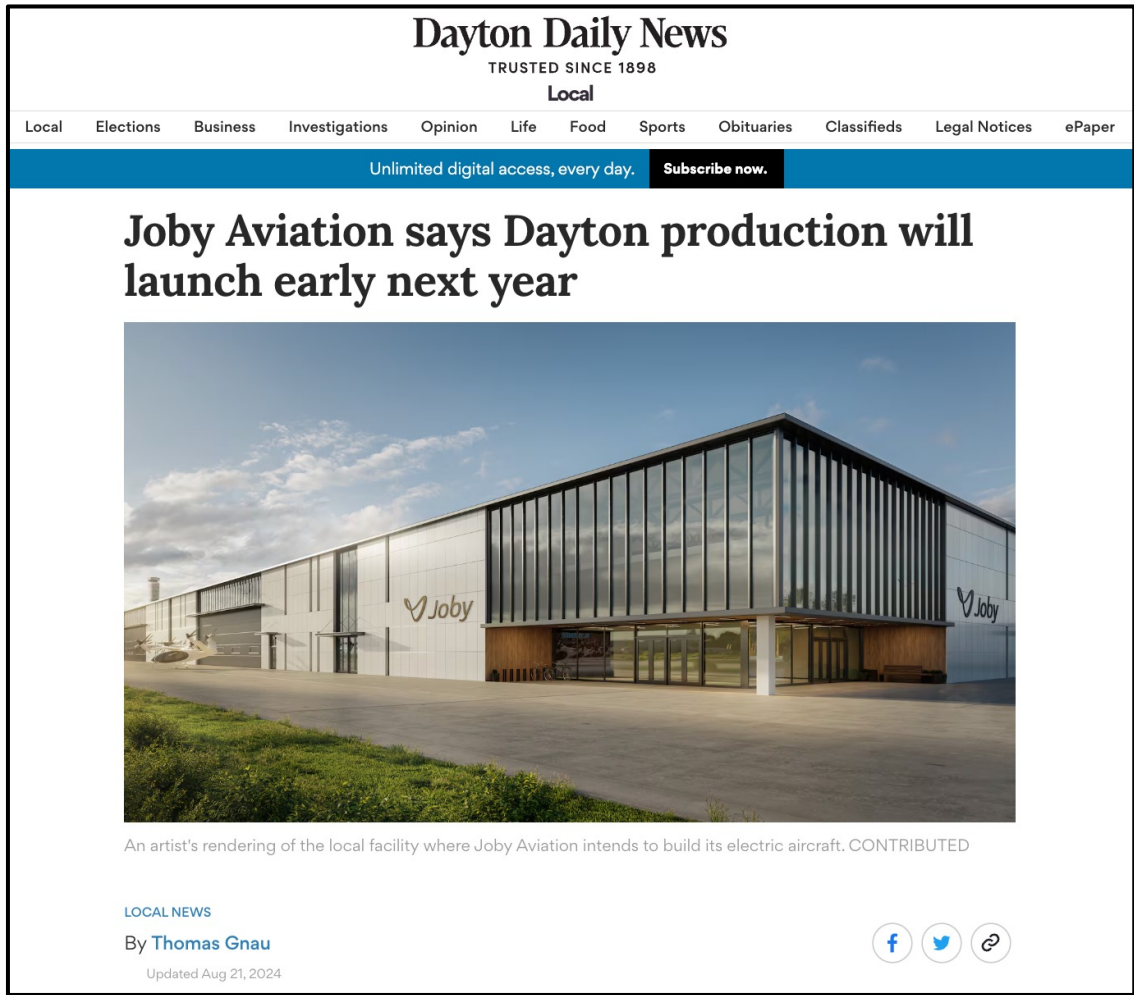
d) Joby Aviation

Joby Aviation's decision to establish its first scaled aircraft production facility in Dayton, Ohio, is a major economic boon for the region.

Joby Aviation is developing a large-scale manufacturing facility at Dayton International Airport, to produce electric vertical takeoff and landing (eVTOL) aircraft. The company's planned investment of up to \$500 million and creation of up to 2,000 new jobs will inject significant capital into the Dayton area, driving further development and economic activity. The facility will require a robust local supply chain to support its operations, leading to the creation of new businesses and opportunities for existing companies.

Beyond the immediate economic impact, Joby's presence will elevate Southwest Ohio's national profile as a center for innovation and advanced manufacturing.

This will attract further investment and talent to the region, potentially leading to the creation of a robust ecosystem for electric aviation research and development. The influx of jobs and investment is also likely to lead to revitalization efforts in Dayton and surrounding areas, creating a more vibrant and attractive region for businesses.



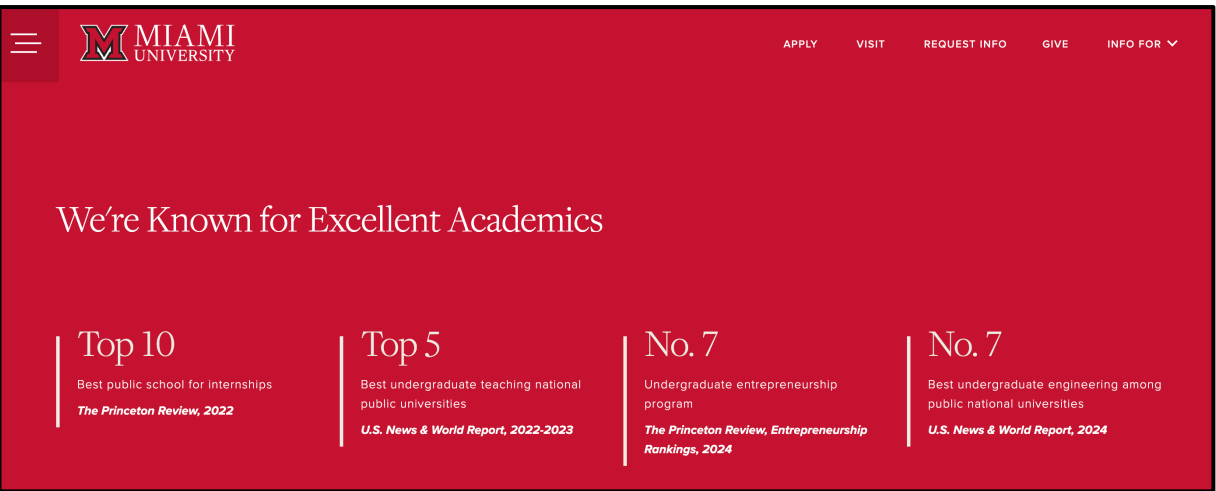
Joby's Dayton-area investment solidifies Ohio's leadership in advanced transportation, demonstrating the region's strong workforce, infrastructure, and growth potential.

This commitment to innovation and job creation marks a transformative era for Southwest Ohio.

e) Miami University

Miami University has a significant economic impact on Ohio, which was valued at \$3.8 billion for the 2021-2022 fiscal year.

This impact is projected to remain at the same level, \$3.8 billion, in 2024-2025. A substantial portion of this economic contribution stems from its alumni, who collectively generate an estimated \$2.3 billion in impact. Additionally, the university supported approximately 52,401 jobs across the state during the 2021-2022 period, highlighting its role as a major employer and contributor to the Ohio economy. Through its educational and community engagement efforts, Miami University plays a crucial role in enhancing economic growth and workforce development in the region.

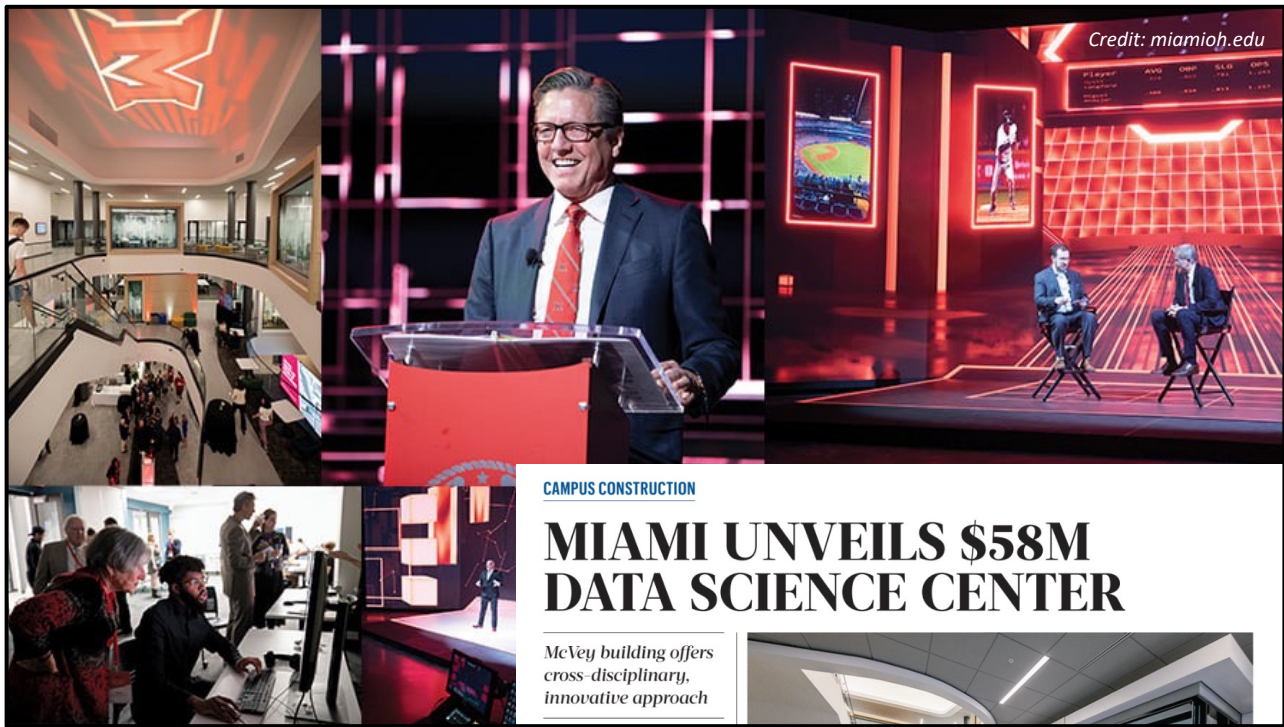


Economic Drivers

f) The McVey Data Science Building

The McVey Data Science facility, a \$48 million state-of-the-art facility at Miami University, is a powerful engine driving economic growth and innovation within Oxford and beyond.

Housing Miami's departments of statistics, computer science, software engineering, and emerging technology in business and designs, the building serves as a vibrant hub for cutting-edge research and collaboration. Designed to foster transdisciplinary research and learning, it boasts four classrooms, 12 conference and seminar rooms, and 88 offices, providing a dynamic environment for academic instruction, student activities, and informal collaborations.



The facility attracts top talent to the region, fueling the development of innovative solutions, and creating a pipeline of highly skilled graduates.

The facility is a testament to the growing importance of data science and artificial intelligence in all sectors of the economy. It's attracting top talent to the region, fueling the development of innovative solutions, and creating a pipeline of highly skilled graduates prepared for the demands of the modern workforce. This, in turn, is attracting businesses and industries seeking to tap into this pool of talent, generating economic growth and investment in the City of Oxford.

Attracting researchers, entrepreneurs, and industry partners to Oxford.

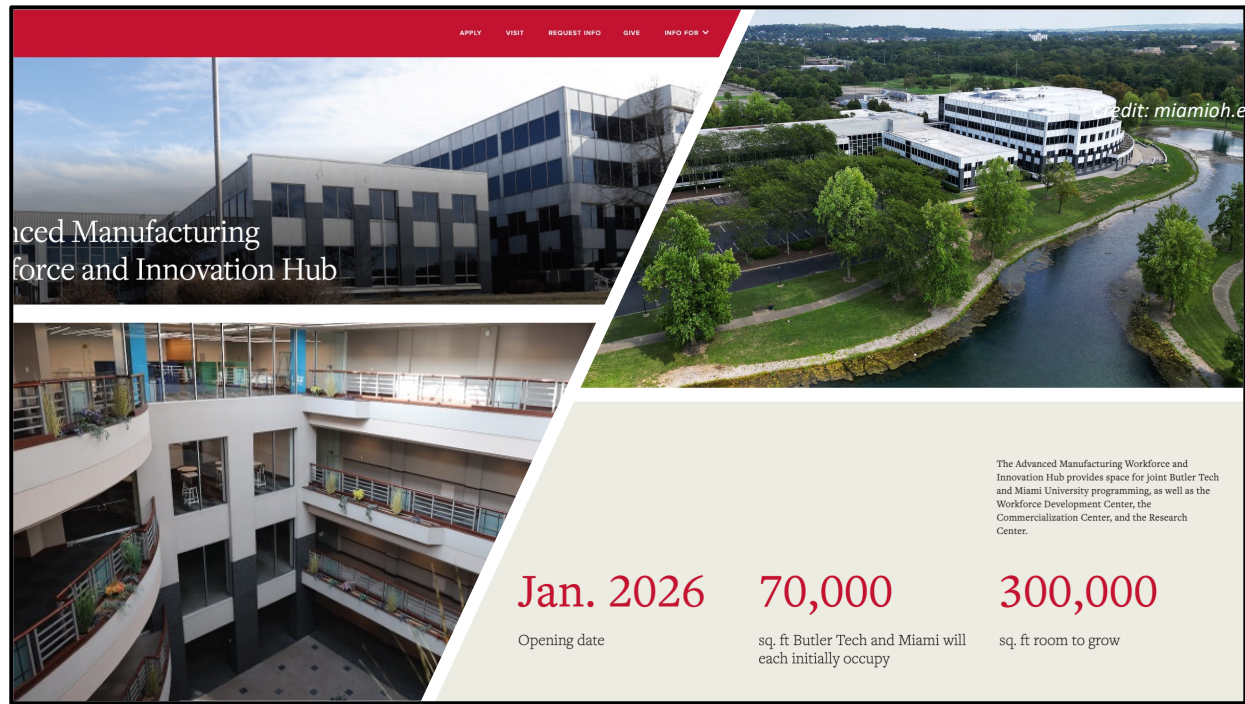
McVey Data Science also houses the Armstrong Institute for Emerging Technology and the Lilly Leadership Institute, further strengthening the university's position as a leader in innovation and leadership

development. These initiatives are attracting researchers, entrepreneurs, and industry partners to the city, fostering collaboration and driving economic growth. By creating a thriving ecosystem of research, education, and innovation, the McVey Data Science Building is a beacon of progress for Oxford and a catalyst for economic development in the region.

g) Miami Univ. and Butler Tech Adv. Manufacturing Workforce & Innovation Hub

Butler Tech and Miami University are collaborating to establish an advanced manufacturing hub in Butler County, set to launch in fall 2025, in a 300,000-square-foot facility.

The hub will provide students with hands-on training and opportunities to earn high school diplomas, certifications, and degrees in various manufacturing disciplines. The initiative aims to strengthen the local manufacturing pipeline and boost economic growth by connecting students and faculty with industry partners to address real-world challenges. Participants will develop skills in automation, robotics, and smart manufacturing, while also gaining access to resources from both institutions' manufacturing assets. The partnership emphasizes comprehensive education pathways, from certificates to advanced degrees, in fields relevant to the evolving manufacturing sector.



h) Local Drivers

McCullough-Hyde Memorial Hospital, public schools, Wild Berry, Schneider Electric, and local shopping centers are other important economic drivers.

McCullough-Hyde Memorial Hospital serves as a significant regional healthcare resource, drawing patients from a thirteen-zip code service area, thereby establishing its position as a major asset to the local economy. Other significant employment clusters exist in Oxford, notably at McCullough-Hyde Memorial Hospital, public schools, Wild Berry, Schneider Electric, and local shopping centers.

Economic Drivers

h) The Innovation College@Elm and Workforce Center

The Center serves as a quintessential model of public-private partnership, highlighting the collaborative potential between academic institutions and community stakeholders.

By harnessing the extensive resources and intellectual dynamism of an entire university, alongside the rich cultural tapestry of the Oxford arts community, this center is poised to act as a catalyst for economic development. Its strategic initiatives aim to attract small businesses and encourage individuals to reside and engage in professional opportunities within Oxford, Butler County, and the broader Southwest Ohio region.

The College@Elm provides an environment conducive to innovation, offering state-of-the-art facilities and dedicated spaces designed for the most creative and forward-thinking companies.

This initiative is further bolstered by the support and resources of Miami University, which functions as an incubator of ideas and novel approaches. By promoting collaboration and entrepreneurial spirit, the Innovation College@Elm aspires to drive economic growth and foster a vibrant rural community that is positioned as a hub for both living and working in the area.



i) Local Drivers

McCullough-Hyde Memorial Hospital, public schools, Wild Berry, Schneider Electric, and local shopping centers are other important economic drivers.

McCullough-Hyde Memorial Hospital serves as a significant regional healthcare resource, drawing patients from a thirteen-zip code service area, thereby establishing its position as a major asset to the local economy. Other significant employment clusters exist in Oxford, notably at McCullough-Hyde Memorial Hospital, Oxford Public School District, Wild Berry, Schneider Electric, and local shopping centers.



Economic Drivers

4.2 Ohio Targeted Industries

When prioritizing industries for Oxford, it is crucial to consider JobsOhio targeted industries.

The State of Ohio’s private economic development corporation focuses on recruiting new businesses to the state while also fostering the growth and retention of existing businesses and industries. JobsOhio provides various programs, incentives, and development-ready sites to facilitate these efforts. Considering the industries that JobsOhio focuses on can help determine which industries to emphasize in Oxford, aligning the city’s economic development goals with the strategies of JobsOhio.

State of Ohio Targeted Industries		
Advanced Manufacturing Additive Manufacturing	Financial Services Insurtech	Logistics & Distribution Cold Storage
Aerospace & Aviation - Advance Air Mobility - Aerospace Propulsions & MROs - Space	Food & Agribusiness	Military & Federal Military Quality of Life
Automotive	Healthcare Gene Therapy	Technology Cybersecurity
Advance Mobility	Energy & Chemicals	
Military & Federal	Technology	
Source: www.jobsohio.com/industries		

4.3 Southwest Ohio Targeted Industries (Cincinnati and Dayton Regions)

It's crucial to consider JobsOhio's emerging industry focus for Southwest Ohio when identifying the most suitable industries for Oxford.

JobsOhio has a strategic vision for the state's future economic growth, investing in and promoting specific sectors it believes will drive long-term prosperity. By aligning with JobsOhio's focus, Oxford can position itself as a part of a larger, coordinated effort, increasing its attractiveness to businesses and investors. This alignment allows Oxford to leverage JobsOhio's various programs, resources, and support to attract businesses, provide incentives, and create a more favorable environment for growth.

Southwest Ohio Targeted Industries		
Advanced Manufacturing - Aerospace & Defense - Automotive - Food & Flavoring - Agriculture & Food Processing	Life Sciences - Biomedical Research - Bioscience - Health Tech - Medical Device	Business & Professional Services
Technology - Cybersecurity - Data Analytics - Smart Supply Chain Tech	Logistics & Distributions	
Sources: REDI Cincinnati / Dayton Development Coalition		

Investors often look for areas with strong growth potential, especially when aligned with a state-level economic development strategy.

By focusing on industries that JobsOhio is promoting, Oxford increases its chances of attracting investment, creating jobs, and contributing to the region's overall prosperity. Ultimately, aligning with JobsOhio's strategy can help Oxford become a key player in the region's economic development, benefiting from both the shared vision and available resources.

4.4 Miami University Strengths & Focus Areas

Understanding Miami University's strengths and resources is crucial in determining the industries that Oxford should prioritize.

The university plays a significant role in shaping the local economy and community. Leveraging Miami University's assets, such as its research capabilities, educational programs, and skilled workforce, will drive economic growth and innovation in Oxford.



Economic Drivers

US News & World Report 2024 Rankings		
Miami University Program	Public University Ranking	Overall Ranking
Undergraduate Mechanical Engineering No Doctorate	5 th *	17 th
Undergraduate Engineering Programs No Doctorate	7 th *	30 th
Accounting	23 rd	46 th
Undergraduate Business Programs	43 rd	70 th
Best Colleges for Veterans	66 th	87 th
Undergraduate Economics	41 st *	99 th
Undergraduate Psychology Programs	65 th *	118 th
*Excluding military institutions		

The Farmer School of Business

The Farmer School of Business is distinguished by its strong academic reputation and top rankings from various esteemed organizations. In 2024, it was recognized by Poets & Quants as one of the top 20 public undergraduate business schools, excelling in student academic experience and career outcomes. College Factual ranked it 11th among public universities for management information systems, while IPEDS listed it 12th nationally for four-year graduation rates. The school received the Model Program Award from the United States Association for Small Business and Entrepreneurship for its innovative approach to entrepreneurship and the Inspiring Programs in Business Award from Insight into Diversity for its commitment to diversity and inclusion.

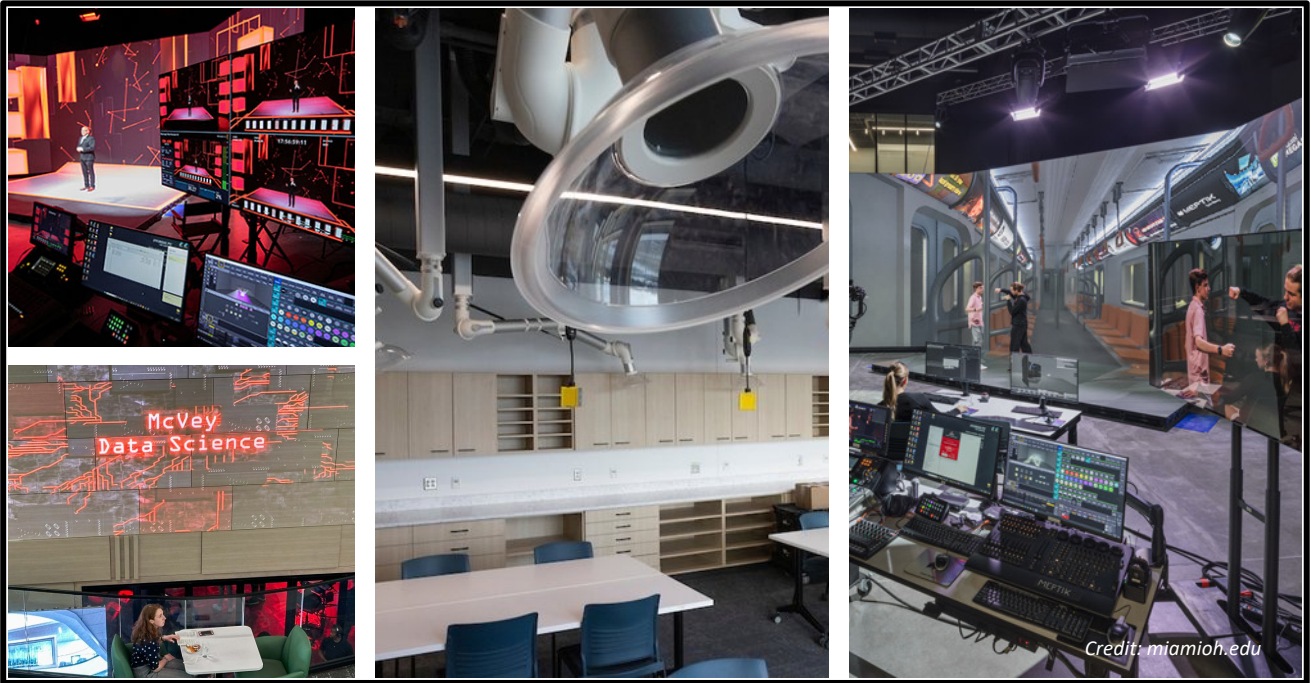
College of Engineering and Computing (CEC) Strategic Initiatives (YR 2022) **	
•	First-year curriculum reform
•	Robotics & Automation
•	Clinical Engineering
•	Cybersecurity
•	Diversity and Inclusion
•	K-12 Outreach
•	Entrepreneurship and Industry relations
•	SMART Factory
**Presentation provided by Colleen Bush, Director of Industry Relations, MU College of Engineering and Computing (05-02-22)	

Miami University’s Entrepreneurship Program

Miami University’s Entrepreneurship Program, ranked No. 7 in the world by Princeton Review for 2024 and a Top 10 Public Undergraduate Entrepreneurship Program for 16 consecutive years, is an internationally recognized initiative that blends strong academic research with immersive, real-world learning experiences. The program focuses on areas such as startup and venture capital, social entrepreneurship, corporate venturing, technology commercialization, and creativity. Its unique cross-disciplinary approach engages over 3,200 students from more than 110 different majors annually in

practical, hands-on curricular and co-curricular activities, fostering connections with entrepreneurial ecosystem builders and providing numerous opportunities to gain valuable experience.

CEC Research Clusters (YR 2022) **	
•	Advanced Communications and Networks
•	Artificial Intelligence & High-Performance Computing
•	Assistive & Sustainable Technology
•	Biomedical Engineering and Biotechnology
•	Engineered Materials
•	Robotics, Automation & Manufacturing
**Presentation provided by Colleen Bush, Director of Industry Relations, MU College of Engineering and Computing (05-02-22)	



Data Analytics and Artificial Intelligence

Miami University focuses on data analytics and artificial intelligence (AI) by offering programs that prepare students for careers in these fields. The university emphasizes skills such as data-driven decision-making and machine learning while promoting interdisciplinary collaboration across various disciplines. With investments in advanced facilities and partnerships with industry, Miami enhances research and development in AI. The University also addresses ethical considerations and societal impacts, positioning itself as a leader in data analytics and AI education and research, thereby meeting workforce needs in Ohio and beyond. Miami's dedication to data analytics and artificial intelligence is demonstrated by the newly constructed \$58 million McVey Data Science Building.

Economic Drivers

Miami University Center for Social Entrepreneurship

Miami University's renowned Center for Social Entrepreneurship offers undergraduate students practical, hands-on learning experiences while equipping them with the skills needed to make a positive impact in the world. The Center characterizes social entrepreneurship as "innovative solutions to persistent social problems—particularly those affecting marginalized or impoverished populations—that create social value through sustainable, systemic change." These social challenges span various sectors, including finance, education, environment, government, and nutrition, among others. The Center encourages students to engage critically with these issues, both domestically and globally, and provides them with the resources necessary to tackle them.

Clean Energy and Environmental Sustainability

Miami University and the City of Oxford are both deeply committed to clean energy and environmental sustainability, as demonstrated by their respective climate action plans. Miami University's 2040 Climate Action Plan underscores its dedication to achieving carbon neutrality and promoting a sustainable campus environment. Complementing this effort, the City of Oxford adopted its own Climate Action Plan, titled "Towards a Sustainable, Resilient Future," in September 2023, which outlines a roadmap for the community to reach net neutrality by 2025. This collaborative approach highlights the critical partnership between the university and the city in addressing pressing environmental challenges, including managing water usage during droughts and improving stormwater management.

4.5 Uptown Historic District

It's widely recognized that without a healthy urban center, a city will not sustain long-term economic growth and a high quality of life.

The City of Oxford's historic Uptown District, designated in 1987, stands out as a vibrant and diverse area that encompasses commercial, residential, recreational, and religious sites, making it one of the city's three historic districts. Spanning a twelve-block radius, this High Street business district features a rich array of buildings over 50 years old, many of which still retain their original charm. The scenic Uptown is bustling with activity, offering a variety of restaurants, cozy coffee shops, and a picturesque park adorned with life-sized animal sculptures and a playful water fountain. Known for its lively atmosphere, Uptown hosts several community festivals, including the renowned Oxford Wine Festival, which celebrates global wines, as well as the delightful Oxford Holiday Festival. This eclectic area serves as an entertainment hub for both students and residents, fostering a sense of community and making it a cherished gathering place in Oxford.

MIAMI UNIVERSITY

Farmer School of Business

APPLY

VISIT

REQUEST INFO

GIVE

INFO FOR

Center for Social Entrepreneurship Highlights Include:

Named "Best Program in Social Entrepreneurship" by the Global Consortium of Entrepreneurship Centers (GCEC) in 2012

Recipient of more than \$650,000 in federal grants for social entrepreneurship programs with international scholars through the U.S. Department of State

Two-time winner of the "Innovation in Social Entrepreneurship" award by ASHOKA

Inaugural winner of the "3E Learning Award in Social Entrepreneurship" for pedagogical innovation at the Skoll World Forum

The image shows the cover of a report titled "TOWARDS A SUSTAINABLE, RESILIENT FUTURE". Below the title, it says "A Climate Action Plan for Oxford, Ohio". The background is a photograph of a park with a wooden bridge over a stream, surrounded by trees with autumn foliage. In the bottom left corner, there is a logo for the "City of Oxford OHIO" with the tagline "HOME OF MIAMI UNIVERSITY".

The image shows the cover of a report titled "CARBON NEUTRAL 2040". The background is an aerial photograph of the Miami University campus in Oxford, Ohio, showing buildings and trees with autumn foliage. In the top left corner, there is the "MIAMI UNIVERSITY" logo with "OXFORD, OH • EST. 1809" below it.

A photograph of a park area. In the foreground, there is a circular water fountain with several jets of water. People are walking around the fountain and sitting on benches. In the background, there is a large, multi-story brick building with many windows, likely a university building. There are trees and greenery around the fountain and building.

Economic Development Strategic Plan: City of Oxford, Ohio 31
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5. Oxford Economic Development SWOT Analysis

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
Strategic Location: Situated in southwestern Ohio, Oxford is strategically located at the intersection of three key markets: Indianapolis, Columbus, and Cincinnati. It boasts a "second-morning market," enabling goods to reach 130 million people within a 600-mile radius. Moreover, Oxford is within a day's drive of other major cities, such as Chicago, Louisville, Cleveland, Pittsburgh, and St. Louis.	Seasonal Economic Activity: The City's economy is tied to the academic calendar, leading to seasonal fluctuations in economic activities. During summer breaks or between academic years, many businesses see a decline in customers, impacting their financial stability.	Capitalize on Industries and Technologies where Miami University Excels And Concentrates: Capitalize on the university as a strategic asset to cultivate and retain highly skilled talent, by attracting companies in emerging industries and technologies where the University excels and concentrates.	Economic Uncertainty: National and global economic fluctuations (e.g., high interest rates and construction costs) and market instability (e.g., labor shortage) could impact the city's ability to attract investment and sustain economic growth.
Miami University: Oxford is home to Miami University, a distinguished public university that awards over 4,000 degrees annually to well-equipped graduates. The University is known for its highly regarded Farmer School of Business and attracts a diverse community of students, faculty, and staff from around the globe.	Vulnerability to Enrollment Fluctuations: A significant downturn in student enrollment, such as the decrease in international students post-COVID, leads to reduced economic activity in the city. This can result in fewer customers for local businesses, affecting their viability.	Oxford and Miami University Alignment to Leverage Investment in SW Ohio: Oxford and Miami University must align efforts to take advantage of substantial investments entering central and southwest Ohio over the last few years (e.g., Wright-Patterson AFB, GE Aerospace, Joby Aviation, etc.), especially in the Cincinnati and Dayton region.	Economic Challenges: The area's economic challenges, may hinder the successful implementation of improvements, especially regarding attracting businesses and creating employment opportunities.
Economic Driver: Miami University's presence enriches Oxford by fostering a collaborative environment that drives research, innovation, and development, while simultaneously attracting new industries and contributing to the overall growth and prosperity of the community.	Property Market Vulnerability: The influx and outflux of students can lead to volatility in the real estate market. While student demand can inflate property values during peak seasons, a decline in student numbers can leave many properties vacant, while overall property values remain high.	JobsOhio Endorsed Emerging Industries: By positioning itself as a hub for those JobsOhio-endorsed emerging industries and startups, the city can attract cutting-edge enterprises to support long-term economic growth and enhance the quality of life for residents.	Lack of Funding: Without sufficient financial resources and investment, it may be challenging to carry out infrastructure improvements, develop amenities, and attract businesses to the City.
Oxford has a higher educational attainment level compared to the overall metrics for the State of Ohio and the United States: In Oxford, around 50% or more of residents have a bachelor's degree or higher. Being home to Miami University contributes to a higher percentage of residents holding bachelor's degrees or higher.	Local Business Dependency: Many local businesses cater primarily to the student population. When student numbers drop, these businesses can struggle to survive, resulting in high vacancy rates and a decrease in local employment opportunities.	McVey Data Science Building and the MU/Butler Tech Advanced Manufacturing Workforce & Innovation Hub: Capitalize on regional economic drivers such as McVey Data Science Building and the MU/Butler Tech Advanced Manufacturing Workforce & Innovation Hub. Create an Oxford Innovation Hub with private industry.	Collaboration and Coordination: A successful economic development strategy relies on collaboration between Oxford and Miami University. Failure to foster effective collaboration and coordination can slow down or hinder progress.
Uptown Historic District: The City of Oxford's historic Uptown District, designated in 1987, stands out as a vibrant and diverse area that encompasses commercial, residential, recreational, and religious sites, making it one of the city's three historic districts.	Reduced Tax Revenue: The decline in both population and economic activity can lead to reduced tax revenue for the city. This can affect public services, infrastructure, and community programs, further impacting the city's economic health.	Create a Strategic Plan for Newly Planned Projects and Established Assets: By developing a comprehensive plan that links newly proposed developments such as Millet Hall, MU Hotel, and conference space with established locations like OXD Airport, Innovation College @ Elm, and the McVey Data Science Building, Oxford can create a vibrant and resilient year-round economy.	Resistance to Change: There might be resistance from residents or stakeholders who are opposed to the proposed changes. Overcoming this resistance requires effective communication, community engagement, and demonstrating the long-term benefits of the strategy and improvements.
Quality of Life: Oxford merges small-town charm with amenities typical of larger cities, including arts, cultural attractions, local businesses, and sports events. It is home to McCullough Hyde Memorial Hospital, a regional healthcare center. The community is recognized for its safety, supportiveness, and enriching environment, making it an excellent place for families.	Labor Market Pressures: With a transient student population, the availability of a stable, skilled labor force can suffer, making it challenging for businesses to find consistent employees, particularly in roles that require continuity and experience.	Establish a Development Fund: This private, non-profit entity, working collaboratively with the City of Oxford, Miami University, the CIC, and the private sector, will serve as a catalyst for revitalizing Uptown. It will accelerate urban core enhancements and remove financial barriers for innovative start-ups.	Balancing the Scales: Oxford's Economic Development in the Shadow of Miami University: Miami University, as a major economic driver in Oxford, can create challenges for the city's own economic development efforts. This can occur through competition for resources, limited control over development decisions, and a focus on student needs over broader community needs. However, effective collaboration and clear communication can help mitigate these challenges and allow both parties to thrive economically.
Oxford Area's Agricultural Heritage: The agricultural heritage of the area surrounding Oxford Southwest Ohio is a vital center for the food and agribusiness sector, contributing significantly to regional economic growth. Given the agricultural heritage of the Oxford area, this industry is well-positioned for development.	Community Identity Challenges: A heavy reliance on the University can make it challenging for Oxford to establish a unique community identity that appeals to long-term residents and businesses outside the university ecosystem, limiting its overall economic growth potential.	Housing for Young Professionals and Empty-Nesters: Creating housing options that are attractive and affordable for young professionals and empty-nesters can help retain and attract a talented workforce, as well as cater to the needs of an aging population.	
Recent Ohio Investments: The State has seen significant private investment in emerging industries over the past few years. For the second year in a row, Ohio was recognized as the top state in Infrastructure and Economic Development Investment by Site Selection Magazine. This reflects the State's dedication to fostering emerging industries.	High Need for More Available Housing: The City Housing Needs Assessment conducted in 2019 indicated a high need for more available housing. In 2020, the Oxford City Council listed Housing as a top priority and ranked it as their top goal for our community.	Promote New Residential, Multi-family, and Mixed-use attractive to Young Families and Empty Nesters: Promote residential and mixed-use development in Oxford to encourage sustainable growth and enhance residents' quality of life. By integrating housing with commercial and recreational spaces, Oxford can create walkable neighborhoods, support local businesses, and foster community engagement. This approach also diversifies the local economy, making it more resilient and ensuring a balanced, interconnected community.	
Sustainable Practices: The City should continue encouraging businesses and industries to adopt sustainable practices, aligning with the increasing demand for environmentally friendly solutions.	Lack of Diversified Industries: With an economy heavily reliant on the university, there is a lack of diversified industries. This leaves the city vulnerable to economic downturns related to changes in higher education, such as shifts in student demographics or funding.	Empowering the CIC for Economic Development in Oxford: The city should empower its CIC to be a strategic partner in economic development. By giving the CIC authority to lead special projects and manage key developments, the city can leverage their expertise to attract new businesses, create jobs, and revitalize neighborhoods.	

6. Recommended Industries

6.1 Emerging Industries

Focusing on emerging industries is key to Oxford's economic development strategy because it offers a path to sustained growth and innovation.

These industries, often characterized by cutting-edge technologies and new business models, present significant opportunities for:

- **Job Creation:** Emerging industries are typically associated with high-growth potential, leading to the creation of new jobs and a more robust local economy. This is especially important for Oxford, which relies heavily on Miami University and the university's focus industries.
- **Attracting Investment:** Emerging industries attract investors seeking to capitalize on new technologies and markets. This influx of capital can stimulate local economic development, creating opportunities for new businesses and infrastructure.
- **Innovation and Competitive Advantage:** Focusing on emerging industries allows Oxford to position itself as a leader in innovation, attracting talent and entrepreneurs who are eager to be at the forefront of their fields. This can help Oxford differentiate itself from other communities and become a regional hub for innovation and technology.

6.02 Oxford Recommended Industries

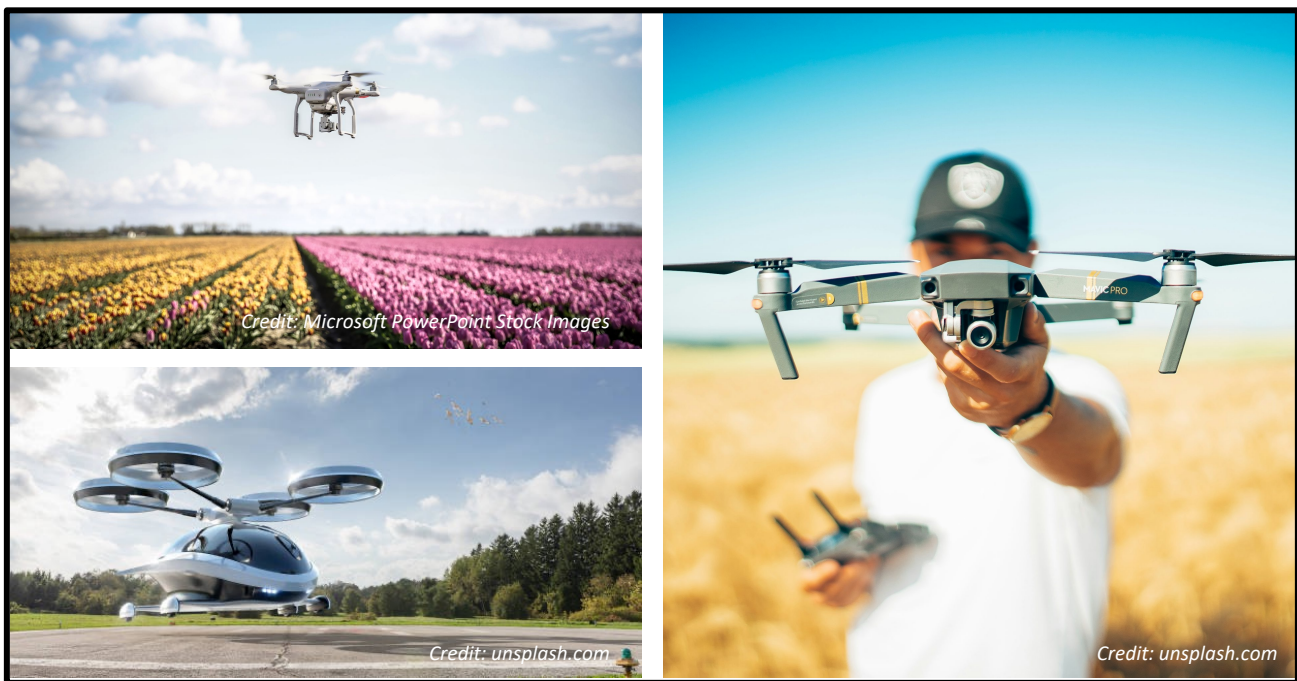
Based on Red Tiger's analysis of the previous information, the following are Oxford's recommended industries:

- a) Advance Air Mobility
- b) Advanced Manufacturing
- c) Aerospace & Aviation
- d) Agricultural Technology
- e) Artificial Intelligence, Cybersecurity & Data Analytics
- f) Bioscience, Biomedical Engineering & Biotechnology
- g) Clean Energy and Environmental Sustainability
- h) Robotics & Automation
- i) Smart Supply Chain Technology

6.2 Advanced Air Mobility

Ohio is widely acknowledged as a prominent leader in Advanced Air Mobility (AAM), spearheading advancements in electric and hybrid aircraft and influencing the direction of the industry.

With ample testing land available, Miami University's commitment to innovation, and a well-established statewide network of partners, such as Butler Tech, Oxford is equipped to foster growth in AAM. These factors provide a solid foundation for the development and growth of the AAM industry in Oxford. The city's access to resources and the Miami University Airport further enhance the suitability of Oxford for advancing AAM initiatives. By leveraging these strengths, Oxford can serve as an ideal location for companies and innovators looking to spearhead the future of urban air mobility and other advanced aviation technologies.



AAM is sector of Ohio's booming aviation and aerospace industry, featuring:

- 600+ aerospace companies
- \$500 Million eVTOL facility being constructed by Joby Aviation
- \$1 Billion hyperscale manufacturing facility in central Ohio recently announced by Anduril Industries
- 100,000 Sq. ft. MRO facility and Aviation Innovation and Technology Center being developed by Sierra Nevada Corp. in Dayton
- \$6.8 Billion economic impact nationally by Evendale headquartered GE Aerospace
- 3rd Largest manufacturing workforce in the U.S. with 130,000 aviation/aerospace jobs
- No. 1 top state supplier to Airbus and Boeing
- 54+ higher education institutions supporting aerospace

Recommended Industries

6.3 Advanced Manufacturing

Advanced manufacturing is the next generation of production, utilizing innovative technologies, processes, and materials to elevate manufacturing methods and enhance product outcomes.

This involves integrating cutting-edge technologies like automation, robotics, artificial intelligence, and 3D printing into the production process. This approach aims to improve efficiency, productivity, and flexibility while minimizing costs and waste. It often requires a highly skilled workforce and operates in highly controlled environments, often utilizing clean rooms and advanced technologies like electron beams, in contrast to traditional heavy industry.

Advanced manufacturing is undergoing a renaissance, fueled by breakthroughs in technologies, materials, and processes.

This transformation is not only revolutionizing businesses but also reshaping our everyday lives. Advanced manufacturing is proving to be a powerful economic engine, its foundation firmly rooted in high-tech innovation rather than traditional heavy industry.



Ohio: A Global Leader in Manufacturing

Ohio has established itself as a global leader in manufacturing, boasting a rich history and abundant resources to support its continued growth. The state is renowned for its innovative network, comprised of internationally leading companies and strong industry and academic partnerships.

Ohio: A Manufacturing Powerhouse

Ohio boasts the third-largest manufacturing workforce in the United States, employing over 600,000 skilled individuals. This robust talent pool, nurtured by a thriving manufacturing sector, provides a strong foundation for companies seeking to expand and succeed in the state.

A Strong Talent Pipeline

Ohio's educational institutions contribute significantly to this skilled workforce, graduating over 13,000 engineers and engineering technicians annually from more than 50 campuses. This continuous supply of highly educated professionals strengthens Ohio's manufacturing capabilities and fuels innovation within the industry.

Unmatched Connectivity

Ohio's integrated transportation infrastructure is a key competitive advantage. Recognized as one of the best in the nation, this network enables Ohio-based companies to efficiently and cost-effectively reach customers and suppliers both within the state and across the globe.

Leading the Manufacturing Revolution

Ohio is at the forefront of advanced manufacturing innovation, with companies leading the way in areas like the Industrial Internet of Things (IIoT), additive manufacturing, 3D printing, automation, advanced materials (such as nanotubes), and advanced metal alloys. This focus on emerging technologies ensures Ohio's manufacturing industry remains competitive on a global scale and continues to drive advancements.

Given Ohio's established leadership in manufacturing, its robust talent pipeline, advanced infrastructure, and strong aerospace and defense sectors, focusing on advanced manufacturing is a strategic imperative for Oxford.

This high-tech industry aligns perfectly with Ohio's strengths, offering Oxford the opportunity to attract high-skilled jobs, foster innovation, and benefit from the state's extensive network of industry and academic partnerships. By specializing in advanced manufacturing, Oxford can participate in the state's economic growth and solidify its position as a center for technological advancement.

6.4 Aerospace and Defense

Ohio: Where Aviation's Past, Present, and Future Converge

As the birthplace of aviation, Ohio's legacy of innovation in air and space exploration makes it the ultimate destination for those interested in the past, present, and future of these industries. The state is renowned for its leading-edge aerospace research, innovation, and collaborative development. Ohio is the top supplier to both Boeing and Airbus, showcasing its dominance in producing systems and parts for the global aerospace industry. This achievement is made possible by Ohio's robust innovation infrastructure and extensive manufacturing expertise.

Ohio: A Hub for Aerospace and Defense

Ohio is the ideal location for aerospace and defense companies seeking to expand and enhance their operations. A strategic mix of government, corporate, and military investment has positioned Ohio as a powerhouse in the industry, offering tremendous opportunities for growth and advancement.

Recommended Industries

OHIO: A GLOBAL LEADER IN AEROSPACE & DEFENSE

580+
Aerospace and Aviation Firms in Ohio

35,000+
Aerospace Industry Professionals

#1
Supplier State to Boeing and Airbus

3rd
Largest Manufacturing Workforce in the U.S.

#12
Total Science & Engineering R&D Performance, 2021

70+
Higher Education Institutions offering programs leading to Aerospace Occupations



Source: JobsOhio (2025)

Credit: unsplash.com

Southwest Ohio: A Legacy of Aerospace Leadership

Southwest Ohio has a long-standing reputation as a global leader in aerospace and aviation, a legacy dating back to the Wright brothers, whose pioneering work established the region as a center for aviation innovation. Today, Greater Cincinnati is home to GE Aerospace, the world's largest manufacturer of jet engines. The region offers businesses unparalleled access to research partners, including the Air Force Research Laboratory and specialized university research centers, enabling companies to collaborate with experts and stay at the forefront of innovation.

Southwest Ohio's legacy of aerospace innovation is complemented by a robust infrastructure specifically designed to support the industry.

This includes specialized facilities, testing centers, and a network of suppliers, enabling companies to efficiently develop, manufacture, and market their aerospace and defense technologies, services, and products. The region's tailored infrastructure provides the resources needed to streamline operations and ensures companies have the support they need to thrive in this competitive field.

A Thriving Customer Base and Strong Partnerships

Southwest Ohio boasts a thriving customer base within the aerospace and defense industries, with numerous companies and organizations located in the region. This creates ample opportunities for partnerships, contracts, and sales, fostering a dynamic business ecosystem.

Collaboration for Success: Wright-Patterson Air Force Base and Local Businesses

Small businesses in the region have ongoing opportunities to engage with Wright-Patterson Air Force Base. The Air Force Research Laboratory and the Air Force Life Cycle Management Center have expressed a commitment to awarding contracts to local small businesses within Ohio. These relationships prove mutually beneficial, as the Air Force benefits from increased agility, flexibility, and responsiveness for their mission needs, while the local economy thrives due to the business opportunities provided to small businesses.

Provided Ohio's historical significance as the birthplace of aviation, its current position as a top supplier to global aerospace giants, and Southwest Ohio's robust infrastructure and established aerospace cluster between WPAFB and GE Aerospace, Oxford should prioritize attracting aerospace and defense industries. The region's strong partnerships with research institutions, a thriving customer base, and opportunities for collaboration with the Air Force offer significant potential for growth and economic development within Oxford. Focusing on this sector leverages existing strengths and positions Oxford for success in a high-growth, high-tech industry.

6.5 Agricultural Technology

Transforming Agriculture: Innovation Drives Efficiency and Sustainability

Modern agriculture is undergoing a revolution fueled by a range of innovative technologies that are transforming the industry. Precision agriculture tools, such as GPS guidance systems and drones, enable farmers to optimize field management by precisely targeting inputs. Biotechnology has led to the development of genetically modified crops that are pest-resistant and drought-tolerant, increasing yields and reducing reliance on chemical pesticides. Farm management software and mobile apps empower farmers to efficiently track and analyze data, leading to better decision-making. Additionally, sustainable practices like drip irrigation and vertical farming are revolutionizing crop production, conserving resources and enhancing productivity. These technologies collectively contribute to a more efficient, sustainable, and productive agricultural sector, ensuring food security for a growing global population.

Ohio's Food and Agribusiness: A Thriving Ecosystem

Ohio's food and agribusiness sector is flourishing, boasting a complete value chain and leading research institutes. The state provides an affordable business environment, with low-cost natural gas and strong

Recommended Industries

partnerships with environmental and agricultural agencies. Southwest Ohio serves as a hub for the food supply chain, driving economic growth.

Oxford: A Hub for Agricultural Innovation

Oxford's surrounding area, with its ample farmland and potential for agricultural development, provides the perfect opportunity to collaborate with farmers and promote innovative practices while preserving the rural character and environment. Considering Oxford's rich agricultural heritage, the Agricultural Technology industry is ideally suited for this region. With abundant farmland, Miami University's commitment to innovation, and a robust statewide network of partners, Oxford offers an ideal environment for the development of Agricultural Technology initiatives.



Credit: unsplash.com

ARTICLE

Agriculture automation is here, AI on the horizon

The number of farmers delving into new technology may be spurred by the companies, including more established manufacturers, that are bringing these products to market.

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OHIO

FARM BUREAU

EST. 1933

Kelli Milligan Stammen

Posted on January 4, 2024

6.6 Artificial Intelligence, Cybersecurity, and Data Analytics

The City of Oxford should prioritize Artificial Intelligence (AI), Cybersecurity, and Data Analytics as key industries for growth, leveraging its unique advantages and positioning itself as a leading innovation hub in the region.

AI: A Catalyst for Innovation and Economic Growth

Artificial Intelligence, defined as the simulation of human intelligence in machines, is a rapidly emerging trend and industry cluster gaining momentum in Southwest Ohio. The City of Oxford can capitalize on this trend by leveraging the \$58 million McVey Data Science Building at Miami University. This state-of-the-art facility, housing departments of statistics, computer science, software engineering, and emerging technology in business, positions Oxford at the forefront of AI innovation. By attracting and fostering AI talent, Oxford can attract new businesses, stimulate economic growth, and address community challenges through data-driven solutions.

Cybersecurity: A Critical Need and Growing Opportunity

Cybersecurity is becoming a fundamental business strategy across all industries, making it a crucial area of focus for Oxford. Ohio has a strong foundation for cybersecurity, with universities, businesses, and government agencies investing in cybersecurity measures. This robust ecosystem, combined with the growing demand for cybersecurity professionals, presents a unique opportunity for Oxford to cultivate a skilled workforce, attract talent, and establish itself as a regional leader in cybersecurity.

Oxford should prioritize AI, cybersecurity, and data analytics to capitalize on Miami University's McVey Data Science Building and the region's growing need for cybersecurity professionals.

Focusing on these high-growth sectors will attract talent, stimulate economic development, and position Oxford as a regional innovation hub.

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January 15, 2025 / News Releases

Miami University and Cleveland Clinic Announce Partnership to Advance Education in Quantum Computing

Recommended Industries

6.7 Bioscience, Biomedical Engineering & Biotechnology

Bioscience represents a vast and dynamic field that investigates the intricacies of life at the molecular, cellular, and organismal levels.

It encompasses biology, biochemistry, genetics, and microbiology, among other disciplines. Bioscience researchers strive to unravel the fundamental principles governing living systems, paving the way for groundbreaking discoveries that address critical challenges in healthcare, agriculture, and environmental sustainability. By understanding the mechanisms of life, bioscientist develop new treatments for diseases, create more resilient crops, and find innovative solutions for a healthier planet.

Biomedical engineering bridges the gap between biology and engineering, applying engineering principles to solve problems in healthcare and medicine.

Biomedical engineers are skilled in designing and developing innovative medical devices, artificial organs, prosthetics, and advanced imaging technologies. Their work contributes to the development of new surgical techniques, improved diagnostic tools, and advanced therapies, ultimately improving the quality of life for patients and enhancing the effectiveness of healthcare delivery.

Biotechnology harnesses the power of biological systems to create cutting-edge products and technologies.

It involves manipulating living organisms or their components to produce innovative solutions across diverse industries. From genetically modified crops that enhance yields and reduce pesticide reliance to the production of biofuels for a sustainable energy future, biotechnology plays a crucial role in addressing global challenges. This transformative field also drives advancements in medicine, such as developing new antibiotics and gene therapies, further demonstrating its impact on human health and well-being.

Ohio stands as a leading Life Science Ecosystem, boasting a robust infrastructure that fosters innovation and growth in this vital sector.

The state's nationally ranked healthcare system, coupled with a robust pipeline of STEM graduates from its prestigious universities, provides a fertile ground for life science companies to thrive. The abundance of STEM talent, combined with a supportive environment for research and development, ensures that Ohio remains at the forefront of life science advancements, attracting leading institutions and companies to its shores.

Oxford should prioritize bioscience, biomedical engineering, and biotechnology to leverage Ohio's strong life sciences ecosystem and create high-skilled jobs.

These industries offer significant growth potential, fostering innovation in healthcare, agriculture, and sustainable technologies, and aligning with Ohio's robust STEM talent pipeline and research infrastructure.

OHIO: A LEADING LIFE SCIENCE ECOSYSTEM

\$1B
National Institutes of Health (NIH)
Funding

\$2.5B
Total Research Spent

39,000+
STEM Grads Annually

#1
Best Children's Hospital – Cincinnati
Children's

#2
Hospital Globally – Cleveland Clinic

70+
Higher Education Institutions offering
programs leading to Aerospace
Occupations

Source: JobsOhio (2025)



Credit: unsplash.com

CINCINNATI MSA LIFE SCIENCES INDUSTRY SNAPSHOT

1,308
Business Locations

17.8%
Growth in Jobs (2019–2023)

18,015
Industry Workers

\$5.83B
Gross Regional Product (GRP)

Source: JobsOhio (2025)



Credit: Spectrum News 1

Recommended Industries

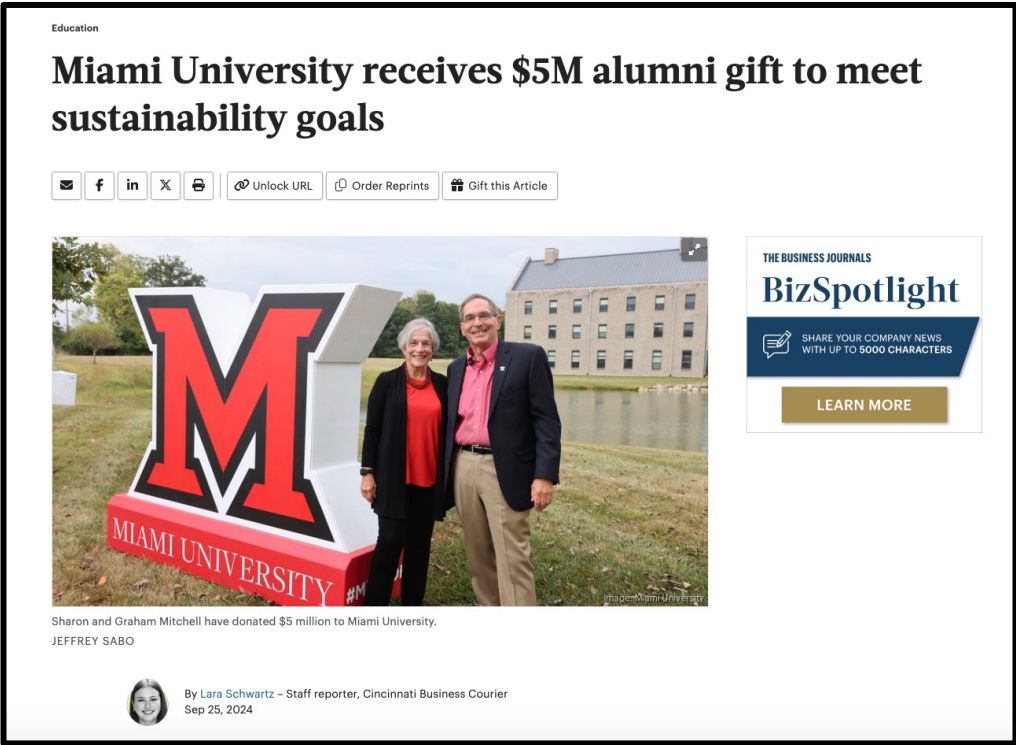
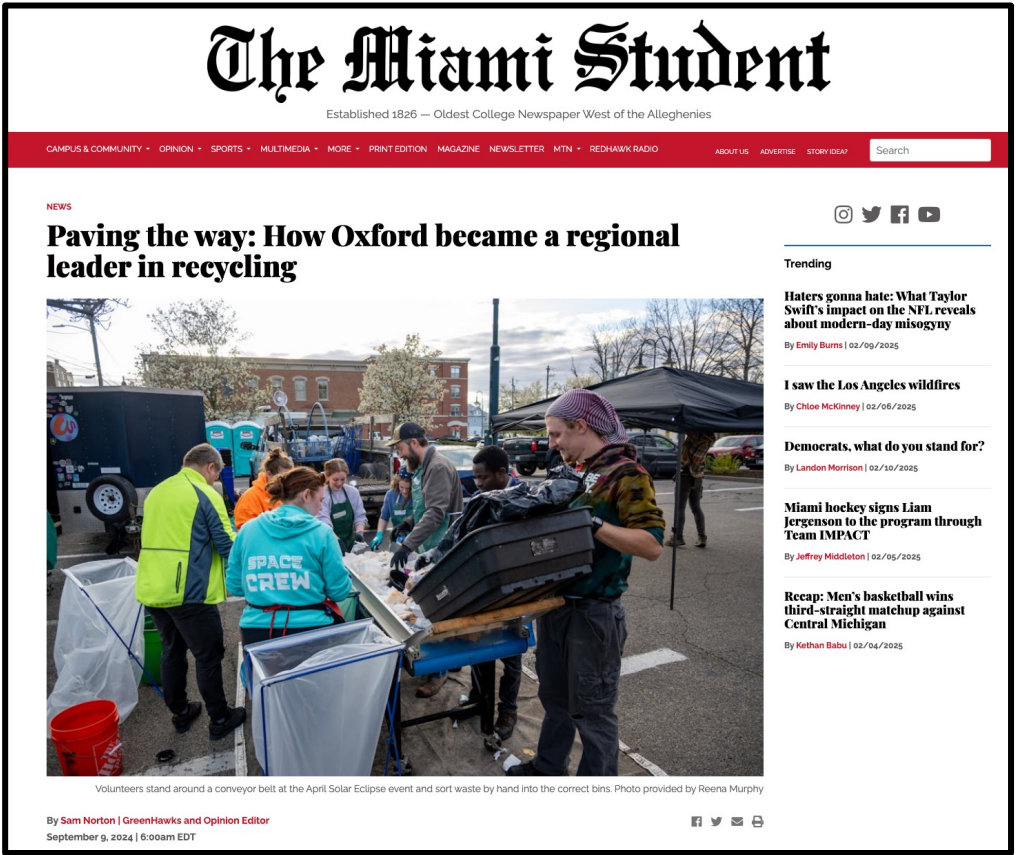
6.8 Clean Energy and Environmental Sustainability

The City of Oxford should prioritize the Clean Energy and Environmental Sustainability industry as a key component of its economic development strategy.

This sector encompasses businesses and organizations focused on developing, producing, and deploying renewable energy sources, energy efficiency technologies, and solutions for environmental protection. It includes companies working on solar and wind power, energy storage, green building practices, waste management, and sustainable agriculture. By focusing on clean energy and environmental sustainability, Oxford can attract green technology companies, create high-paying jobs, reduce its environmental impact, and position itself as a leader in a growing global market. This focus aligns with Oxford’s and Miami University’s commitment to a sustainable future and reinforces its appeal as a desirable location for businesses and residents seeking a greener lifestyle.



Oxford is uniquely positioned to focus on clean energy and environmental sustainability. Both Miami University and the city have formally adopted plans to achieve carbon neutrality and sustainability, demonstrating a strong commitment to this sector. This shared focus creates a supportive environment for clean energy businesses and attracts individuals and organizations seeking a greener lifestyle. By strategically investing in this industry, Oxford can leverage its existing assets, attract new businesses and talent, and become a national leader in clean energy innovation.



Recommended Industries

6.9 Robotics and Automation

The Robotics and Automation industry encompasses the design, development, and application of robots and automated systems to perform tasks that were previously done by humans.

This industry includes a wide range of technologies, from industrial robots used in manufacturing to service robots used in healthcare and logistics, to collaborative robots (co-bots) designed to work alongside humans. The goal of robotics and automation is to increase efficiency, productivity, safety, and accuracy in various tasks and industries.



Growing Demand for Automation

The demand for automation is increasing across various industries, including manufacturing, healthcare, logistics, and agriculture. Oxford can capitalize on this growing market by attracting robotics companies and supporting their development.

Partnership with Miami University

Oxford has the potential to become a leading center for Robotics and Automation due to its unique partnership with Miami University. This partnership creates a powerful synergy that attracts businesses and talent, fosters innovation, and promotes the growth of the industry.

Highly Skilled Graduates and Researchers

Miami University's renowned engineering program and research capabilities in robotics and automation provide a continuous stream of highly skilled graduates and researchers, creating a readily available workforce. The close proximity and established collaboration between the university and the city allow for a seamless flow of research and development, providing access to cutting-edge technology and expertise.

Creating a Comprehensive Ecosystem

The City and University can jointly invest in infrastructure and resources that support the robotics and automation industry, creating a comprehensive ecosystem that attracts businesses and promotes innovation. This, combined with a business-friendly environment that offers incentives and streamlined processes, creates a powerful message for the industry, attracting companies seeking a forward-thinking environment that embraces new technologies and supports their growth.

MIAMI UNIVERSITY

APPLY

VISIT

News

Student Success • Campus Life

Robotics Engineering major and NASA intern hopes to use robotics to help solve issues in the environment, space exploration: a Q-and-A with Bradley Gartner

The Miami University senior worked on a team to develop a new version of a tethered spacecraft simulator during his internship at the Marshall Space Flight Center

by Margo Rutledge Kissell • Published 9/23/24

MIAMI UNIVERSITY

APPLY

College of Engineering and Computing

Excellence and Expertise

Robotics degree sees growth through grants and student creativity

Published 4/24/23

Recommended Industries

6.10 Smart Supply Chain Technology

A Leading Region in Smart Supply Chain Technology

The Cincinnati region, a leader in smart supply chain technology and a hub of innovation, provides an ideal environment to foster the adoption of cloud-based digital management systems and automation within the supply chain and transportation management sectors. This region's commitment to innovation and its expertise in smart supply chain technologies create a fertile ground for the development and implementation of these solutions.

Use of Advanced Technologies

Smart supply chain technology refers to the use of advanced technologies to enhance visibility, efficiency, and responsiveness throughout the supply chain. This involves utilizing a range of tools and techniques, including the Internet of Things (IoT), artificial intelligence (AI), cloud computing, blockchain, and advanced analytics.

Enabling Businesses to Gain Increased Visibility into their Supply Chain Operations

These technologies, when integrated, enable businesses to gain increased visibility into their supply chain operations, leading to improved efficiency, enhanced responsiveness, and data-driven decision-making. With real-time tracking of goods and resources, businesses can anticipate and address disruptions proactively, ensuring customer satisfaction and minimizing downtime.

CINCINNATI REGION : A LEADER IN SMART SUPPLY CHAIN TECHNOLOGY

#1

Metro For Population Access Within One-Day Drive

#1

Fastest Growing North American Cargo Airport

#1

Nation's Largest Inland Port

3rd

Largest Manufacturing Workforce in the U.S.

11%

Job Growth in Logistics and Distribution



Source: REDI Cincinnati (2025)

Credit: pexels.com

Miami University a Leader in Supply Chain and Operations Management (SCOM) Education

Miami University boasts a nationally and world-ranked supply chain program, renowned for its rigorous curriculum, industry-focused approach, and dedication to preparing graduates for leadership roles in the dynamic and ever-evolving global supply chain landscape. The program's strong ties to industry leaders, its emphasis on cutting-edge technologies, and its commitment to fostering a collaborative learning environment ensure graduates are well-equipped to tackle the challenges and seize the opportunities presented by the modern supply chain.

MIAMI UNIVERSITY: NATIONALLY & WORLD RANKED SUPPLY CHAIN PROGRAM

#20

Supply Chain Program Among Public Universities

#1

In Research Productivity in Empirical Supply Chain Management (SCM) Output Among Non-Doctoral Programs in America

#2

In Research Productivity in Empirical SCM Output Among Non-Doctoral Programs in the World

100%

of Students have Client-Project Experience in SCOM Classes

92%

of Students have Full-Time Employment Before Graduation

79%

of SCOM Students have Completed Internships

Source: Miami University (2025)

Credit: Miami University

Oxford should focus on smart supply chain technology, leveraging its proximity to Cincinnati's thriving tech hub and Miami University's nationally recognized supply chain management program.

This strategic focus will attract companies utilizing IoT, AI, and other advanced technologies to optimize supply chain efficiency and responsiveness, creating high-skilled job opportunities and strengthening the regional economy.

Recommended Industries

6.11 Environmental Benefits

A Greener Future: How Emerging Industries are Leading the Way

Emerging industries are increasingly prioritizing sustainability, offering significant environmental benefits. Focused on innovation, these sectors drive more efficient resource use, accelerate the transition to cleaner energy, and promote sustainable practices across various sectors. This results in reduced environmental impact, fostering a greener future by promoting resource efficiency, cleaner energy sources, and circular economy principles, ultimately contributing to a healthier planet. Several of Oxford's recommended emerging industries demonstrate significant potential for advancing environmental sustainability.

The Paramount Role of Clean Energy and Environmental Sustainability

Clean energy and environmental sustainability initiatives directly address key ecological concerns. This sector focuses on transitioning away from fossil fuels, the primary drivers of climate change, through renewable energy sources (solar, wind, geothermal) and energy efficiency improvements. Further, it promotes sustainable practices in transportation and agriculture to mitigate emissions and enhance resource management. Specific environmental benefits include the reduction of greenhouse gas emissions, improved air quality, decreased water consumption, and enhanced resource efficiency.

Environmental Advancements in Agricultural Technology

Agricultural technology offers considerable environmental benefits through precision agriculture techniques which minimize resource consumption (water, fertilizer, pesticides), improve soil health, enhance biodiversity, and optimize water management.

Sustainability in Advanced Manufacturing Processes

Advanced manufacturing contributes to sustainability by implementing strategies to reduce waste and enhance resource efficiency through processes such as additive manufacturing and the utilization of sustainable materials. Energy-efficient production methods further minimize environmental impact.

Biotechnological Solutions for Environmental Challenges

The bioscience, biomedical engineering, and biotechnology sectors offer innovative solutions to environmental challenges. These include bioremediation, the development of sustainable agricultural practices (e.g., drought-resistant crops), the production of bioenergy and biomaterials, and carbon capture technologies.

The Contribution of Robotics and Automation to Sustainability

Robotics and automation, while requiring careful consideration of energy consumption, offer significant potential for sustainability through optimized manufacturing, reduced waste, enhanced resource utilization, and the potential for energy-efficient operations.

Optimizing Sustainability through Smart Supply Chain Technology

Smart supply chain technologies enhance supply chain sustainability by employing technological solutions to optimize routes, reduce waste, and improve efficiency in logistics and inventory management. These improvements contribute to carbon-neutral transportation, waste minimization, and increased energy efficiency.

The Pursuit of Sustainable Flight: Innovations in Aviation & Aerospace

The aerospace and aviation sectors, including advanced air mobility (AAM), are pursuing sustainability through several key strategies: developing and deploying Sustainable Aviation Fuels (SAFs) from renewable sources; designing more fuel-efficient aircraft using lighter materials and optimized engine designs; exploring electric and hybrid-electric propulsion systems for shorter-range flights; improving operational efficiency through optimized flight paths and air traffic management; utilizing advanced materials like carbon fiber composites; researching alternative aircraft designs; and investigating hydrogen fuel cells as a potential power source. Despite these advancements, significant challenges remain in achieving widespread sustainability due to the industry's scale, technological complexity, and the need for extensive infrastructure changes.

7. Prioritized Projects & Action Plans

7.1 Catalytic Projects

The following is a list of catalytic projects that could effectively support and enhance the economy of Oxford. These initiatives have been evaluated based on various factors, including momentum, stakeholders, economic impact, and physical characteristics such as land size, infrastructure, and accessibility. The projects outlined below have been determined to be the most appropriate for the proposed industries in Oxford. The prioritized projects, while complex and multifaceted, are integral components of Oxford's broader innovation hub strategy. To ensure progress toward this holistic vision, the city should advance all projects concurrently, recognizing the interdependence of their various elements and potential for varying timelines.

Prioritized Projects	
1.	Miami University Airport Hub for Innovation and Advanced Air Mobility: Uniquely positioned to become a hub for innovation and Advanced Air Mobility (AAM) due to its strategic partnerships, existing infrastructure, and a forward-thinking Master Plan that aims to accommodate the future of aviation.
2.	Uptown Innovation & Creativity Corridor: Anchored by the College@Elm Innovation and Workforce Development Center and the Oxford Community Arts Center to the west, and Miami University to the east, Uptown is uniquely positioned to become the heart of a new Innovation & Creativity District. This district will attract talent, startups, and established businesses, creating a vibrant ecosystem of innovation and collaboration.
3.	Western Knolls Transformational Residential & Mixed-Use: A unique opportunity to create a destination for young families, professionals, and empty nesters by developing a thoughtfully designed mixed-use community that includes a mixture of single-family homes, townhomes, multi-family units, and small-scale commercial spaces currently void in the market today.
4.	Create a Collaborative Strategic Plan for Newly Planned Projects and Established Assets: With transformative initiatives like the Miami University Airport, a new basketball arena, and a full-service hotel underway, it's essential for Oxford and Miami University to collaborate on a Strategic Plan. This plan will help align resources, budgets, and efforts, minimize duplication, and ensure funding is directed toward initiatives with the greatest community and institutional impact.

7.2 Innovation District Strategy: Holistic Approach

Red Tiger's analysis highlights the potential for a thriving Innovation District in Oxford, fueled by the diverse mix of these Prioritized Projects.

A successful economic development strategy should nurture growth and connections between startups, stage-2 companies, established firms, leading-edge anchor institutions, Miami University, and stakeholders, transforming good ideas into viable enterprises that contribute to society through innovation, products, and job creation.

Transforming promising ideas into thriving businesses.

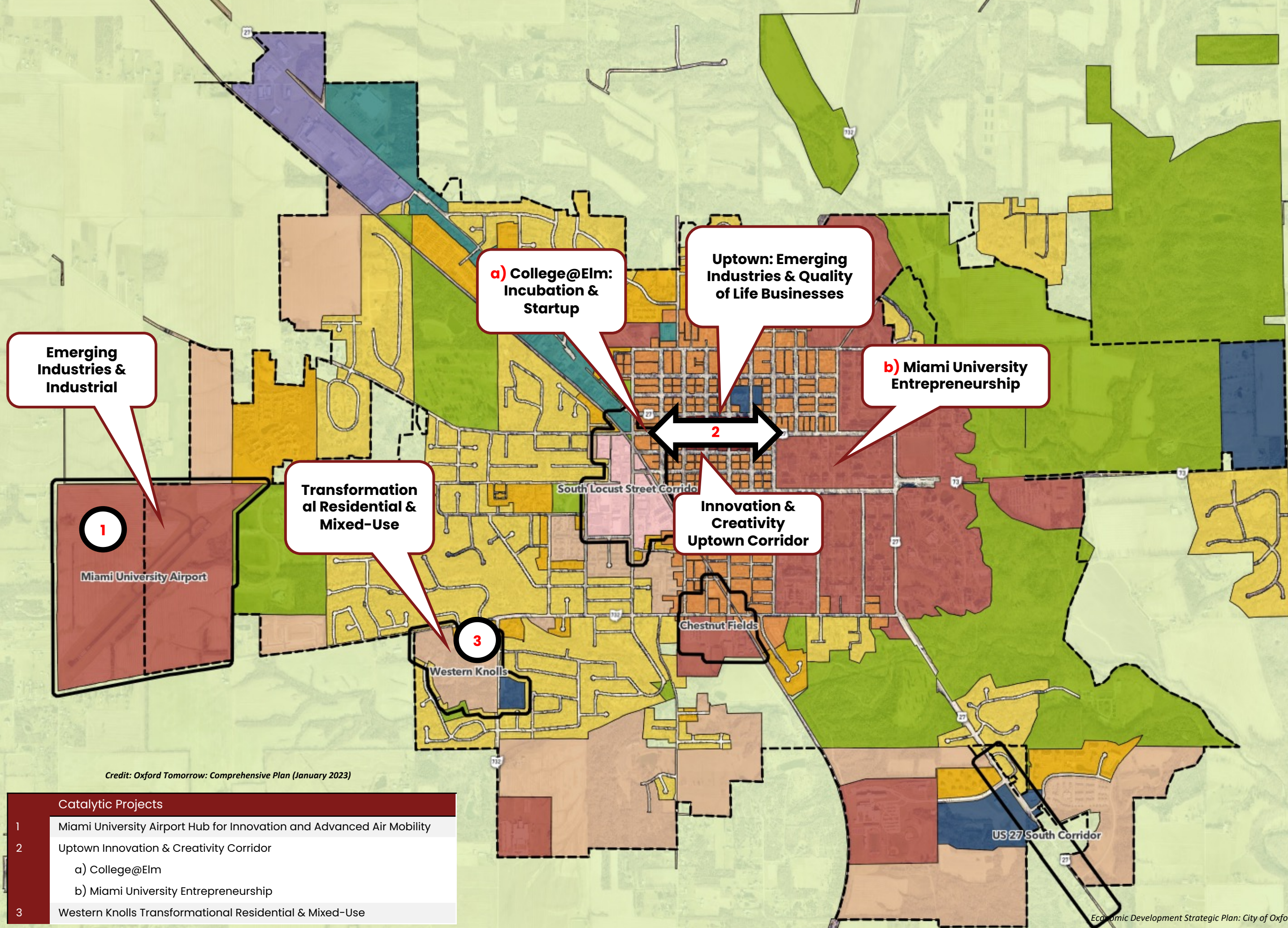
Innovation Districts are more than just a collection of smart people and money; they thrive on the energy of social interaction, proximity, and a welcoming physical setting. These spaces transform promising ideas into thriving businesses that benefit society through their products and job creation.

The Brookings Institute emphasizes the importance of a "triple helix" collaboration: research/innovation institutions, private enterprise, and government, as the foundation for successful Innovation Districts. Oxford's unique strengths position it as a prime candidate to become a hub for innovation and emerging technologies, thanks to its ideal blend of these essential elements.

The strategy is a holistic one.

This holistic strategy begins by leveraging Miami University's internationally-recognized Entrepreneurship Program and Center for Social Entrepreneurship to identify and support startups that can be housed at the College@Elm. As these businesses mature, they can transition to the Uptown Innovation & Creativity Corridor or the Miami University Airport Hub for Innovation and Advanced Air Mobility. The Airport's Master Plan, with its 300+ acres, provides space for companies needing larger industrial facilities for emerging industries and technologies, especially Advanced Air Mobility and Advanced Manufacturing. Finally, the Uptown Historic District and Western Knolls are identified as destinations for unique residential and quality-of-life businesses (restaurants, retail), catering to young and established professionals, families, and empty nesters.





Credit: Oxford Tomorrow: Comprehensive Plan (January 2023)

Catalytic Projects

- | | |
|---|---|
| 1 | Miami University Airport Hub for Innovation and Advanced Air Mobility |
| 2 | Uptown Innovation & Creativity Corridor |
| | a) College@Elm |
| | b) Miami University Entrepreneurship |
| 3 | Western Knolls Transformational Residential & Mixed-Use |

Prioritized Projects & Action Plans

7.3 Miami University Airport Hub for Innovation and Advanced Air Mobility

The Miami University Airport (OXD)

OXD spans over 300 acres and features a 4,000-foot runway. The airport is owned by Miami University and managed by Cincinnati/Northern Kentucky International Airport (CVG).



Miami University Airport Master Plan 2023

The airport is undergoing enhancements through a new Master Plan aimed at improving operations, attracting business traffic, and promoting general aviation and training activities. The master plan is a comprehensive roadmap outlining the airport's long-term development strategy. Located just two miles from downtown Oxford and adjacent to a community park, OXD is envisioned as a hub for innovative projects, including autonomous vehicles, drones, and advanced technologies.

OXD Master Plan Highlights	
	• The airfield is suited for growth and no runway expansion is projected for the near future.
	• CVG and Miami University desire to develop a hub for Advanced Air Mobility (AAM).
	• Research and development potential exists to support the growth of AAM.
	• The plan identifies steps to align educational programming at Miami University around AAM.
	• Additional utility and data infrastructure are needed to serve existing and future customers.

“

OXD leadership, which includes staff from both Miami University and CVG, sees an opportunity to capitalize on OXD’s unique strengths to position the Airport as an “Innovation Center” in the burgeoning field of Advanced Air Mobility (AAM). In this context, AAM encompasses any new aviation technologies designed to accommodate unserved or underserved markets or geographies. This may include electric vertical takeoff and landing (eVTOL) aircraft for uses such as air taxi, air cargo, air medical, regional commuter, military, or other applications.

”

- Miami University Airport Master Plan 2023

HUB for Innovation and Advanced Air Mobility (AAM)

The Miami University Airport is uniquely positioned to become a hub for innovation and AAM due to its strategic partnerships, existing infrastructure, and a forward-thinking Master Plan that aims to accommodate the future of aviation. AAM refers to a new mode of transportation that encompasses electric and hybrid aircraft, including air taxis and cargo drones, which promise to revolutionize urban mobility by reducing congestion and providing faster, more efficient travel options.

“

In general, OXD is viewed as an underutilized asset to be leveraged in pursuit of aeronautical-focused economic development opportunities that create jobs in STEM fields for the area. Furthermore, OXD can be viewed as a natural extension and complementary piece to Miami University’s newly opened Fisher Innovation College@Elm. Opened in 2023, the College@Elm is a unique public-private investment focused on developing the talent and entrepreneurs necessary to advance Oxford, Butler County, and the region’s workforce. It seeks to serve as a national model for how a rural community can leverage its creative and technological assets to promote local economic prosperity and contribute to a vibrant world-class entrepreneurial ecosystem.

”

- Miami University Airport Master Plan 2023

Prioritized Projects & Action Plans

Collaboration between CVG, Miami University, and Oxford

One of the most significant opportunities for OXD lies in its collaboration with CVG, Miami University, and the City of Oxford. This partnership has not only revived OXD as a vital general aviation facility but also established it as a center for research and development in emerging aviation technologies. The airport's plan to develop a hub for AAM will attract academic institutions, technology developers, and innovative start-ups focused on this next generation of air transportation.

Planning to Handle the Unique Requirements of AAM

With the proposal for a vertiport and designated hangars specifically for AAM operations, OXD can facilitate the testing and deployment of electric air taxis and drones. The airport's existing infrastructure offers a solid foundation for these advancements, and improvements outlined in the Master Plan—including enhanced airfield pavements, electric charging stations, and expanded aircraft parking—will ensure that OXD is equipped to handle the unique requirements of AAM vehicles.

Educational Programming

Moreover, the integration of educational programming at Miami University focused on AAM will create a skilled workforce ready to support and innovate within this evolving industry. This educational alignment presents opportunities for internships, research projects, and collaboration directly related to real-world applications in AAM, further solidifying OXD's role as a hub for cutting-edge technologies.

Utility and Data Infrastructure Enhancements

The airport's commitment to enhancing its utility and data infrastructure will be crucial in supporting the operational demands of AAM, including flight operations, safety management, and passenger services.

By fostering collaboration between academia, industry, and regulatory agencies, OXD can become a leader in the AAM space, positioning itself not only as a catalyst for local economic development but also as a vital player in the global transition to advanced aerial transportation. Overall, the Miami University Airport has a compelling opportunity to establish itself as a premier center for innovation in Advanced Air Mobility, driving growth and advancing the future of urban air travel.



Prioritized Projects & Action Plans

7.4 Pathway to Create 1,000 New Jobs

Miami University Airport

Oxford stands poised at the cusp of a transformative economic opportunity. The Miami University Airport, with its strategic focus on AAM, presents a compelling pathway to create 1,000 new jobs and propel the city towards a future of sustainable growth.

Advanced Air Mobility (AAM)

This vision hinges on the airport's proactive embrace of AAM, a burgeoning industry poised to revolutionize transportation. The airport's existing infrastructure, coupled with its ambitious Master Plan, lays a solid foundation for attracting AAM companies. The plan, which prioritizes operational enhancements, business traffic attraction, and general aviation/training activities, creates a welcoming environment for businesses seeking to explore and develop this revolutionary technology. Miami University, stands as a critical catalyst, offering its expertise in engineering, technology, and innovation to attract AAM companies seeking collaboration and cutting-edge solutions.

Ample Acreage for Growth

Beyond AAM, the airport's expansive 300-acres provides ample acreage for expansion, accommodating the growth of AAM-related businesses without the need for costly land acquisition. Existing infrastructure, including the runway, hangars, and other facilities, reduces initial investment costs, allowing for a faster return on investment. This, in turn, attracts companies seeking to establish themselves quickly and efficiently in the AAM sector.

Advanced Manufacturing

The potential for attracting advanced manufacturing companies further fuels the city's economic ambitions. AAM encompasses a wide array of industries, including aircraft manufacturing and maintenance, software development, logistics, and more. This diversity opens doors to a thriving ecosystem of advanced manufacturing businesses, known for generating high-paying jobs and requiring a skilled workforce. For every job directly created in manufacturing, an estimated additional 1.6 local jobs are created. As AAM companies establish themselves in Oxford, they will require suppliers and subcontractors, further stimulate the local economy creating a ripple effect of job creation.

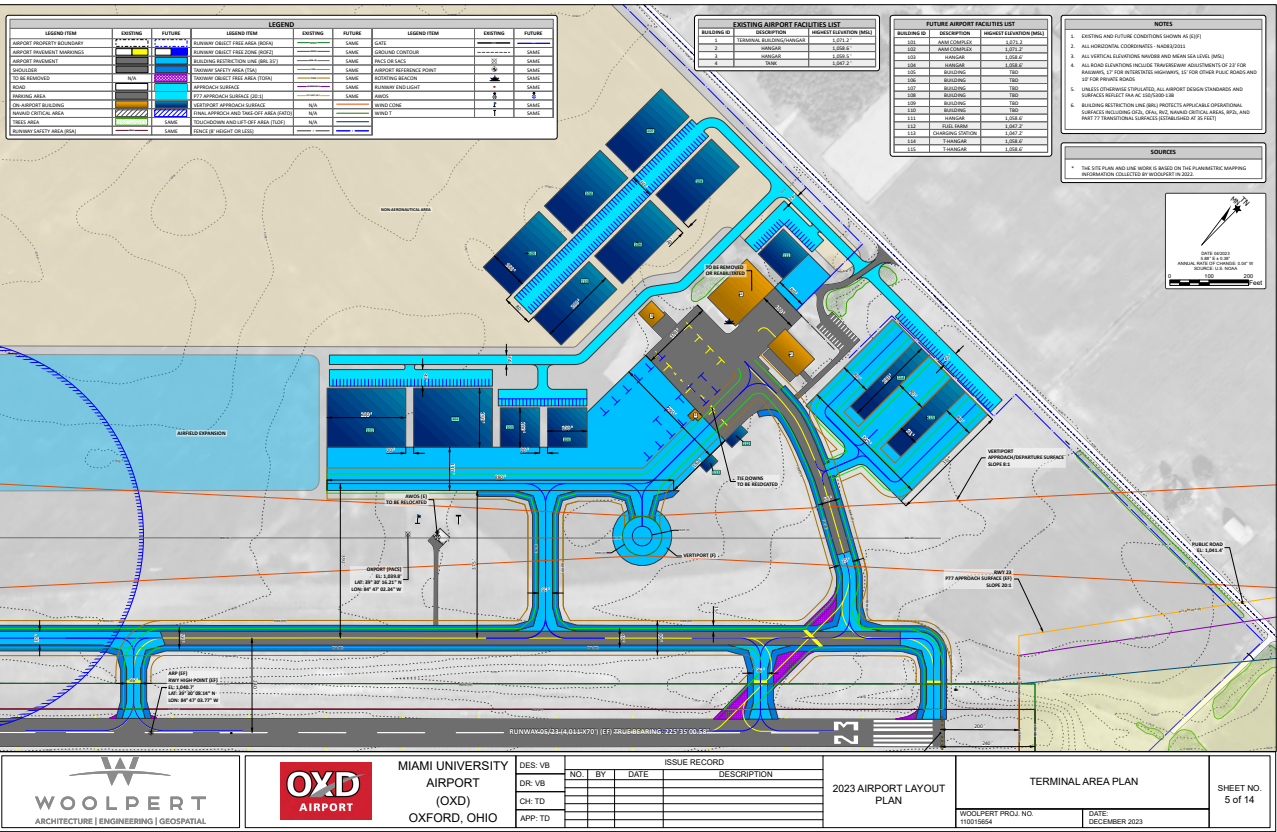
Creating a Foundation for Long-term Growth

The combined impact of AAM innovation, advanced manufacturing, and the airport's strategic location creates a powerful synergy. Oxford becomes uniquely positioned to attract companies seeking to be part of this burgeoning sector, fostering a thriving environment that attracts talent and investment. The city's vision is not limited to immediate gains but rather focuses on creating a foundation for long-term growth. By establishing itself as a hub for AAM, Oxford will attract further investment, bolster its position as a leader in this vital industry, and ensure sustainable economic progress for generations to come.

Miami University Airport Hub for Innovation and Advanced Air Mobility: Economic Impact

The following economic impact figures represent the potential effects of the development of the airport into a hub for innovation and advanced air mobility. The findings and analysis are based on Future Airport Layout Plan as provided in the Airport Master Plan and data gathered from the following sources. Below are the assumptions and sources used in the economic impact analysis.

Assumption	Source
Average annual earnings for MFG employees in Ohio is \$92,413	The National Association of Manufacturers (2025)
Building square feet	Miami University Airport Master Plan (2023)
667.24 Sq. ft. per Employee	AeroHub Innovation District (2025)
For every \$1.00 spent in manufacturing, there is a total impact of \$2.64 to the overall economy	The National Association of Manufacturers (2023)
In 2023, for every job directly created in manufacturing, an estimated 2.5 local jobs were created in the US	W.E. Upjohn Institute for Employment Research (2023)



Prioritized Projects & Action Plans

Economic Impact Model

The following projected economic impact figures reflect the potential benefits of transforming the airport, as outlined in the Airport Master Plan's Future Airport Layout Plan, into a hub for innovation and advanced air mobility.

Miami University Airport Hub for Innovation and Advance Air Mobility												
Building	Asset Type	Square Feet	Sq. Ft. per Employee	No. of Direct Employees	Average Salary	Total Payroll	Annual Earnings Tax	2.00%	Indirect Earnings	\$2.64	No. Additional Local Jobs Created	1.6
101	AAM Complex	30,000	667.24	45	\$91,267	\$4,103,486	\$82,070		\$10,833,203		72	
102	AAM Complex	30,000	667.24	45	\$91,267	\$4,103,486	\$82,070		\$10,833,203		72	
105	Advanced Manufacturing / R&D	20,000	667.24	30	\$91,267	\$2,735,657	\$54,713		\$7,222,135		48	
106	Advanced Manufacturing / R&D	20,000	667.24	30	\$91,267	\$2,735,657	\$54,713		\$7,222,135		48	
107	Advanced Manufacturing / R&D	20,000	667.24	30	\$91,267	\$2,735,657	\$54,713		\$7,222,135		48	
108	Advanced Manufacturing / R&D	20,000	667.24	30	\$91,267	\$2,735,657	\$54,713		\$7,222,135		48	
109	Advanced Manufacturing / R&D	20,000	667.24	30	\$91,267	\$2,735,657	\$54,713		\$7,222,135		48	
110	Advanced Manufacturing / R&D	20,000	667.24	30	\$91,267	\$2,735,657	\$54,713		\$7,222,135		48	
		180,000		270		\$24,620,916	\$492,418		\$64,999,218		432	

Additional Advanced Manufacturing Building												
Building	Asset Type	Square Feet	Sq. Ft. per Employee	No. of Direct Employees	Average Salary	Total Payroll	Annual Earnings Tax	2.00%	Indirect Earnings	\$2.64	No. Local Jobs Created	1.6
A	Advanced Manufacturing	50,000	667.24	75	\$91,267	\$6,839,143	\$136,783		\$18,055,338		120	
B	Advanced Manufacturing	50,000	667.24	75	\$91,267	\$6,839,143	\$136,783		\$18,055,338		120	
		100,000		150		\$13,678,287	\$273,566		\$36,110,677		240	

DIRECT LOCAL EMPLOYEES	420
INDIRECT LOCAL EMPLOYEES	671
TOTAL	1091

ECONOMIC IMPACT	
Annual Earnings Tax	\$765,984
Overall Economy Indirect Earnings	\$83,054,557
Sq. Ft. of New Development	280,000
Total Direct Local Jobs Created	420
Total Indirect Jobs Created	671
Total Local Jobs Created	1091

Prioritized Projects & Action Plans

Redeveloping Oxford's Airport: Creating 1,000 High-Paying Jobs Through Innovation

Redeveloping the airport into an innovation and advanced air mobility hub offers the most realistic path to creating 1,000 new Oxford jobs within the next decade. This is supported by several factors: Our analysis, aligned with the Airport Master Plan, identifies advanced air mobility manufacturing as a key growth sector perfectly aligned with current economic trends. These high-paying jobs (Ohio's average advanced manufacturing salary is approximately \$91,267) will significantly boost the local economy. Furthermore, manufacturing's substantial economic multiplier effect – generating \$2.64 in economic activity for every dollar spent – will further amplify the hub's impact. Finally, each direct manufacturing job created is projected to generate approximately 1.6 additional support jobs locally, ensuring the redevelopment not only creates direct employment but also fosters substantial indirect job growth throughout Oxford.

ECONOMIC IMPACT	
Annual Earnings Tax	\$765,984
Overall Economy Indirect Earnings	\$83,054,557
Sq. Ft. of New Development	280,000
Total Direct Local Jobs Created	420
Total Indirect Jobs Created	671
Total Local Jobs Created	1091

The Ripple Effect: How Miami University Airport's Innovation Hub Will Create Jobs in Oxford

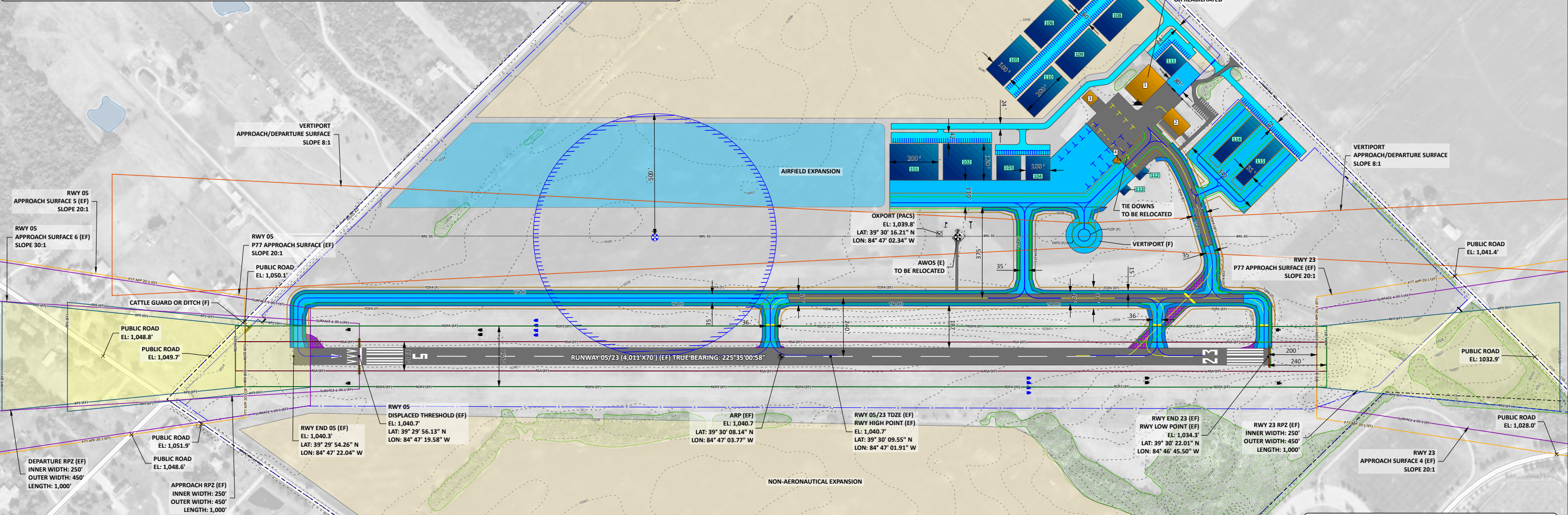
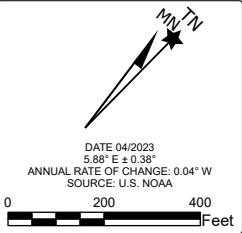
Establishing the Airport as a hub for innovation, advanced manufacturing, and advanced air mobility will generate a significant number of additional local jobs in Oxford, extending far beyond the directly created manufacturing positions. The effect will ripple through the community in several ways:

- **Directly Related Jobs:** The airport itself will need support services. The advanced manufacturing facilities housed there will require logistics and transportation companies to manage the flow of goods and materials. Specialized maintenance and repair technicians will be needed for the sophisticated equipment involved in advanced air mobility. Security services will ensure the safety and security of the facilities and personnel. Janitorial and cleaning services will also be required.
- **Indirectly Related Jobs:** The presence of these high-tech manufacturing jobs will attract other businesses to Oxford. Restaurants, hotels, and retail businesses will benefit from the increased population of workers and visitors to the airport. Professional services, such as accounting, legal, and consulting firms, will be needed to serve the growing number of businesses. The construction industry will experience a boost as facilities are expanded and upgraded. Banks and financial institutions will see increased business from the new companies setting up operations at the airport.

- **Induced Jobs:** The influx of well-paying jobs in advanced manufacturing will increase disposable income within the Oxford community. This will lead to higher demand for services like childcare, education, healthcare, and various personal services, creating even more job opportunities. The increased economic activity will also attract additional investment and development in the area, further expanding employment opportunities.

In summary, while the initial jobs are directly created within the manufacturing and advanced air mobility sectors, the broader economic impact will create a much larger number of additional jobs across various sectors in Oxford, stimulating overall economic growth and prosperity for the community. This multiplier effect, as described previously, means that the total number of jobs created will significantly surpass the number of initial manufacturing positions.

LEGEND								
LEGEND ITEM	EXISTING	FUTURE	LEGEND ITEM	EXISTING	FUTURE	LEGEND ITEM	EXISTING	FUTURE
AIRPORT PROPERTY BOUNDARY			RUNWAY SAFETY AREA (RSA)		SAME	GROUND CONTOUR		SAME
AIRPORT PAVEMENT MARKINGS			RUNWAY OBJECT FREE AREA (ROFA)		SAME	PACS OR SACS		SAME
AIRPORT PAVEMENT			RUNWAY OBJECT FREE ZONE (ROFZ)		SAME	AIRPORT CONTROL POINT		SAME
SHOULDER			BUILDING RESTRICTION LINE (BRL 35')		SAME	AIRPORT REFERENCE POINT		SAME
TO BE REMOVED	N/A		TAXIWAY SAFETY AREA (TSA)		SAME	ROTATING BEACON		SAME
ROAD			TAXIWAY OBJECT FREE AREA (TOFA)		SAME	RUNWAY END LIGHT		SAME
PARKING AREA			APPROACH SURFACE		SAME	PAPI		
ON-AIRPORT BUILDING			P77 APPROACH SURFACE (20:1)		SAME	AWOS		
OFF-AIRPORT BUILDING		SAME	VERTIPORT APPROACH SURFACE	N/A		REIL		SAME
NAVAID CRITICAL AREA			FINAL APPROCH AND TAKE-OFF AREA (FATO)	N/A		WIND CONE		SAME
WATER FEATURE		SAME	TOUCHDOWN AND LIFT-OFF AREA (TLOF)	N/A		WIND T		SAME
TREES AREA		SAME	FENCE (8' HEIGHT OR LESS)					
RUNWAY PROTECTION ZONE (RPZ)		SAME	GATE					



CONDITIONALLY APPROVED

SUBJECT TO LETTER DATED _____

FEDERAL AVIATION ADMINISTRATION
DISTRICT OFFICE

DATED _____

CASE NO _____

SPONSOR APPROVAL

DocuSigned by:
Dr. David Cramer
F0886509AD8214C

NAME _____

Sr. V.P for Finance and Business Services

TITLE _____

7/23/2024

DATED _____

NOTE:
THE AIRPORT SPONSOR WISHES TO MAINTAIN THE EXISTING RUNWAY LENGTH AND WIDTH AS WELL AS TAXIWAY WIDTH TO ULTIMATELY ACCOMMODATE B-II, TDG 2 AIRCRAFT. EXISTING RUNWAY WIDTH AND LENGTH AS WELL AS TAXIWAY WIDTH EXCEED EXISTING AND FUTURE CRITICAL AIRCRAFT DESIGN GROUP STANDARDS DEPICTED ON THIS ALP. IT IS UNDERSTOOD THAT FUTURE AIRFIELD PAVEMENT DEVELOPMENT AND MAINTENANCE BEYOND THE STANDARDS ESTABLISHED ON THIS ALP MAY BE THE RESPONSIBILITY OF THE AIRPORT SPONSOR. IN THE EVENT THE CRITICAL AIRCRAFT CHANGES TO REQUIRE A HIGHER DESIGN STANDARD, HOWEVER, DEVELOPMENT AND MAINTENANCE TO SUPPORT THAT CRITICAL AIRCRAFT MAY BE ELIGIBLE.

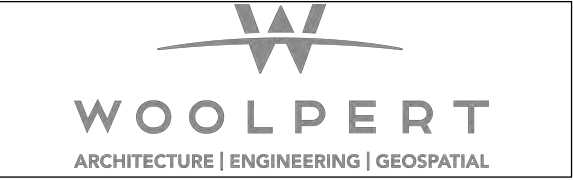
EXISTING AIRPORT FACILITIES LIST		
BUILDING ID	DESCRIPTION	HIGHEST ELEVATION (MSL)
1	TERMINAL BUILDING/HANGAR	1,071.2'
2	HANGAR	1,058.6'
3	HANGAR	1,059.5'
4	TANK	1,047.2'

FUTURE AIRPORT FACILITIES LIST		
BUILDING ID	DESCRIPTION	HIGHEST ELEVATION (MSL)
101	AAM COMPLEX	1,071.2
102	AAM COMPLEX	1,071.2'
103	HANGAR	1,058.6'
104	HANGAR	1,058.6'
105	BUILDING	TBD
106	BUILDING	TBD
107	BUILDING	TBD
108	BUILDING	TBD
109	BUILDING	TBD
110	BUILDING	TBD
111	HANGAR	1,058.6'
112	FUEL FARM	1,047.2'
113	CHARGING STATION	1,047.2'
114	T-HANGAR	1,058.6'
115	T-HANGAR	1,058.6'

SOURCES

* THE SITE PLAN AND LINE WORK IS BASED ON THE PLANIMETRIC MAPPING INFORMATION COLLECTED BY WOOLPERT IN 2022.

- NOTES
- EXISTING AND FUTURE CONDITIONS SHOWN AS (E)(F)
 - ALL HORIZONTAL COORDINATES - NAD83/2011
 - ALL VERTICAL ELEVATIONS NAVD88 AND MEAN SEA LEVEL (MSL)
 - ALL ROAD ELEVATIONS INCLUDE TRAVERSEWAY ADJUSTMENTS OF 23' FOR RAILWAYS, 17' FOR INTERSTATES HIGHWAYS, 15' FOR OTHER PULIC ROADS AND 10' FOR PRIVATE ROADS
 - UNLESS OTHERWISE STIPULATED, ALL AIRPORT DESIGN STANDARDS AND SURFACES REFLECT FAA AC 150/5300-13B
 - BUILDING RESTRICTION LINE (BRL) PROTECTS APPLICABLE OPERATIONAL SURFACES INCLUDING OFZs, OFAs, RVZ, NAVAID CRITICAL AREAS, RPZs, AND PART 77 TRANSITIONAL SURFACES (ESTABLISHED AT 35 FEET)



MIAMI UNIVERSITY
AIRPORT
(OXD)
OXFORD, OHIO

DES: VB	ISSUE RECORD			
	NO.	BY	DATE	DESCRIPTION
DR: VB				
CH: TD				
APP: TD				

2023 AIRPORT LAYOUT
PLAN

FUTURE AIRPORT LAYOUT PLAN

WOOLPERT PROJ. NO.
110015654

DATE:
DECEMBER 2023

SHEET NO.
4 of 14

Prioritized Projects & Action Plans

7.5 Action Plan: Transforming Miami University Airport (OXD) into a Hub for Innovation & Advanced Air Mobility (AAM) – City of Oxford's Role (3 Year Plan)

Objective: The success of this action plan hinges on a collaborative and strategic approach by the City of Oxford, Miami University, and CVG leadership. By working together, they can transform Miami University Airport into a leading hub for Innovation in Advanced Air Mobility, driving economic development and positioning Oxford as a leader in the future of aviation.

PHASE 1: FOUNDATION & COLLABORATION (Year 1)

1. Endorse, Adopt and Socialize the Economic Development Strategic Plan with Key Stakeholders

Action: Promote and share the Economic Development Strategic Plan (EDSP) with key stakeholders, such as Miami University and CVG. Convey a clear vision for the city's future, accompanied by a prioritized list of projects, programs, and processes, highlighting the crucial role that OXD will play in the city's overall economic success.

Timeline: YR 1, Q1

2. Form a Joint Steering Committee

Members: Representatives from the City of Oxford, Miami University, CVG, OXD leadership, and key stakeholders (including local businesses, industry leaders, and research institutions).

Objective: Develop a shared vision for OXD as an AAM innovation hub and establish clear goals, priorities, and a roadmap for success.

Timeline: YR 1, Q1

3. Memorandum of Understanding

Action: Propose and enter a memorandum of understanding (MOU) with the Steering Committee and other necessary parties.

Objective: The MOU should incorporate the subsequent action plan steps. This MOU will define the collaborative intent, outline the related process, and establish roles and responsibilities.

Timeline: YR 1, Q2

4. Conduct a Comprehensive Feasibility Study for Establishing an AAM Hub

Objective: Assess the technical, economic, regulatory, and environmental feasibility of establishing an AAM hub at OXD.

Focus: Evaluate existing infrastructure, identify potential challenges and opportunities, and define the specific requirements for attracting AAM companies and investments.

Timeline: YR 1, Q2

5. Develop a Strategic Plan

Objective: Define a comprehensive and written strategic plan outlining the development of OXD as an AAM Innovation Hub, including:

- | | |
|---|---|
| <ul style="list-style-type: none">• Phase-wise development roadmap• Marketing and outreach strategies• Funding and financial models | <ul style="list-style-type: none">• Land use and infrastructure development plan• Talent development and workforce training programs• Collaboration and partnership framework |
|---|---|

Timeline: YR 1, Q3–Q4

Prioritized Projects & Action Plans

PHASE 2: BUILDING THE ECOSYSTEM (YEARS 2-3)

6. Secure Funding and Incentives

Objective:	Advocate for and secure funding for infrastructure improvements, site readiness, and incentive packages that attract AAM companies and research institutions.
Key Actions:	• Explore federal and state grants for AAM infrastructure projects. • Develop incentive packages (e.g., tax abatements, TIFs) tailored to AAM companies and research institutions. • Lobby for regulatory changes and supportive policies at the state and federal levels.
Timeline:	YR 2, Q1 – Q2

7. Land Use and Infrastructure Development

Objective:	Begin implementing the land use and infrastructure development plan, focusing on: • Developing a designated area for AAM operations (e.g., vertiport, designated hangars). • Upgrading airfield pavements, adding electric charging stations, and expanding aircraft parking as outlined in the OXD Master Plan. • Improving access and connectivity (e.g., public transportation, road improvements) to and from the airport.
Timeline:	YR 2, Q3 – YR 3, Q2

8. Talent Development and Workforce Training for AAM

Objective:	Partner with Miami University to create targeted workforce training programs in AAM, including: • Specialized courses in AAM technologies, operations, and maintenance. • Internships and research opportunities for Miami University students. • Partnerships with local vocational schools and community colleges to develop a skilled workforce.
Timeline:	YR 2, Q3 – YR 3, Q2

9. Marketing and Outreach

Objective:	Launch a comprehensive marketing and outreach campaign to: • Promote OXD as an AAM innovation hub and a destination for investment and talent. • Engage with key industry stakeholders, investors, and research institutions. • Attract AAM companies and projects to OXD.
Timeline:	YR 3, Q1-Q2

Prioritized Projects & Action Plans

PHASE 3: GROWTH & EXPANSION (YEAR 3 - ONGOING)	
10. Attract AAM Companies and Research	
Objective:	Actively recruit and attract AAM companies, research institutions, and startups to OXD.
Key Actions:	• Host conferences, workshops, and networking events to showcase OXD’s capabilities. • Provide site visits and tours to potential investors and companies. • Develop partnerships with AAM industry associations and consortia.
Timeline:	YR 3, Q3 – Ongoing
11. Innovation Hub Development	
Objective:	Continue developing OXD into a thriving AAM innovation hub with: • A dedicated Innovation Center for research, development, and collaboration. • Testing and demonstration facilities for AAM technologies. • Accelerator programs for AAM startups.
Timeline:	YR 3, Q3 – Ongoing
12. Community Engagement	
Objective:	Engage the community in the development of OXD as an AAM hub: • Host community meetings and events to share information about AAM. • Develop educational programs about AAM for local residents. • Seek input from the community on the development of OXD.
Timeline:	YR 3, Q3 – Ongoing
KEY CONSIDERATIONS	
• The City of Oxford should leverage its existing partnerships with Miami University and CVG to ensure a collaborative and effective approach. • The city needs to ensure that OXD’s development is environmentally sustainable and meets the needs of the community. • The city should focus on attracting companies and projects that create high-paying jobs in STEM fields and support the local economy.	
NOTE: THIS IS A PROJECTED TIMELINE AND SHOULD BE ADJUSTED BASED ON SPECIFIC NEEDS AND PRIORITIES.	

Prioritized Projects & Action Plans

OXD AIRPORT INNOVATION HUB ACTION PLAN		YR 1				YR 2				YR 3			
PROJECTED 3-YEAR TIMELINE		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
PHASE 1: FOUNDATION & COLLABORATION													
1	Socialize EDSP with Key Stakeholders												
2	Form a Joint Steering Committee												
3	Memorandum of Understanding												
4	Conduct a Comprehensive Feasibility Study												
5	Develop a Strategic Plan												
PHASE 2: BUILDING THE ECOSYSTEM													
6	Secure Funding and Incentives												
7	Land Use and Infrastructure Development												
8	Talent Development and Workforce Training												
9	Marketing and Outreach												
PHASE 3: GROWTH & EXPANSION													
10	Attract AAM Companies and Research												Ongoing
11	Innovation Hub Development												Ongoing
12	Community Engagement												Ongoing

NOTE: THIS IS A PROJECTED TIMELINE AND SHOULD BE ADJUSTED BASED ON SPECIFIC NEEDS AND PRIORITIES.

Prioritized Projects & Action Plans

7.6 Uptown Innovation & Creativity Corridor

Uptown: The Thread Connecting Innovation & Creativity in Oxford

Oxford's Uptown district serves as a vital connective tissue, geographically and economically, linking the burgeoning Innovation & Creativity District to the west with Miami University to the east. This historically significant area, characterized by its aesthetically pleasing architecture, dynamic atmosphere, and robust community spirit, acts as a catalyst for economic expansion and contributes significantly to Oxford's future prosperity.

Uptown: A Crossroads of Innovation

Anchored by the College@Elm Innovation and Workforce Development Center and the Oxford Community Arts Center to the west, and Miami University to the east, Uptown is uniquely positioned to become the heart of a new Innovation & Creativity Corridor. This district will attract talent, startups, and established businesses, creating a vibrant ecosystem of innovation and collaboration.

The College@Elm	This hub will provide essential support for Miami University’s burgeoning startups, offering office and co-working spaces, resources, and networking opportunities. It’s a natural first step for startups to find their footing before expanding.
Uptown’s Vacant Spaces	These storefronts, often overlooked by landlords, offer a prime opportunity for these growing startups to find their home. With the right incentives and support, Uptown can transform from empty storefronts to bustling businesses.
Miami University	The university’s entrepreneurial ecosystem will continue to feed the district with fresh talent, ideas, and research, making it a dynamic engine for economic growth.
Weaving a Thriving Ecosystem	
Oxford has a unique opportunity to create a thriving ecosystem with that seamlessly connects Uptown as the thread seamlessly connecting the Innovation & Creativity District:	
Public-Private Investment Fund	This fund, a collaboration between the city, Miami University, local businesses, and investors, will provide critical "patient capital" to support startups as they expand and transition from the College@Elm to Uptown.
Placemaking Initiatives	Uptown’s existing charm can be amplified through vibrant public art, events, and community gatherings, making it a destination for residents, visitors, and startups alike.
Strategic Partnerships	The city should work closely with the Chamber of Commerce, engaged businesses, and local stakeholders to build connections, promote Uptown, and create a collaborative environment for growth.



Prioritized Projects & Action Plans

Creating Economic Vitality: An Opportunity for the City of Oxford

The City of Oxford is at a pivotal moment where it can take proactive measures to foster innovation, support local entrepreneurship, and rejuvenate its Uptown district. There is a clear opportunity for the city to become a leader in nurturing start-ups emerging from Miami University's Farmer School of Business and the Miami University Center for Social Entrepreneurship. By capitalizing on existing resources and crafting a bold vision for development, Oxford can transform its entrepreneurial landscape.

Supporting Start-ups at the College@Elm

Miami University's Entrepreneurship Program and the Center for Social Entrepreneurship churn out vibrant start-ups, rich with potential and ambitious visions. Under the umbrella of the College@Elm Innovation and Workforce Development Center, these enterprises can find essential support. The College@Elm facility offers modern office and co-working spaces designed specifically for young businesses, providing them with an environment conducive to growth and collaboration.

Start-up Relocation Strategy

As startups nurtured at the College@Elm expand, they'll need more space. Oxford should actively engage with Miami University to promote the relocation of these start-ups to College@Elm. Not only does this consolidate resources and support systems for entrepreneurs, but it also creates a bustling ecosystem of innovation right within the city. When start-ups succeed, they contribute to local job creation and economic diversity.

City-Owned Properties as a Bridge

A great first step is to relocate growing start-ups to the city -owned houses at 101 & 103 S. Elm St. This temporary move would give them independence while still allowing them to tap into the valuable support



at the College@Elm. Also, the houses could be transformed into skunkworks spaces or creative meeting areas, ideal for facilitating special projects or initiatives that companies or groups are working on. This flexible environment would encourage collaboration and innovation, providing a unique setting for brainstorming and development.

Revitalizing Uptown Oxford with Strategic Spaces

As these start-ups grow, the need for additional office space becomes paramount. Currently, many storefronts in the Uptown area stand empty, often owned by foreign investors who prioritize rental income from apartments above storefronts over the commercial potential of their ground floors. Uniting these vacant spaces with the burgeoning start-ups represents a golden opportunity for the city.

Oxford should initiate a strategic plan to identify and assess these vacant commercial spaces in Uptown. By connecting the entrepreneurial talent at the College@Elm with these available storefronts, Oxford can pave the way for vibrant businesses to populate the area, making it a hub of activity and innovation. A lively Uptown will not only benefit the start-ups but also attract visitors, boosting retail and dining sectors.

Oxford's Revolving Loan Fund

Oxford's Revolving Loan Fund (RLF) can be a powerful tool to attract start-ups to College@Elm and Uptown by bridging the gap in financing. While traditional banks might be hesitant to provide loans to new businesses without a long track record, the RLF can step in with low-interest loans to cover a portion of the project costs.

For example, a start-up looking to relocate to College@Elm might need \$100,000 for equipment and renovations. They can secure a traditional bank loan for 50%-70% of that amount, leaving a \$20,000 to \$40,000 gap. The RLF can provide this "gap financing" to make the project feasible, especially if the business is creating new jobs, a key requirement of the program. This makes Oxford a more attractive option for start-ups compared to other locations where similar financing options might not be available.

Creating a Private, Non-profit Corp. & Development Fund

To facilitate this transition and support start-ups in their initial phases, the city should consider establishing a development investment fund. This fund could be used to subsidize the rent for start-ups that move into Uptown commercial spaces. By lowering the financial barrier, this fund will encourage start-ups to choose Uptown as their home base, allowing them to invest their limited resources into growth rather than overhead costs.

Moreover, this fund can stimulate collaboration between local businesses, investors, and the city government, fostering a shared commitment to the economic vitality of the community (See [Sec. 9](#) for more detail.)

Prioritized Projects & Action Plans

Enhancing Placemaking through Arts and Culture

Alongside the economic initiatives, the City of Oxford can continue enhancing the placemaking of the Uptown Innovation & Creativity Corridor. Building on the existing arts and culture framework, the city should promote art installations, events, and community engagement initiatives that captivate locals and visitors alike. By making these districts as unique and attractive destinations, Oxford can retain talent, draw in tourists, and celebrate its local culture.

Together, these strategies can create a vibrant ecosystem that not only nurtures start-ups but revitalizes the entire Uptown District. It beckons a future where Oxford is recognized as a pioneering city for entrepreneurship, innovation, and creativity.

Creating a "Live, Work, Play" Community

Uptown can become a vibrant "live, work, play" district, attracting a diverse range of residents and businesses, fostering a strong sense of community, and enhancing the overall quality of life in Oxford:

Higher Density Residential Development	Encouraging housing options within Uptown will create a thriving, walkable neighborhood and attract new residents.
A "Destination District"	By creating a vibrant mix of businesses, public spaces, and events, Uptown can become a destination for residents and visitors alike, boosting local economies and fostering a sense of pride.
Localism and Sustainability	Prioritizing local businesses, startups, and second-stage companies will cultivate a unique character for Uptown while fostering a sustainable economic model.

Uptown's Journey: A Vision for the Future

Uptown has the potential to become a thriving heart of Oxford, a place where innovation, creativity, and community thrive. By investing in its future, Oxford can create a vibrant, sustainable, and prosperous community for generations to come. It's a journey that starts with a vision, a strong commitment to partnership, and a belief in the power of community to shape a brighter future.



Preserving Uptown's Soul: Why Historic Charm Fuels Economic Growth

Preserving Uptown's historic character and community spaces is crucial for its long-term success and sustainability. A revitalization effort that ignores this unique identity risks creating a generic, unappealing environment that fails to attract either residents or businesses. Conversely, retaining Uptown's distinct charm creates a valuable asset – a place with character and authenticity. This attractiveness draws in new businesses and, crucially, encourages graduates to establish themselves there, preventing a "brain drain" and fostering economic growth that benefits both the community and the young entrepreneurs who are vital to its future. The combination of historic charm and modern amenities creates a thriving and desirable location, ensuring Uptown's continued vitality.



Prioritized Projects & Action Plans

7.7 Action Plan: Establishing Uptown as an Innovation & Creativity Corridor (3 Year Plan)

Objective: This action plan provides a roadmap for the City of Oxford to strategically support the growth of startups within the Innovation and Creativity Corridor, contributing to a thriving entrepreneurial ecosystem and a vibrant local economy.

PHASE 1: FOUNDATION & COLLABORATION (Year 1)

1. Endorse, Adopt and Socialize the Economic Development Strategic Plan with Key Stakeholders

Action:	Promote and share the Economic Development Strategic Plan (EDSP) with key stakeholders, such as Miami University and CVG. Convey a clear vision for the city's future, accompanied by a prioritized list of projects, programs, and processes.
Timeline:	YR, Q1

2. Establish a Dedicated Steering Committee

Action:	Form a multi-stakeholder committee comprised of the City of Oxford, Miami University, College@Elm, Oxford Community Arts Center, and other potential stakeholders such as REDI Cincinnati, JobsOhio, Butler County Finance Authority, Butler Tech, local businesses, and industry leaders. Convey a clear vision, shared ownership, and effective coordination across stakeholders.
Timeline:	YR, Q1

3. Memorandum of Understanding

Action:	Propose and enter a memorandum of understanding (MOU) with the Steering Committee and other necessary parties. The MOU should incorporate the subsequent action plan steps. This MOU will define the collaborative intent, outline the related process, and establish roles and responsibilities.
Timeline:	YR 1, Q2

4. Formal Agreement

Action:	Formalize the partnership between the City of Oxford and Miami University Farmer School of Business and Center for Social Entrepreneurship. This agreement should outline how Miami University will refer startups to the College@Elm and how the city will provide support. Appoint a dedicated liaison at both Miami University and the College@Elm to facilitate the referral process and answer startup questions.
Timeline:	YR 1, Q2 – Q3

5. Startup "Welcome Packet"

Action:	Develop a comprehensive "Welcome Packet" for startups relocating from Miami University. This packet should include information on: - Resources available at the College@Elm - Rental assistance programs - Local business support organizations - Community events and networking opportunities
Timeline:	YR 1, Q3

Prioritized Projects & Action Plans

6. Startup Outreach	
Action:	The task force identifies and contacts Miami University startups graduating from the Farmer School of Business Entrepreneurship Program and the Center for Social Entrepreneurship. Inform them about the benefits of relocating to the College@Elm, including access to resources, co-working space, and networking opportunities.
Timeline:	YR 1, Q3
7. Space Assessment	
Action:	Conduct a comprehensive assessment of available space within the College@Elm and determine the capacity to accommodate relocating startups. Develop a plan for utilizing existing space.
Timeline:	Y1, Q3
8. City Owned Properties Assessments (101 & 103 S. Elm St.)	
Action:	Conduct comprehensive Property assessments for 101 & 103 S. Elm St. and determine the capacity to accommodate relocating startups from the College@Elm. Develop a plan for utilizing existing space.
Timeline:	YR 1, Q3
9. Community Engagement	
Action:	Host events and activities to encourage community involvement and build excitement around the Innovation and Creativity Corridor. Facilitate networking opportunities between residents, businesses, and startups.
Timeline:	Y1, Q3 - Ongoing
10. City Owned Properties: Space Matching (101 & 103 S. Elm St.)	
Action:	Match city Owned Properties with the needs of existing College@Elm startups based on square footage, industry type, and rent requirements.
Timeline:	YR 1, Q4 - Ongoing
11. Relocation Support	
Action:	Provide relocation assistance to startups, including help with lease negotiations, office setup, and access to local resources. Facilitate introductions between startups and local business support organizations.
Timeline:	YR 1, Q4
PHASE 2: IDENTIFYING UPTOWN VACANT SPACE (Year 2)	
12. Vacant Property Inventory	
Action:	City of Oxford staff, with support from the task force, conducts an inventory of vacant storefronts in Uptown. Identify the size, condition, and potential suitability of each vacant space.
Timeline:	YR2, Q1 - Ongoing

Prioritized Projects & Action Plans

13. “Uptown Startup Guide”	
Action:	Create a guide specifically for startups interested in relocating to Uptown. This guide should: - Highlight the advantages of Uptown (e.g., walkability, community, proximity to the Innovation Corridor) - List available spaces with their features and rental rates - Provide contact information for property owners
Timeline:	YR2, Q1 – Ongoing
14. Property Owner Engagement	
Action:	Reach out to property owners to discuss the potential for leasing vacant spaces to startups. Explore potential incentives to encourage landlords to offer favorable terms to startups such as tax incentives and marketing support for vacant spaces.
Timeline:	YR 2, Q1 – Ongoing
15. Space Matching	
Action:	Match vacant spaces with the needs of growing startups based on square footage, industry type, and rent requirements. Facilitate introductions between startups and landlords to encourage lease negotiations.
Timeline:	YR 2, Q2 – Ongoing
16. Startup Support	
Action:	Provide guidance and support to startups relocating to Uptown, including access to local resources, networking opportunities, and marketing assistance.
Timeline:	Y2, Q3 – Ongoing
PHASE 3: CREATING A PRIVATE, NON-PROFIT CORPORATION & DEVELOPMENT FUND (Year 3)	
17. Fund Formation	
Action:	City of Oxford and the task force establish a public-private investment fund to provide financial support for startups. Define the fund's structure, investment criteria, and governance model.
Timeline:	YR 3, Q1 – Q2
18. Marketing and Promotion	
Action:	Develop a marketing strategy to promote the Innovation and Creativity Corridor to potential investors, entrepreneurs, and visitors. Showcase success stories of startups that have relocated to the corridor and benefited from the support offered.
Timeline:	YR 3, Q2 – Ongoing

Prioritized Projects & Action Plans

19. Fundraising	
	Engage with local businesses, community organizations, and philanthropic foundations to solicit investment in the fund. Develop a compelling investment proposal highlighting the potential for economic growth and community development.
	YR 3, Q3 - Ongoing
20. Fund Management	
	Establish a fund management committee responsible for allocating investments to qualified startups. Develop a process for reviewing applications, evaluating businesses, and making investment decisions.
	YR 3, Q3 - Ongoing

NOTE: THIS IS A PROJECTED TIMELINE AND SHOULD BE ADJUSTED BASED ON SPECIFIC NEEDS AND PRIORITIES.

Action Plan for Establishing Uptown as an Innovation & Creativity Corridor PROJECTED 3-YEAR TIMELINE		YR 1				YR 2				YR 3			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
PHASE 1													
1	Socialize EDSP with Key Stakeholders												
2	Establish a Dedicated Steering Committee												
3	Memorandum of Understanding												
4	Formal Agreement												
5	Startup "Welcome Packet"												
6	Startup Outreach												
7	Space Assessment												
8	City Owned Properties (101 & 103 S. Elm St.)				Ongoing								
9	Community Engagement				Ongoing								
10	City Owned Properties: Space Matching				Ongoing								
11	Relocation Support												
PHASE 2													
12	Vacant Property Inventory						Ongoing						
13	"Uptown Startup Guide"						Ongoing						
14	Property Owner Engagement						Ongoing						
15	Space Matching							Ongoing					
16	Startup Support							Ongoing					
PHASE 3													
17	Fund Formation												
18	Marketing and Promotion											Ongoing	
19	Fundraising											Ongoing	
20	Fund Management											Ongoing	

Prioritized Projects & Action Plans

7.8 Western Knolls Transformational Residential & Mixed-Use

Western Knolls: A New Chapter for Oxford's Innovation District

Western Knolls, a 47-acre parcel nestled within Oxford, is an important piece to unlocking a vibrant future for the city as a thriving Innovation District. This strategically positioned site has the potential to attract a diverse community of entrepreneurs, young professionals, college professors, millennials, Gen Z, and young families - the very people who will fuel Oxford's growth as a hub for creativity and innovation.

A Community Built for Today's Lifestyle

Western Knolls offers a unique opportunity to build a community designed specifically for the needs of today's generation:

Housing Diversity	The development can provide a mix of single-family homes, townhomes, and multi-family units, catering to different needs and budgets. This diversity will attract a wider range of residents, creating a vibrant and dynamic community.
Live, Work, Play	By incorporating small-scale commercial spaces, Western Knolls could offer amenities like breweries, consumer services, and office spaces, making it a "live, work, play" destination. Entrepreneurs and young professionals can live, work, and socialize within the same community.
Walkability and Greenspace	Walkable streets, pedestrian pathways, and green spaces will create a cohesive environment that promotes social interaction, healthy living, and a strong sense of community.



Credit: unsplash.com

Attracting the Innovation Generation

Western Knolls provides a compelling answer to the need for attracting and retaining talent in Oxford: and serve as an example for future development in the city:

Entrepreneurs	The development's focus on mixed-use spaces will attract entrepreneurs who want to live and work in a vibrant, connected community. The proximity to the College@Elm and Miami University, along with access to public-private investment funds, will foster a thriving entrepreneurial ecosystem.
Young & Established Professionals	The combination of housing options, amenities, and a vibrant atmosphere will draw young and established professionals who are looking for a dynamic, walkable, and connected community.
College Professors and Researchers	The presence of a vibrant community will attract professors and researchers looking to live and work in a dynamic, innovative environment.
Millennials and Gen Z	This demographic, known for valuing walkability, community, and sustainability, will find Western Knolls a highly attractive place to live and build a future.
Young Families	The family-friendly amenities and focus on walkability and greenspace will appeal to young families seeking a safe and nurturing environment to raise their children.

Oxford's Next Chapter: A Sustainable Innovation District

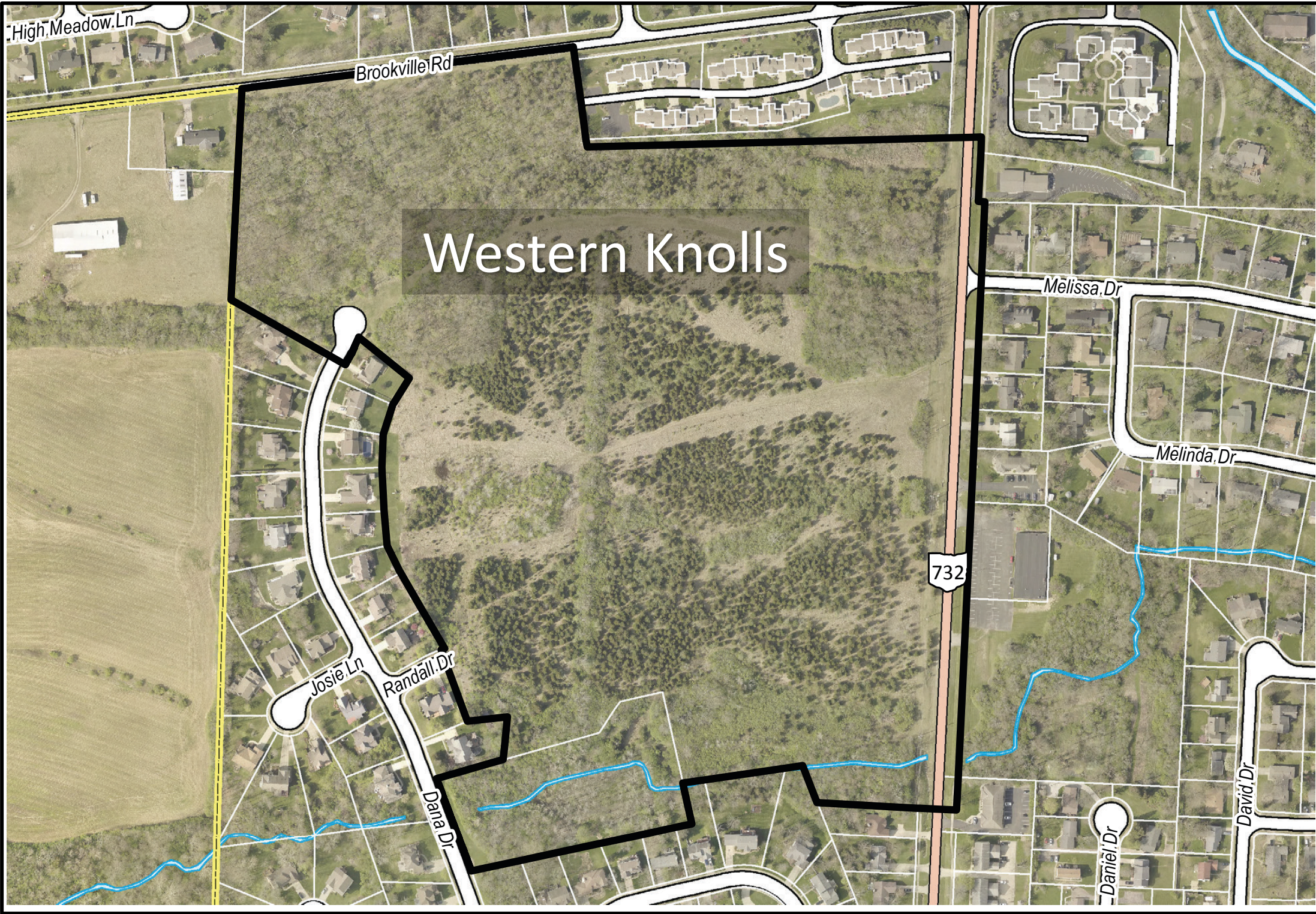
Western Knolls, with its carefully planned development and focus on community, has the potential to be a cornerstone of Oxford's future as an Innovation District. By attracting a diverse population of entrepreneurs, young professionals, and families, the development can create a vibrant and thriving community that supports innovation, fosters creativity, and contributes to the overall economic vitality of Oxford.

This is more than just a development project; it's an opportunity to shape Oxford's future, making it a more attractive destination for those who will drive the city's innovation economy for years to come.

Prioritized Projects & Action Plans

To achieve the ambitious goal of 1,000 new employees, the city must address a critical need: housing.

Attracting talented individuals and families to relocate to Oxford requires a robust and diverse housing stock that caters to various lifestyles and budgets. Increasing home ownership opportunities, particularly for those working in the new AAM industry, will foster a sense of community and long-term commitment. Similarly, promoting permanent residency options will encourage individuals to invest in the city's future, contributing to a thriving and sustainable economic ecosystem. Addressing housing needs is not just about providing shelter; it's about creating a welcoming environment that attracts and retains talent, ultimately driving the city towards its employment goals.







WESTERN KNOLLS
DESIGN CHARRETTE



7.9 Action Plan: Transforming Western Knolls into an Innovative Residential & Mixed-Use Development (1 Year Plan)

Objective: Strategically position the +/- 47 acres comprising Western Knolls into a transformational residential and mixed-use project that attracts a diverse community of entrepreneurs, young professionals, college professors, millennials, Gen Z, and young families – the very people who will fuel Oxford's growth as a hub for creativity and innovation.

1. Develop & Release a Comprehensive Preferred Developer RFP Document

Action:	Draft a detailed RFP outlining the project's vision, objectives, requirements, and evaluation criteria. Responders should be evaluated based on their relevant experience, management team and structure, financial resources, and programming vision.
Timeline:	1-3 months
Outcome:	Finalized RFP document ready for distribution, clearly articulating the city's vision for potential developers.

2. Release the RFP

Action:	Officially release the RFP to qualified developers, providing them with access to relevant site information and submission guidelines.
Timeline:	1-month after RFP is developed.
Outcome:	Increased interest from developers, leading to a wide range of proposals that align with the city's vision.

3. Developer Information Session

Action:	Conduct an informational meeting for potential respondents to review crucial deadlines and details related to the RFP. During this session, respondents will have the opportunity to ask questions about the RFP and the city's objectives for the project.
Timeline:	Within 1-month of RFP being issued.
Outcome:	Increased interest from developers, leading to a wide range of proposals that align with the city's vision.

4. Evaluate Proposals

Action:	Form an evaluation committee to review proposals based on established criteria and conduct interviews with shortlisted developers.
Timeline:	2-months after RFP is released.
Outcome:	Selection of one or more developers that best meet the city's objectives, confirming community alignment and capacity to deliver.

5. Shortlisted Developer Presentations and Evaluations

Action:	Invite shortlisted developer respondents to present to RFP Steering Committee.
Timeline:	2-months after proposal evaluations.
Outcome:	Crucial for obtaining direct insights into respondent's visions and capabilities, fostering engagement through dialogue, and allowing the committee to assess each developer's enthusiasm and professionalism. This in-person evaluation also ensures that the selected developer aligns with community values and needs, promoting transparency and collaboration in the decision-making process.

6. Preferred Developer Selection	
Action:	Select preferred developer.
Timeline:	1-month
Outcome:	Begin negotiating key business terms of development agreement.
7. Memorandum of Understanding (MOU)	
Action:	Negotiate and establish a nonbinding MOU with the selected developer to document the key business terms, which will lay the groundwork for a future binding development agreement.
Timeline:	2-months
Outcome:	Creating a nonbinding MOU with the selected developer is important as it outlines key business terms and expectations, ensuring both parties have a mutual understanding before entering a formal agreement. This framework promotes open communication, allows for adjustments, minimizes potential conflicts, and builds trust, ultimately setting the stage for a successful partnership.
8. Finalize Development Agreements	
Action:	Negotiate and finalize contracts with selected developer, ensuring that all aspects of the project are clearly defined, including timelines, funding, and community benefits.
Timeline:	2-months
Outcome:	Signed agreements that formalize the partnership between the city and the developers, setting clear expectations for project deliverables and timeline.

NOTE: THIS IS A PROJECTED TIMELINE AND SHOULD BE ADJUSTED BASED ON SPECIFIC NEEDS AND PRIORITIES.

WESTERN KNOLLS ACTION PLAN													
PROJECTED 1-YEAR TIMELINE		1	2	3	4	5	6	7	8	9	10	11	12
1	Develop & Release a Comprehensive Preferred Developer RFP												
2	Release the RFP												
3	Developer Information Session												
4	Evaluate Proposals												
5	Shortlisted Developer Presentations and Evaluations												
6	Preferred Developer Selection												
7	Memorandum of Understanding (MOU)												
8	Finalize Development Agreements												

Prioritized Projects & Action Plans

7.10 Strategic Plan for City and University Future Projects and Established Assets

Balancing the Scales: Oxford's Economic Development in the Shadow of Miami University

While Miami University is a significant economic driver in Oxford, its presence can sometimes create challenges for the city's own economic development initiatives. It's important to note that these are potential challenges and don't necessarily represent a negative relationship between the city and the university. Effective collaboration and clear communication can help mitigate these challenges and allow for both parties to thrive economically.

Miami University and Oxford's Economic Development: Potential Challenges

1. Competition for Resources

Miami University's large budget and influence might draw away resources, such as funding, staff, and attention, from city-led initiatives. This can make it harder for Oxford to implement its own economic development plans effectively.

2. Limited Control Over Development

As a large landowner and employer, Miami University has significant influence over development decisions in Oxford. The city's ability to shape its own economic future might be restricted if Miami University's interests don't always align with the city's goals.

3. Focus on Student Needs

Miami University's primary focus is on serving its students and faculty. This can sometimes lead to development priorities that are more geared towards student needs than the broader community's needs, potentially hindering the city's efforts to diversify its economy and attract new residents.

To overcome the potential challenges of Miami University's influence on Oxford's economic development, a collaborative approach is crucial.

This means engaging in open dialogue, sharing information, and working together on current and future projects that benefit both the city and the university. This collaborative spirit should extend to leveraging existing assets, such as university research, student talent, and community resources, to create mutually beneficial outcomes. Given the transformative initiatives underway, such as the Miami University Airport, a new basketball arena, and a full-service hotel, it is crucial for Oxford and Miami University to collaborate on a Strategic Plan for New Projects and Existing Assets. This partnership will optimize resources, promote economic growth, strengthen community ties, coordinate infrastructure, create a unified identity, ensure sustainability, and establish a long-term vision. By fostering this partnership and working together, Oxford and the university can enhance each other's strengths, leading to lasting positive impacts that will make Oxford an even more vibrant and thriving community.

The collaboration between the City of Oxford and Miami University is a powerhouse for efficiency. Oxford and Miami University have joined forces on several initiatives that are revitalizing the community,

such as the Oxford Community Improvement Corporation (CIC) and the College@Elm. By pooling resources, expertise, and funding, they can achieve far more than they could individually. For example, sharing facilities, data, and even staff expertise can streamline operations and reduce costs. Decision-making becomes faster and more informed because both parties are working toward a shared vision. This synergistic approach ensures that both the city and university are aligned on their goals, maximizing the impact of their combined efforts and accelerating progress towards a thriving community.

Efficiency

Shared Resources: Collaboration allows both the city and the university to leverage each other's resources, reducing costs and maximizing impact. This might involve sharing facilities, expertise, or even funding for joint projects.

Streamlined Decision-Making: Working together fosters a more cohesive and efficient approach to decision-making. This is especially important for complex economic development projects that require coordination across different departments and stakeholders.

Long-Term Vision: Collaboration fosters a long-term vision for the city and the university, ensuring that their goals are aligned, and their efforts are complementary.

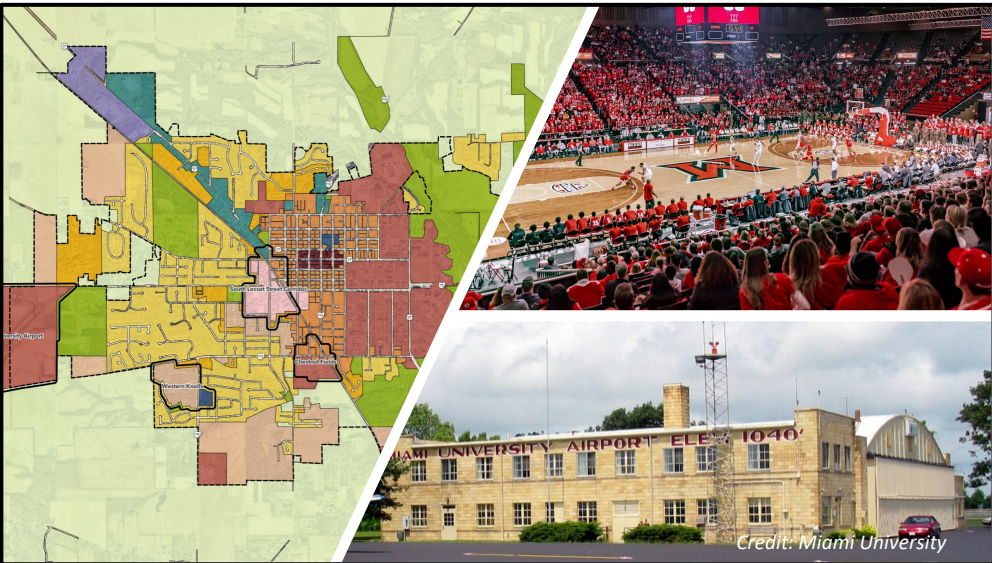


Credit: Miami University

Prioritized Projects & Action Plans

The partnership between the City of Oxford and Miami University is a recipe for mutual benefit. This collaboration creates a mutually beneficial ecosystem where Oxford gains access to a wealth of talent, research, and innovation from the university, while Miami University finds real-world applications for its academic work, enriching the learning experience for students and faculty. This win-win scenario allows both entities to thrive, fostering a dynamic and innovative environment that benefits the entire community.

City of Oxford Benefits	Miami University Benefits
Brainpower and Expertise: Miami University is a treasure trove of knowledge and talent. The city can tap into this resource for research, planning, and problem-solving. Imagine a university-led study on how to attract new businesses, or a collaboration with a professor to develop a plan for sustainable development.	Real-World Applications: University research and learning gain a practical dimension when applied to real-world challenges. This creates opportunities for students and faculty to engage in impactful projects, benefits enriching their education, and preparing them for future careers.
Innovation Hub: The university's research and development activities naturally lead to new ideas and technologies. Working with the city, they can translate these discoveries into real-world solutions, creating new businesses, jobs, and economic opportunities.	Community Engagement: Collaboration strengthens ties between the university and the community, creating a sense of shared purpose and improving the overall quality of life for everyone. This benefits both students and faculty.
Attracting Talent: A vibrant university community makes Oxford more attractive to young professionals, entrepreneurs, and businesses seeking talent and innovation. This collaboration strengthens Oxford's position as a desirable place to live and work.	Economic Impact: The university's economic impact extends beyond its direct activities. By working with the city, it can contribute to a more robust and diverse local economy, benefiting students, faculty, and the University as a whole.



Collaborating on a Strategic Plan for Newly Planned Projects and Established Assets is crucial for Oxford and Miami University for several reasons:	
Maximizing Resource Allocation	A coherent Strategic Plan allows both the city and the university to align their resources, budget, and efforts effectively. By identifying common goals and interdependencies, they can minimize duplication of efforts and ensure that funding is directed toward initiatives that offer the greatest community and institutional impact.
Enhancing Economic Development	The introduction of projects like the Miami University Airport, a new basketball arena, and a full-service hotel can significantly boost the local economy. By collaborating on a strategic plan, Oxford and the university can develop initiatives that support local businesses, attract tourism, and foster economic growth. This could lead to better job creation and increased tax revenues, benefiting both the city and the university.
Strengthening Community Relations	A strategic plan signifies a commitment to collaboration and partnership, which can enhance relationships between the university and the local community. Engaging with residents and stakeholders in the planning process will build trust, address community concerns, and foster a sense of inclusivity, creating a shared vision for the future.
Coordinating Infrastructure Development	Planning projects together enables both the City and the university to address potential infrastructure needs holistically. For example, changes in traffic patterns, public transportation, and utilities can be discussed and planned collectively, ensuring that all new developments are sustainable and effectively integrated into the community.
Creating a Unified Identity and Brand	A Strategic Plan can help establish a unified identity for Oxford and Miami University, highlighting the unique assets of both the city and the campus. This collaborative identity can enhance marketing efforts, making Oxford a more attractive place for students, professionals, families, and visitors.
Promoting Sustainability and Resilience	By collaborating on strategic planning, both entities can focus on sustainable practices in development and community initiatives. This can lead to more environmentally friendly projects that preserve the local ecosystem while still promoting growth and development.
Long-term Vision	Establishing a strategic plan reflects a commitment to long-term thinking and sustainability. It ensures that both immediate and future projects are aligned with a shared vision, contributing to the overall advancement of both the city and the university over time.

Prioritized Projects & Action Plans

Planned University Projects

University-Affiliated Hotel On Campus

Miami University is exploring plans to develop and finance a new, university-affiliated hotel on campus. While the exact location is still under consideration, Cook Field has been identified as a potential site. The proposed hotel would include a conference center, fitness center, and quality food service, addressing the lack of hotel accommodations in Oxford and providing a convenient option for visitors during busy periods like family weekend, graduation, and alumni weekend. The current university hotel, The Marcum Hotel and Conference Center, currently offers only 55 rooms. Miami University emphasizes that this project, along with other planned campus initiatives, aims to benefit students, the community, and strengthen the local economy.

Multi-Purpose Arena

Miami University is moving forward with plans for a new, multi-purpose arena, with Cook Field selected as the preferred location by the site selection committee. The plan involves demolishing the outdated Millett Hall and relocating the intramural fields near Millett, requiring a total investment of over \$200 million. While some students and community members have voiced concerns about the loss of Cook Field, the university emphasizes that the new arena will provide a more modern and competitive facility, allowing Miami to attract top basketball programs and capitalize on lucrative opportunities within the sport. The university intends to offset much of the construction cost through existing funds and philanthropic donations. The Board of Trustees has approved the site selection, moving the project into the initial concept and design phase. While construction has not yet been approved, the university is committed to ensuring the new arena will be a valuable asset for students, athletes, and the community.

Miami University Airport

The airport is undergoing enhancements through a new Master Plan aimed at improving operations, attracting business traffic, and promoting general aviation and training activities. The master plan is a comprehensive roadmap outlining the airport's long-term development strategy. Located just two miles from downtown Oxford and adjacent to a community park, OXD is envisioned as a hub for innovative projects, including autonomous vehicles, drones, and advanced technologies.

SNEAK PEEK

Miami gives first look at \$233M project

President previews plans for area around potential arena to replace Millett

BY LARA SCHWARTZ
lschwartzbizjournals.com

Miami University has offered an early sneak peek at its potential new arena district weeks after the school's board of trustees launched a search for a firm to design the multimillion-dollar project.

Miami University President Gregory Crawford gave students and faculty a preview of the potential arena district during his spring update April 2.

The arena district, which will replace Millett Hall, carries a \$233 million price tag and will be located on Cook Field in Oxford. Cook Field is situated on the northeast corner of state Route 73 and Patterson Avenue. Currently, it's used primarily for intramural sports like soccer, softball, flag football and ultimate frisbee, as well as other community events and programs.

The committee that reviewed possible locations for the new arena considered feedback from more than 1,500 members of the Miami community as well as information about potential sites and campus planning from its physical facilities department.

The university noted the new district would include more facilities than Millett Hall, including two basketball practice courts and a volleyball arena.

The sneak peek showed one of the potential arena's entrances and included the existing Pulley Bell Tower, which the university said it would keep to stay true to Miami's traditional Georgian architecture style.

The arena's master plan is still being developed, but the university is exploring the idea of future projects such as a conference center, retail spaces and a parking garage.



SCOTT KISSELL

Miami expects the new district to create revenue-generation opportunities that Millett Hall is unable to accommodate.

Miami in March issued a request for qualifications, or RFQ, in search of potential architecture/engineering firms to design the project. Responses were due by 2 p.m. April 15.

Crawford's update also included the school's plans to build a presence in Columbus and Cleveland as a part of its ongoing MiamiTHRIVE (which stands for Transform our university, Honor our mission, Realize our potential, Innovate programs and offerings, Value our people and Embrace excellence) initiative.

Miami plans to establish a scaled physical presence in Columbus and Cleveland to allow students to gain hands-on experiential learning and to serve as a hub to connect alumni and partners across Ohio.

President Gregory Crawford offered a first look at the potential new arena district during his spring update.

"It was a large process that all came together," Crawford said. "We were very happy with this outcome, how it all worked out, and with the collaboration that we saw."

Other updates on the MiamiTHRIVE initiative included the overhaul of Bachelor Hall, the planned \$19 million advanced manufacturing hub in Hamilton in partnership with Butler Tech, the transformation of its human resources structure, the establishment of the Office of Strategic Transformation and more.

Miami University is currently in phase three of MiamiTHRIVE, which focuses on the implementation of these initiatives.

Miami is the second-largest university in the region, according to *Courier* research, with an enrollment of more than 22,000. It also ranks as the largest employer in Butler County.

Prioritized Projects & Action Plans

7.11 Activation Plan: Strategic Plan for City and University Planned Projects and Established Assets (1 Year Plan)

Objective: To collaboratively create a comprehensive strategic plan that guides the development of new and existing assets in Oxford, maximizing their potential for economic growth, community engagement, and sustainability.

1. Initiate Steering Committee

Action: Form a steering committee consisting of key city and university representatives, as well as representatives from relevant community organizations.

Timeline: Months 1-3

Outcome: Establish a diverse and representative group with a shared commitment to the strategic planning process.

2. Conduct Initial Assessments

Action: Conduct individual and group interviews with stakeholders to gather input on existing assets, challenges, opportunities, and priorities.

Timeline: Months 3-5

Outcome: Gain a thorough understanding of stakeholders' perspectives and identify key themes and priorities for the strategic plan.

3. Define Goals and Objectives

Action: Based on stakeholder input, collaboratively develop a clear set of goals and objectives for the strategic plan. These should address economic growth, community engagement, sustainability, infrastructure, and identity.

Timeline: Months 3-5

Outcome: Establish a shared vision and a prioritized list of goals and objectives to guide the development of the plan.

4. Identify Action Strategies

Action: Develop a range of actionable strategies and initiatives to achieve the defined goals and objectives. These should include specific projects, policies, and programs.

Timeline: Months 5-7

Outcome: Create a comprehensive list of concrete strategies and initiatives, outlining their potential impact and alignment with the overall vision.

5. Develop Implementation Plan

Action: Outline a detailed implementation plan, including timelines, budget allocations, responsible parties, and performance metrics for each strategy and initiative.

Timeline: Months 7-9

Outcome: Create a roadmap for the strategic plan's implementation, ensuring accountability, resource allocation, and progress monitoring.

Prioritized Projects & Action Plans

6. Public Review and Feedback	
Action:	Present the draft strategic plan to the broader community for review and feedback. Host public meetings and workshops to facilitate open dialogue and gather input.
Timeline:	Months 9-10
Outcome:	Ensure community engagement and incorporate valuable feedback into the final version of the strategic plan.
7. Finalization and Launch	
Action:	Finalize the strategic plan, incorporating feedback and addressing any outstanding issues. Communicate the plan to the community and stakeholders through various channels.
Timeline:	Months 10-12
Outcome:	Create a comprehensive and well-communicated strategic plan that guides future development, fostering collaboration and shared progress towards the city and university's shared vision.
8. Continuous Evaluation and Adaptation	
Action:	Regularly evaluate the implementation progress of the strategic plan. Conduct periodic reviews and assessments to ensure its effectiveness and make necessary adjustments based on changing circumstances and emerging priorities.
Timeline:	Month 12, Ongoing
Outcome:	Ensure the strategic plan remains relevant and responsive to the evolving needs of the city, university, and community, facilitating a dynamic and adaptive approach to development and progress.

NOTE: THIS IS A PROJECTED TIMELINE AND SHOULD BE ADJUSTED BASED ON SPECIFIC NEEDS AND PRIORITIES.

WESTERN KNOLLS ACTION PLAN													
PROJECTED 1-YEAR TIMELINE		1	2	3	4	5	6	7	8	9	10	11	12
1	Initiate Steering Committee												
2	Conduct Initial Assessments												
3	Define Goals and Objectives												
4	Identify Action Strategies												
5	Develop Implementation Plan												
6	Public Review and Feedback												
7	Finalization and Launch												
8	Continuous Evaluation and Adaptation												Ongoing

8. Oxford Community Improvement Corporation

8.1 Public Private Partnerships

Public-private partnerships are becoming crucial to help communities overcome economic challenges and create new opportunities for growth.

The world is facing a lot of challenges right now, from COVID’s aftermath to international wars and political tensions. This makes the economy uncertain, and it’s harder for businesses to be successful.

That’s why public-private partnerships are more important than ever. They combine the resources of the government with the creativity and expertise of private companies. This type of partnership is helping to create thriving business districts, where everyone benefits. Businesses, non-profits, and local governments are working together to make their communities stronger and more prosperous.

Principles for Successful Public/Private Partnerships

1. Prepare properly for public/private partnerships
2. Create a shared vision
3. Understand your partners and key players
4. Be clear on the risks and rewards for all parties
5. Establish a clear and rational decision-making process
6. Make sure all parties do their homework
7. Secure consistent and coordinated leadership
8. Communicate early and often
9. Negotiate a fair deal structure
10. Build trust as a core value

Source: Successful Public/Private Partnerships: From Principles to Practices, Urban Land Institute, 2016

8.2 The Oxford Community Improvement Corporation (CIC)

CICs are public-private not-for-profit corporations allowed per the Ohio Revised Code 1724.01(B)(1) for the sole purpose of advancing economic and real estate development.

CICs play a vital role in Ohio’s economic and community development. These non-profit organizations act as catalysts for progress, bringing together local government, businesses, and residents to revitalize neighborhoods, attract investment, and create jobs. By leveraging public and private resources, CICs address challenges like blight, unemployment, and infrastructure needs, ultimately strengthening communities and fostering a sense of shared prosperity. They are essential partners in creating a brighter future for Ohio’s cities and towns.

CIC Formation & Funding

Legal Structure and Purpose	Community Improvement Corporations are not-for-profit corporations allowed per the Ohio Revised Code 1724.01(B)(1) for the sole purpose of advancing economic and real estate development.
Members	No limit on number of members.
Elected & Appointed Officials	If the CIC is “ a designated agency” for a county, township, or municipality then at least 40% must be elected or appointed officials of the political subdivision. Identify appropriate elected and appointed officials.
Private Sector Board Members	The rest of the CIC board is comprised of private sector residents and business owners. Identify potential members who have expertise in the areas of commercial real estate, property law, civil engineering and finance.
Community Improvement Corporation Formation	1. Define CIC’s mission, purpose and powers 2. File Articles of Incorporation with Secretary of State 3. Must designate a Statutory Agent, Location and Purpose 4. Attorney General reviews and approves Articles of Incorporation 5. Adopt Code of Regulations 6. Governed by a Board of Directors & Officers 7. Must file Annual Financial Report with Ohio Auditor of State
Broad Powers Authorized Under ORC Section 1724.02	• Borrow money for any purpose of the CIC • Provide loans to individuals or businesses • Buy, lease, sell real or personal property • Acquire the good will, business rights, real or personal property, and assets of an individual or business • Charge fees to political subdivisions for services • Enter contracts with federal, state and local government • Apply for and administer grants • Do all acts necessary or convenient to carry out statutory powers • Generally, exempt from paying prevailing wages
Potential Funding Sources	• City general funds—only administrative costs—unanimous vote • State of Ohio • American Recovery Plan Funding & Stimulus • Membership Dues • State & Federal Grants • Proceeds/Fees from Property Sales • Donations from Companies • Contracts for Services

Oxford Community Improvement Corporation

The Oxford CIC is a 501(c)(6) non-profit organization dedicated to boosting economic growth in the Oxford area. It acts as a valuable advisory group, bringing together community members and business leaders to work together and create a stronger local economy.

Oxford should empower its CIC to be a strategic partner in economic development.

By authorizing the CIC to lead special projects and act as the facilitator for the acquisition and redevelopment of the city's Priority Projects, Oxford can leverage the CIC's expertise to drive impactful initiatives. This means giving the CIC the authority to manage key projects that attract new businesses, create jobs, and revitalize neighborhoods.

Furthermore, the city should explore ways to enable the CIC to obtain site control of strategically important properties within Oxford. This will give the city more control over key land parcels, allowing for targeted development that aligns with its vision.

To maximize the impact of the CIC, the city should foster collaboration and partnership. Encouraging public-private partnerships for economic development projects will leverage private sector resources, expertise, and investment to amplify the city's efforts. It is also crucial to involve a diverse range of stakeholders, including community members, developers, investors, and local businesses, in the decision-making process for key projects. This ensures transparency, builds consensus, and ensures that projects align with the needs of the community.

OXFORD CIC MEMBERS

Alex French
Council Representative

Michael Smith
Council Representative

Heidi Ridenour
Finance Director – Treasurer

Michael Smith
Planning Commission Representative

Sharon Klein
McCullough-Hyde Hospital Representative

Kelly Umbstead
Chamber of Commerce Representative

Shaunna Tafelski
School District Representative

J.C. Rupel
President

Ted Pickerill
Miami University President's Office

Norma Pennock
Oxford Township Representative

Jim Clawson
Board Member

Kevin McKeehan
Board Member

Randi Thomas
Member at Large

Source: cityofoxford.org

...Ohio's Community Improvement Corporations are catalyst for economic development. They are the bridge between local communities and the resources needed to thrive. By fostering collaboration, supporting local businesses, and driving innovation, CICs are essential partners in building a brighter future for our cities...



8.3 Action Plan: Transforming the Oxford CIC into a Powerful Engine for Economic Development and a Catalyst for a Thriving Community (2 Year Plan)

Objective: Transforming the Oxford CIC into a powerful engine for economic development and a catalyst for a thriving community.

PHASE 1: STRENGTHENING THE FOUNDATION (Year 1, Q1 & Q2)	
1. Evaluate Board Recruitment & Composition	
Action:	Evaluate current board composition. Recruit and supplement board with qualified individuals. Ensure a diverse representation of elected officials, private sector experts, and community leaders. Conduct regular reviews of the CIC's performance, identify areas for improvement, and adapt the activation plan based on feedback and changing market conditions.
Timeline:	YR 1, Q1 - Ongoing
Outcome:	A robust and well-rounded board with expertise in real estate, law, workforce development, engineering, emerging industries, and economic development. An agile and responsive CIC that adapts to emerging opportunities and challenges.
2. Define CIC Mission & Purpose	
Action:	Conduct a strategic planning session with the board to clearly define the CIC's mission, purpose, and powers. Develop a written mission statement and operational guidelines.
Timeline:	YR 1, Q2
Outcome:	A clear and concise mission statement and operational guidelines that guide the CIC's work.
3. Develop a Code of Regulations	
Action:	Draft a comprehensive code of regulations for the CIC that covers governance, financial management, conflict of interest, and other relevant areas.
Timeline:	YR 1, Q2
Outcome:	A transparent and accountable framework for the CIC's operations.
PHASE 2: EXPANDING IMPACT AND RESOURCES (Year 1, Q3 & Q4)	
4. Establish Public-Private Partnerships	
Action:	Identify and initiate collaborations with private sector businesses and organizations to leverage resources and expertise for economic development projects.
Timeline:	YR 1, Q3
Outcome:	Collaborative initiatives and partnerships that leverage private sector resources for economic development.

5. Develop Economic Incentive Programs	
Action:	Work with the board to develop and propose economic incentive programs (e.g., tax breaks, grants, job training) to attract new businesses and investment.
Timeline:	YR 1, Q3
Outcome:	A framework for offering attractive incentives to businesses, promoting job creation and economic growth.
6. Begin Funding Exploration	
Action:	Conduct research and outreach to identify potential funding sources for the CIC, including state and federal grants, private investment opportunities, and public-private partnerships.
Timeline:	YR 1, Q4
Outcome:	A list of potential funding sources and a strategy for pursuing them.
PHASE 3: STRATEGIC ACTIONS AND PROJECTS (Year 2)	
7. Spearhead a Private, Non-profit Corporation & Development Fund	
Action:	Develop a framework for a a Private, Non-profit Corporation & Development Fund to leverage private investment for public projects, focusing on infrastructure, site readiness, lease abatement, and property acquisition. SEE SEC. 9
Timeline:	YR 2, Q1 – Q4, Ongoing
Outcome:	A dedicated funding source for impactful development projects.
8. Site Preparation	
Action:	Identify and prepare key sites within Oxford for development using state and federal funds, such as JobsOhio, Ohio Dept. of Development, and US Economic Development Administration. Focus on high-tech and advance manufacturing sectors.
Timeline:	YR2, Q1 – Q4, Ongoing
Outcome:	Development-ready sites that attract high-tech businesses, boosting job creation and innovation.
9. Strategic Property Acquisition	
Action:	Establish a process for the CIC to acquire and control strategically important properties within the city, ensuring that key development opportunities align with the Economic Development Strategic Plan.
Timeline:	YR2, Q1 – Q4, Ongoing
Outcome:	Strategic ownership of land that enables the city to guide future development.

NOTE: THIS IS A PROJECTED TIMELINE AND SHOULD BE ADJUSTED BASED ON SPECIFIC NEEDS AND PRIORITIES.

Oxford Community Improvement Corporation

OXFORD CIC ACTION PLAN		YR 1				YR 2			
PROJECTED 2-YEAR TIMELINE		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
PHASE 1: STRENGTHENING THE FOUNDATION									
1	Evaluate Board Recruitment & Composition		Ongoing						
2	Define CIC Mission & Purpose								
3	Develop a Code of Regulations								
PHASE 2: EXPANDING IMPACT AND RESOURCES									
4	Establish Public-Private Partnerships								
5	Develop Economic Incentive Programs								
6	Begin Funding Exploration								
PHASE 3: STRATEGIC ACTIONS AND PROJECTS									
7	Create Public-Private Development Fund							Ongoing	
8	Site Preparation								Ongoing
9	Strategic Property Acquisition								Ongoing

9. Private, Non-profit Corporation & Development Fund

9.1 Launching a Private, Non-profit Corporation & Development Fund

A Bold Vision for Oxford

The vision of Oxford as a dynamic innovation district, humming with entrepreneurial energy and cutting-edge ideas, can be realized through a bold and decisive step: the establishment of a private, non-profit corporation and development fund. This is not just about bricks and mortar, but about creating a cultural shift, a mindset that embraces innovation, fosters collaboration, and nurtures the seeds of future success.

The Catalyst for Transformation

This private, non-profit entity would serve as the catalyst for this transformation. It would be a dedicated force, working hand-in-hand with the City of Oxford, Miami University, the CIC, and the private sector, to unlock the immense potential of this community. It would help to accelerate Oxford's Uptown enhancements and reduce the financial barriers to investing in innovative start-ups and the urban core.

Creating Great Civic Spaces

Firstly, this organization would become a champion for the creation and management of great civic spaces. It would invest in public art, revitalize existing parks, and create new gathering places, fostering a sense of community and a welcoming atmosphere for residents and visitors alike.

Fostering Innovation

Secondly, it would be the driving force behind establishing Oxford as a thriving innovation district. This would mean attracting and supporting start-up businesses, forging partnerships between the university and businesses, and promoting research and development initiatives that drive the local economy forward.

Preserving Heritage

Furthermore, it would be the guardian of Oxford's historical legacy, ensuring that its historic structures are preserved and its streetscapes enhanced. This would create a unique and captivating environment, showcasing the city's rich history while embracing a bright future.

Enhancing Uptown

Finally, this organization would play a key role in enhancing Uptown, enhancing and transforming it into a dynamic hub for innovation and entrepreneurship. It would provide critical support for new businesses, while bolstering existing ones, creating a vibrant mix of old and new that attracts investment and drives economic growth.

A Declaration of Intent

The establishment of this private, non-profit corporation and development fund is not merely a financial transaction; it is a declaration of intent, a commitment to transforming Oxford into a place where innovation flourishes, where creativity thrives, and where the future is written in bold strokes. It is the essential ingredient needed to create a truly dynamic and thriving innovation district, a place that will be a beacon of progress and inspiration for generations to come.

Oxford Development Fund Goals

1. Create and Manage Great Civic Spaces

- Upgrading existing parks and green spaces
- Developing new public spaces
- Improving streetscapes
- Preserving historic structures

2. Establish Oxford as a Thriving Innovation District

- Attracting and supporting start-up businesses
- Creating a collaborative ecosystem
- Promoting research and development
- Developing a talent pipeline

3. Preserve Historic Structures and Improve Streetscapes

- Invest in the preservation of historic buildings
- Enhance streetscapes with public art, landscaping, and lighting

4. Enhance Uptown

- Supporting innovative start-up businesses
- Strengthening existing local businesses
- Improving accessibility and connectivity

5. Affordable Commercial Space in Uptown for Start-ups

- Subsidized rent for qualifying start-ups
- Grants to cover a portion of rent costs, allowing start-ups to focus on other operational expenses
- Purchase properties and lease them back to start-ups at affordable rates

Private, Non-profit Corporation & Development Fund

9.2 Business Plan: Establishing a Private, Non-profit Corporation & Development Fund (2 Year Plan)

Objective: Business Plan for establishing a Private, Non-profit Corporation & Development Fund (the, “Development Fund”) administered by the Oxford CIC, broken down into actionable steps.

PHASE I: CREATING THE BUSINESS PLAN (YEAR 1)

1. Initial Leadership & Legal Foundation

Action: Have the Oxford CIC spearhead the Business Plan. Assemble organizational and operating documents in collaboration with the CIC’s legal counsel.

Timeline: YR 1, Q1

Outcome: A foundational set of documents that establish the Corporation’s legal structure, governance, and operating procedures.

2. Public Awareness

Action: Initiate a comprehensive awareness campaign about the new Corporation and Development Fund to potential investors (corporations, investors, foundations), borrowers (tenants, developers), and the general business and civic community.

Timeline: YR 1, Q2 – Ongoing

Outcome: Increased understanding and interest in the Corporation and Development Fund among key stakeholders.

3. Initial Investor Outreach

Action: Begin actively targeting and contacting potential investors. Focus on leading companies and entities within and near Oxford, including the City of Oxford, Butler County, Miami University, Farmer Family Foundation, First Financial Bank, Fifth Third Bank, Huntington Bank, etc.

Timeline: YR 1, Q3 – Ongoing

Outcome: Initial outreach to potential investors, laying the groundwork for future investment discussions.

4. Board / Investor Recruitment

Action: Begin evaluating potential board members for the Corporation and Development Fund. Seek individuals, companies, and entities with expertise in finance, development, and community revitalization, including those who are major Development Fund investors.

Timeline: YR 1, Q3 & Q4 – Ongoing

Outcome: Identifying and recruiting qualified individuals to serve on the Corporation’s board of directors.

5. Start-Up Phase Funding Goals

Action: Determine funding goals for the initial operations and start-up phase of the Corporation and Development Fund.

Timeline: YR 1, Q3 & Q4

Outcome: A clearly defined financial target for the initial phase of the Corporation’s operations.

Private, Non-profit Corporation & Development Fund

6. Long-Term Funding Goals	
Action:	Establish funding goals for initial Corporation investments and capital reserves, with the long-term goal of maintaining a revolving fund.
Timeline:	YR 1, Q4 - Ongoing
Outcome:	A defined financial strategy for allocating funds to support development projects and ensuring the Development Fund's sustainability.
7. Strategic Alignment	
Action:	Develop a portfolio of "target" real estate and economic development projects, initially focusing on the Priority Projects identified by the Oxford Economic Development Strategic Plan.
Timeline:	YR 1, Q4, Ongoing
Outcome:	A prioritized list of projects ready for potential Development Fund investment, aligned with the city's economic development priorities.
8. CDFI Certification Evaluation	
Action:	Evaluate the pros and cons of obtaining certification as a Community Development Financial Institution (CDFI) from the US Department of Treasury.
Timeline:	YR 1, Q4
Outcome:	A well-informed decision about whether CDFI certification aligns with the Development Fund's goals and objectives.
PHASE 2: BACKGROUND, MISSION, AND STRATEGY (Year 2, Q1 & Q2)	
9. Urban Revitalization Case	
Action:	Develop a detailed section within the business plan that explains why urban revitalization is crucial to Oxford's economic competitiveness. Focus on the need to revitalize and repopulate downtown Oxford and activate the Innovation District.
Timeline:	YR 2, Q1
Outcome:	A compelling narrative that establishes the need for the Corporation and Development Fund, highlighting the challenges and opportunities facing Oxford's economic development.
10. Investment Incentive	
Action:	Explain that to thrive, Oxford needs to expedite and incentivize investment in Uptown and the Innovation District by utilizing an assortment of financing tools.
Timeline:	YR 2, Q1
Outcome:	A clear articulation of how the Corporation and Development Fund will address the challenges and needs of Oxford's economic development.

Private, Non-profit Corporation & Development Fund

11. Mission and Guiding Principles	
Action:	Identify and articulate the purpose, mission, and guiding principles of the Corporation and Development Fund. Emphasize that the Corporation and Development Fund's mission will be to galvanize the Innovation District and establish Uptown as its hub.
Timeline:	YR 2, Q1
Outcome:	A well-defined set of values and objectives that guide the operations and investments of the Corporation and Development Fund.
12. Geographic Focus	
Action:	Establish the initial geographic focus areas for the Development Fund.
Timeline:	YR 2, Q1
Outcome:	A clear understanding of the initial geographic scope of the Development Fund's activities.
13. Investment Strategy	
Action:	Identify the advantages for corporations, financial institutions, and foundations of investing in the Development Fund. Establish strict financial feasibility, quality, and need criteria that projects must meet.
Timeline:	YR 2, Q1 & Q2
Outcome:	A compelling investment proposition that outlines the benefits of supporting the Corporation and Development Fund and sets clear standards for project selection.
14. Model Analysis	
Action:	Examine successful development corporations and funds throughout Ohio, such as the Cincinnati Center City Development Corp. (3CDC) and the CORE Fund in Hamilton, Ohio.
Timeline:	YR 2, Q1 & Q2
Outcome:	A detailed analysis of the strengths and opportunities that will support the Development Fund's effectiveness.
15. Market Analysis	
Action:	Examine the demographic and market fundamentals that support investment in Oxford.
Timeline:	YR 2, Q2
Outcome:	A strong understanding of the underlying market dynamics that will guide the Development Fund's investment decisions.

Private, Non-profit Corporation & Development Fund

16. Asset Inventory	
Action:	Analyze the many assets throughout Oxford, including its historical architecture, university presence, natural amenities, and cultural resources.
Timeline:	YR 2, Q2
Outcome:	A comprehensive inventory of Oxford's assets that can be leveraged for economic development.
17. Opportunity Identification	
Action:	Identify potential real estate and economic development opportunities that the Corporation and Development Fund can leverage.
Timeline:	YR 2, Q2
Outcome:	A prioritized list of potential projects that align with the Development Fund's mission and criteria.
PHASE 3: ACTIVITIES, OPERATIONS, AND MANAGEMENT (YR 2, Q3 & Q4)	
18. Activities and Partnerships	
Action:	Determine the activities the Corporation and Development Fund will support, such as assisting private developers through joint venturing, providing patient capital, and facilitating site control through opportunistic acquisition of strategic land and buildings for future development. Recruit qualified developers, industry professionals, and companies to partner with and undertake projects.
Timeline:	YR 2, Q3
Outcome:	A clear definition of the Development Fund's activities and its role in supporting economic development projects.
19. Financing Tools	
Action:	Evaluate the assortment of financing tools the Corporation and Development Fund will utilize, including equity financing, gap financing, and JobsOhio incentives.
Timeline:	YR 2, Q2 & Q4 - Ongoing
Outcome:	A comprehensive understanding of available financing options that can be deployed to support development projects.
20. Governance and Management	
Action:	Establish a Board of Directors for the Corporation, drawing from individuals or companies who are major Development Fund investors or who have relevant skills and qualifications. Identify an Investment Committee and necessary staff.
Timeline:	YR 2, Q4 - Ongoing
Outcome:	A robust governance structure for the Corporation and Development Fund, ensuring that the organization operates effectively and efficiently.

Private, Non-profit Corporation & Development Fund

PHASE 4: FINANCIAL PROJECTIONS (Year 2, Q4)

21. Financial Planning

Action:	Work with the CIC's financial and accounting advisors to develop comprehensive financial projections for the Corporation and Development Fund, including cash flow projections for the initial three years of operation, capitalization assumptions (initial funding goal, timing, form of investment, and cost of funds), investment activity assumptions, and operating assumptions.
Timeline:	YR 2, Q4 - Ongoing
Outcome:	A detailed financial plan that outlines the Development Fund's expected revenue, expenses, and profitability, providing a solid foundation for long-term financial stability and success.

NOTE: THIS IS A PROJECTED TIMELINE AND SHOULD BE ADJUSTED BASED ON SPECIFIC NEEDS AND PRIORITIES.

PUBLIC PRIVATE DEVLEOPMENT FUND BUSINESS PLAN		YR 1				YR 2				YR 3			
PROJECTED 2-YEAR TIMELINE		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
PHASE 1: CREATING THE BUSINESS PLAN													
1	Legal Foundation												
2	Public Awareness			Ongoing									
3	Initial Investor Outreach				Ongoing								
4	Board Recruitment												
5	Start-Up Phase Funding Goals												
6	Long-Term Funding Goals					Ongoing							
7	Strategic Alignment					Ongoing							
8	CDFI Certification Evaluation												
PHASE 2: BACKGROUND, MISSION, AND STRATEGY													
9	Urban Revitalization Case												
10	Investment Incentive												
11	Mission and Guiding Principles												
12	Geographic Focus												
13	Investment Strategy												
14	Model Analysis												
15	Market Analysis												
16	Asset Inventory												
17	Opportunity Identification												
PHASE 3: ACTIVITIES, OPERATIONS, & MANAGEMENT													
18	Activities and Partnerships												
19	Financing Tools									Ongoing			
20	Governance and Management									Ongoing			
PHASE 4: FINANCIAL PROJECTIONS													
21	Financial Planning									Ongoing			

10. Additional Focus Areas

10.1 The Oxford Future Use Land Map

Focus Areas

The Oxford Future Use Land Map identifies three key Focus Areas for future development in Oxford, beyond Miami University Airport (OXD) and Western Knolls, including: (a) the South Locust Street Corridor, (b) Chestnut Fields, and (c) the US 27 South Corridor.

10.2 South Locust Street Corridor

The South Locust Street Corridor is currently Oxford's primary commercial hub outside of Uptown.

Anchored by Kroger, it's a mix of big box stores, national chains, and auto-oriented businesses, including a variety of fast-food restaurants and retailers. However, the corridor lacks a cohesive identity and struggles with pedestrian-friendly access. While recent additions like Tropical Smoothie Cafe and the upcoming Puzzles & Putt venue show signs of revitalization, the overall experience remains heavily car-centric. The corridor also lacks the vibrant, walkable atmosphere found in Uptown, which is a drawback for residents who prioritize walkability and access to greenspace.

The following recommendations offer a roadmap for the City of Oxford to transform the South Locust Street Corridor into a dynamic hub that attracts businesses, residents, and visitors.

Positioning the Corridor

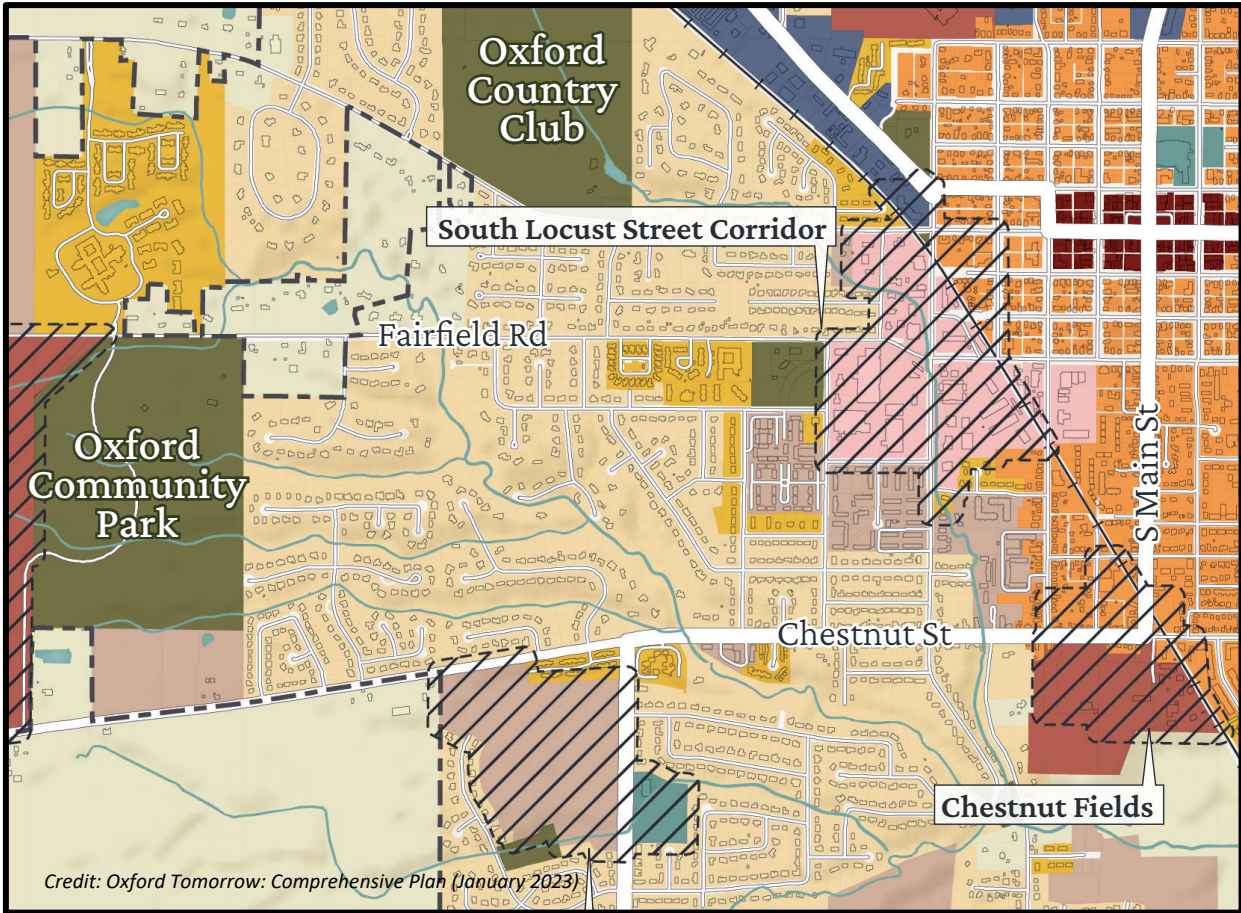
The City of Oxford should formally designate South Locust Street as the primary location for national chains, big box stores, and auto-oriented businesses. This clearly defines the area's purpose and allows for focused development efforts. While attracting these national retailers is crucial, the plan should also consider incorporating a mix of more unique, locally-driven businesses to create a diverse and appealing retail landscape. This balance ensures a broader appeal and strengthens the corridor's identity.

Addressing Community Needs

Conducting in-depth market research, beyond the existing survey, is essential to truly understand the needs and desires of Oxford residents, students, and businesses regarding retail and dining options. The survey already highlighted a desire for more clothing and shoe stores, as well as more diverse dining options, including fine dining. These should be factored into the planning process to ensure that the corridor's offerings align with community preferences.

Creating an Attractive Shopping Destination

Concentrating retail activity along South Locust Street creates a central hub, attracting customers and increasing foot traffic. In addition to existing attractions like Puzzles & Putt, exploring other family-friendly entertainment options, like arcades, bowling alleys, or indoor play areas, would significantly boost the corridor's appeal, making it more inviting for families with children.



Additional Focus Areas

Building on Existing Assets

The Walgreens site presents a unique opportunity for revitalization. Exploring its repurposing into a mixed-use development, potentially incorporating a community-focused space like a wellness center or local artist studios, could transform it into a vibrant hub for the corridor. Encouraging collaboration between local businesses and the national chains would foster a sense of community and offer a more complete experience for shoppers.



Investing in Infrastructure and Accessibility

Investing in enhanced public transportation options and improving road infrastructure is critical to supporting the increased traffic and activity that will result from the revitalized corridor. Implementing interactive kiosks and mobile apps to make information about businesses and events easily accessible to visitors is another crucial step in enhancing the visitor experience.

Creating a Sustainable Future

Encouraging developers and businesses to adopt sustainable practices, minimizing their environmental impact, is key to ensuring that the revitalization of the South Locust Street Corridor is environmentally responsible.

Promoting and Implementing the Plan

Developing a focused marketing campaign that promotes the South Locust Street Corridor as a vibrant destination for shopping, dining, and entertainment is essential to attracting both local residents and visitors. Regularly assessing the effectiveness of the plan, gathering feedback from residents and businesses, and adjusting as needed ensures that the plan remains responsive to evolving community needs and contributes to the ongoing success of the South Locust Street Corridor.

“

Oxford residents expressed a desire for a wider variety of dining options including ethnic cuisines, popular chains, mid-range and upscale dining establishments and healthier food options. Residents currently go outside of Oxford for Fine Dining and Clothing/Shoes.

”

– City of Oxford Community Survey 2025

Key Actions for Enhancing the South Locust Street Corridor

1. Formalize the South Locust Street Corridor designation.
2. Conduct comprehensive market research to identify unmet needs.
3. Prioritize pedestrian and bicycle access improvements.
4. Explore innovative uses for the Walgreens property.
5. Promote collaboration between local and national businesses.
6. Develop a strategic marketing plan for the corridor.

Additional Focus Areas

10.3 Chestnut Fields

A Major Transportation Transformation

Oxford is undergoing a major transportation transformation with the development of the Chestnut Fields transportation hub. This project, a collaborative effort between the City of Oxford, Miami University, and Butler County Regional Transit Authority (BCRTA), will create a multimodal center featuring an Amtrak Cardinal Line commuter station, a new bus terminal, and a state-of-the-art transit center.

Multimodal Transportation Center

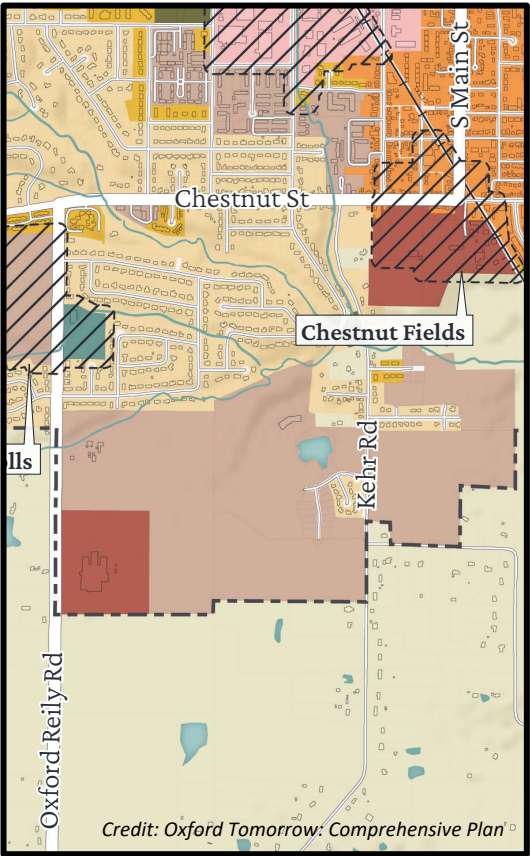
The Chestnut Street Station, which broke ground in early 2024, will integrate various modes of transportation, including car, bus, bicycle, and pedestrian access. Projected for completion in Fall 2025, this 57,000-square-foot facility will include waiting areas, bike storage, real-time transit information, community meeting spaces, and provisions for future energy-efficient technologies. The project is funded by federal, state, and university contributions.

Enhanced Amtrak Station

The Amtrak station, currently in the engineering phase, is set to begin construction in 2026 and will enhance connectivity along the Cardinal Line, attracting visitors affiliated with Miami University. The \$12 million bus terminal, breaking ground in early 2024, will provide an indoor waiting area for Amtrak passengers and will be a key component of the larger multimodal center.

Sustainable Transit Options

This ambitious project represents a significant investment in Oxford's infrastructure, promoting sustainable transit options, enhancing connectivity for the community, and contributing to Miami University's goal of significantly reducing commuting emissions by 2040.



“

Consider expanding public transportation options to improve connectivity within and outside of Oxford.

– City of Oxford Community Survey 2025

”

A Catalyst for Economic Growth

Transit-Oriented Development (TOD): The station's presence could encourage the development of mixed-use residential buildings nearby, including apartments, townhomes, and condominiums. This would attract individuals who value convenient access to public transportation. Developers might also consider affordable housing projects to accommodate students, faculty, and local workers, enhancing community diversity and inclusion.

Commercial and Retail Developments: New retail spaces, restaurants, and cafes may spring up around the station, catering to travelers and local residents, thus enhancing the commercial landscape of Oxford. The establishment of local marketplaces or food halls could leverage the increased foot traffic, providing a platform for local vendors and artisans.

Office and Professional Space: The station could attract the development of office spaces that serve startups, tech businesses, or co-working facilities, capitalizing on the increased visibility and accessibility provided by the transportation hub.

Cultural and Community Facilities: The region could see the establishment of community centers or cultural venues, such as galleries or performance spaces, fostering local arts and cultural activities. Nearby areas could be developed into parks or green spaces that serve both residents and visitors, contributing to a vibrant public realm.

Increased Infrastructure Development: The station's location could lead to the development of enhanced pedestrian walkways and bike lanes, improving connectivity between neighborhoods and promoting alternative transportation. Additional parking solutions, such as structured parking or ride-share zones, could be developed to accommodate increased vehicle access while promoting sustainable transit.

Sustainability and Green Initiatives: The increased focus on sustainability may encourage developers to implement environmentally friendly building practices in new construction around the station, such as LEED-certified buildings or energy-efficient designs. The station and surrounding areas might incorporate electric vehicle charging stations, promoting the use of alternative fuel vehicles and supporting the community's sustainability goals.

Educational Facilities: Opportunities for educational centers focused on transportation, logistics, or green technologies may be created to provide training programs leveraged by the station's connectivity. Collaborative spaces or incubators for research and development that benefit from university resources and transportation access could emerge.

Tourism and Hospitality Development: The convenience of the station may attract hotels or short-term rental services, accommodating travelers and visitors coming for university events, conferences, or local attractions.

A Significant Positive Economic Impact

- | | |
|---|---|
| • Job Creation | • Enhanced Quality of Life |
| • Increased Accessibility and Connectivity | • Long-term Economic Development |
| • Boost to Local Businesses | • Strategic Economic Positioning |
| • Investment in Infrastructure | |

Additional Focus Areas

10.4 US 27 South Corridor

A Vital Transportation Corridor

US 27 South in Oxford is a vital transportation corridor, serving as a principal arterial roadway for both local residents and visitors. It bisects Oxford from northwest to southeast, carrying a significant amount of daily traffic volume. The highway corridor is characterized by a mix of residential and commercial areas along a significant Federal Highway artery, creating a diverse and vibrant community atmosphere.

Gateway to Miami University

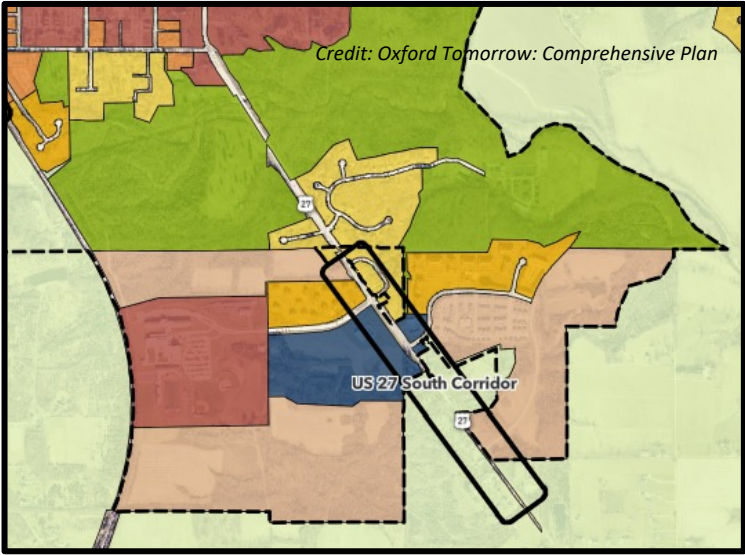
Miami University has made significant investments in streetscape and entry features along US 27 South, South Patterson Avenue, SR 73, and East High Street, resulting in a beautiful campus gateway experience. The highway serves as a primary route to Miami University, a major educational institution attracting students from across the country. Along its route, US 27 features various amenities, including restaurants, shops, and services, catering to the needs of both locals and travelers.

Scenic Landscapes

Known for its scenic landscapes, US 27 traverses through rural areas, providing access to key destinations in the region. The highway plays an essential role in facilitating access to the city, promoting economic activity, and enhancing connectivity within the surrounding areas.

US 27 South: Oxford's Gateway to Growth

US 27 South has the potential to transform into a vibrant gateway for the city and its surrounding communities. By blending commercial areas, residential neighborhoods, and green spaces, the highway could become a thriving corridor that attracts businesses, fosters a strong local economy, and provides a sense of place for residents. The opening of Kettering Health's Oxford facility presents a unique opportunity to enhance this vision, considering its strategic location near Talawanda High School and +/- 56 acres of undeveloped property. Collaboration with Butler Tech could further enhance this vision, creating a truly transformative corridor that is both a major transportation route and a vibrant, connected, and sustainable community asset. By leveraging these assets, the community can create a vibrant, health-focused environment that supports economic growth and enhances the quality of life for residents.



Health and Wellness Hub

1. The Health & Wellness Pavilion

The Kettering Health facility can serve as a cornerstone for creating a health and wellness hub. Additional health-related businesses, such as physical therapy clinics, wellness centers, or specialty care providers, can be attracted to the area, benefiting from the existing patient base and enhancing the local healthcare ecosystem.

2. Educational Partnerships

Given its proximity to Talawanda High School and Miami University, there are significant opportunities for educational partnerships. Programs focused on healthcare careers, internships, and apprenticeship opportunities can be developed to prepare students for careers in health services. This can create a pipeline of skilled workers for Kettering Health and other local healthcare facilities.

3. Mixed-Use Development

The 56 acres of undeveloped property could be utilized for a mixed-use development that includes residential, commercial, and recreational spaces. This could include housing options for healthcare employees, retail shops, restaurants, and community spaces, fostering a vibrant community atmosphere that attracts both residents and visitors.

4. Community Health Programs and Events

Kettering Health can collaborate with Talawanda High School and Miami University to offer community outreach programs, health fairs, and wellness seminars. These initiatives can draw community members to the facility and promote public health, while also raising awareness of the available services.

5. Transportation and Accessibility Improvements

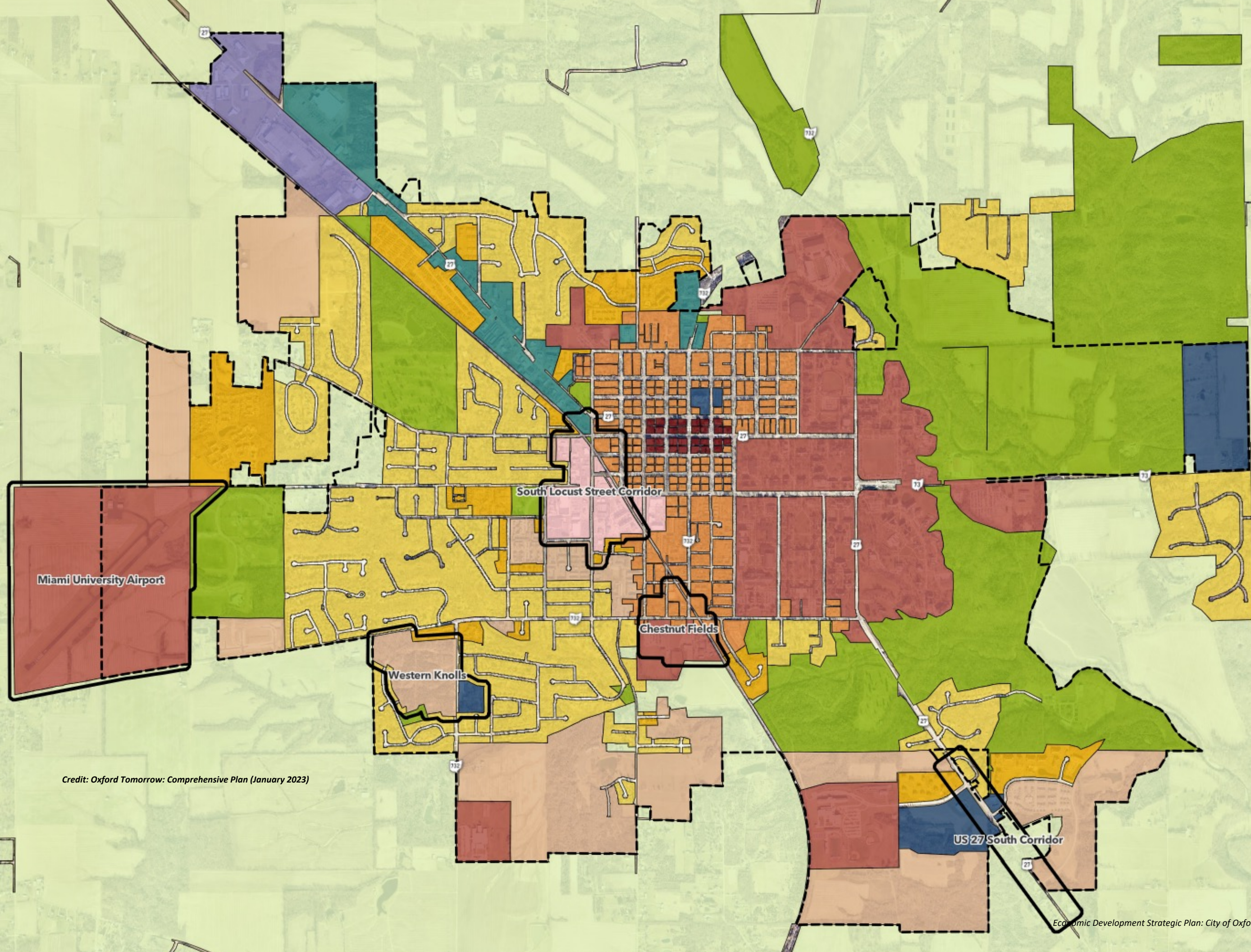
Improving transportation options to connect the health facility, high school, and undeveloped lands can further enhance accessibility. This could involve adding bike lanes, sidewalks, and public transit options, making it easier for students and residents to access healthcare services and educational opportunities.

6. Business Incubators or Accelerators

The proximity to educational institutions and healthcare facilities can foster innovation by establishing a business incubator or accelerator focused on health tech and wellness startups. This can attract entrepreneurs looking to develop innovative healthcare solutions and services.

7. Recreational Facilities

Developing recreational facilities or green spaces on the undeveloped land can enhance the quality of life for residents and employees. Such facilities could support community wellness initiatives and attract families and individuals looking for active lifestyles.



Credit: Oxford Tomorrow: Comprehensive Plan (January 2023)

11. Economic Development Incentives

11.1 Policy Recommendations for Oxford's Priority Projects

Securing the Resources for Oxford's Future: A Roadmap to Public Funding

Public funding and economic development programs are vital for communities like Oxford because they provide resources for projects that benefit everyone, like infrastructure, public services, and job creation. Funding is providing from local, state, and federal agencies like Butler County, JobsOhio, and the U.S. Economic Development Administration. Partnering with Miami University and local businesses is also important. By focusing on high-impact projects, developing strong proposals, and staying informed about funding opportunities, Oxford can secure the resources needed to achieve its economic goals.

11.2 Ohio Site Readiness Incentives

Ohio's Focus on Site Readiness for Real Estate Projects

In Ohio, most state incentives for real estate projects center around "site readiness." This means getting land or property fully entitled and prepared so it's ready for development. This involves tasks like clearing the land, grading, and leveling the terrain, connecting utilities (water, electricity, sewage), and obtaining the necessary permits and approvals. Making a site "ready" reduces project timelines and costs, making the property more attractive to developers and businesses. While Ohio offers competitive grants for site readiness, loans are generally easier to secure.

Ohio's \$1.5 Billion Investment: Shaping the Future

Ohio's \$1.5 billion budget allocation for public infrastructure in Fiscal Year 2024-2025 could significantly benefit Oxford and its Priority Projects. These state programs support a range of initiatives, including large industrial expansions, water and sewer infrastructure upgrades, and other essential public projects.

Ohio's infrastructure funding presents a significant opportunity for Oxford to enhance its transportation network and improve its overall infrastructure. Investing these funds in repairing and maintaining Oxford's roads, bridges, and highways would create a safer and more efficient transportation system for residents and businesses alike. This improved connectivity would also foster economic growth by strengthening connections with other parts of the state.

Beyond transportation, the allocated funds could be used to upgrade Oxford's water and sewer systems. These essential improvements would ensure a clean and reliable water supply, manage wastewater efficiently, and protect the environment. By addressing these infrastructure needs, Oxford would become a more attractive location for businesses, encouraging investment and creating new job opportunities.

\$1.5B in Ohio Site Readiness Programs

1. All Ohio Future Fund

This new fund, with \$750 million, helps businesses get ready to succeed in Ohio. It provides money for preparing sites so companies can build or expand their operations.

2. Innovation Hubs

Ohio is spending \$125 million to create centers of innovation across the state. These hubs support collaboration, research, and new business ideas in areas like technology, manufacturing, medicine, and clean energy.

3. Ohio Water and Wastewater Infrastructure Grants

This program helps local governments, water authorities, and non-profits improve their water and sewer systems. It provides grants of up to \$250,000 for planning projects and up to \$5 million for construction projects to make Ohio's water and sewer systems more reliable.

4. Ohio Brownfield Remediation Program

This program helps clean up and revitalize brownfield sites—land that may have been contaminated. It offers grants and low-interest loans to developers, local governments, and non-profits to bring these sites back to life. The program has allocated close to \$350 million, with most funding given out on a first-come, first-served basis.

Investing in Oxford's infrastructure through these state programs would not only enhance the quality of life for residents but also create a more appealing environment for businesses. These improvements would help attract investors, foster entrepreneurship, and ultimately bring the Priority Projects to fruition.

The following are additional relevant existing programs under JobsOhio's "Site Readiness" Programs:

Jobs Ohio Site Readiness Programs

1. Ohio Site Inventory Program (OSIP)

The Ohio Site Inventory Program (OSIP), administered by JobsOhio, provides support for funding speculative site and/or building development, as well as completion of professional studies such as preliminary engineering due diligence, real estate market assessment, and economic impact analysis. Projects involving speculative site/building development can receive grants of up to a maximum of \$2 million, or \$5 million per project combination of grant and loan based on project gap.

2. Revitalization Program

The JobsOhio Revitalization Program focuses on funding projects that retain and create jobs, address environmental risks, and have funding gaps. The program primarily targets projects where the cost of redevelopment and remediation exceeds the value of the land, where developing the site competitively in the current marketplace is not feasible. Funding from this program can be used for site preparation and infrastructure. Grant amounts typically range up to \$1 million.

Economic Development Incentives

11.3 Recommended State of Ohio Programs

Site Readiness & Real Estate Development		Amount	Potential Priority Project
Ohio Site Inventory Program (OSIP)	The primary goal of the Ohio Site Inventory Program (OSIP) is to fill gaps in Ohio's real estate inventory with real estate targeting near-term sector wins to ensure our state is more competitive for reactive site selection projects. The OSIP offers grants and low-interest loans to support speculative site and building development projects with no identified end user.	The Ohio Site Improvement Program (OSIP) establishes clear funding guidelines for projects, with funding not to exceed 50% of the total project cost. Support from the program is capped at \$5 million, which includes a maximum grant support of \$2 million. Additionally, while loans can now exceed \$3 million, the total support package, when combining both loans and grants, must still remain within the \$5 million limit. These parameters are designed to ensure that assistance is both substantial and sustainable for successful project development.	• Miami University Airport Hub for Innovation & Advanced Air Mobility (AMM)
Revitalization Loan and Grant Fund	The JobsOhio Revitalization Program funds projects that retain and create jobs, address environmental risks, and would otherwise have funding gaps. Primary focus is on projects where the cost of redevelopment and remediation is more than the value of the land and a site cannot be competitively developed in the current marketplace.	The program offers grant amounts typically up to \$1 million to support eligible initiatives. In addition, loan amounts generally range from \$500,000 to \$5 million, covering between 20% and 75% of eligible project costs.	• Miami University Airport Hub for Innovation & AMM
Ohio Department of Development "All Ohio Future Fund"	Aims to bolster local communities by facilitating site preparation for economic development projects. Preferences for project selection include sites that are 30 acres or larger, particularly those intended to attract large employers and align with the State of Ohio's targeted industries. A broad consensus among multiple municipalities regarding the project, as well as its multi-jurisdictional impact, is highly valued. Additionally, an established economic development strategy and evidence of previous investments by the locality will be taken into account. Prioritizing quick wins is essential, as they represent immediate benefits and advancements for the community.	Awards under the program will predominantly be financed through loans that can cover up to 75% of eligible project costs, featuring a 0% interest rate and partial forgivability to enhance affordability for recipients. While the primary funding mechanism will be loans, some grants may also be available, with their use assessed on a case-by-case basis to ensure alignment with project-specific needs and objectives. This flexible funding approach aims to support a variety of initiatives while providing significant financial relief to qualifying projects.	• Miami University Airport Hub for Innovation & AMM
Economic Development		Amount	Potential Priority Project
Vibrant Communities Program	The Vibrant Communities Program helps distressed small and mid-sized cities pursue catalytic development projects that address market needs and drive significant reinvestment. Recognizing that these communities often lack the resources for such economic development efforts, the program aims to reduce risks and remove barriers to investment. The definition of "catalytic" varies by community, and JobsOhio will evaluate each project based on its specific merits.	JobsOhio Funding will typically not exceed \$1 million per Project and should not exceed 50% of eligible costs unless authorized by the JobsOhio President.	• Miami University Airport Hub for Innovation and AMM • Uptown Innovation & Creativity Corridor
Pre-Project Planning Program	The Pre-Project Planning Program recognizes that small and medium-sized communities may not have adequate resources to develop catalytic economic development projects necessary to transform the community and attract private investment. This program offers targeted technical assistance to address gaps in capacity and expertise to ultimately generate more Vibrant Communities projects across the state.	Grants to eligible communities up to \$20K	• Miami University Airport Hub for Innovation & AMM • Uptown Innovation & Creativity Corridor • Strategic Plan for Newly Planned Projects and Established Assets

Economic Development Incentives

11.4 Economic Development Tools

Connecting & Promoting	
Prospecting	Consistently engage with real estate brokers, site selectors, JobsOhio, developers and others to learn about prospects and market opportunities.
Community Improvement Corporation (CIC)	Consider using the CIC to become an active participant in developments throughout the city.
Benchmarking	Benchmark and network with peer communities that have successfully revitalized their business districts.
Neighboring Communities Collaboration	Collaborate and network with neighboring communities to determine areas of synergy.
Private Public Partnerships	
Priority Projects Planning	Council should plan an annual fiscal and policy directive for the Priority Projects.
Community Improvement Corporation	While a CIC is comprised of some public sector representation, it's crucial to ensure that the CIC is balanced with credible private sector leaders with experience in real estate development, law, financing, and marketing. The CIC should be used as an advisory committee to facilitate communication and coordination among stakeholders.
Private Sector Experts & Developers	Oxford should engage private sector experts and developers to deal with the complex issues stemming from the Priority Projects.
Development Agreements	A development agreement is a voluntary contract between a local jurisdiction and a property owner (typically a developer). The contract establishes the standards and conditions that govern the property's development. The developer is provided certainty that the project will be isolated from alterations in the jurisdiction's zoning laws over the course of development, but it also contracts the developer to provide benefits to the city (e.g., infrastructure improvements, public open space, monetary payment into funds, etc.) in exchange for that assurance.
JobsOhio Grants	
JobsOhio Economic Development Grant	Grant decisions are based on a number of project factors, including but not limited to job creation, additional payroll, fixed-asset investment commitment, project return on investment, and project location. Focuses on fixed-asset and infrastructure investment by companies, which may include the following: Land; Building; Leasehold improvements; Machinery and equipment; Moving and relocation costs of machinery and equipment (freight shipping) related to the project; Infrastructure including utility, telecommunications, information technology, etc.; Site development; Fees and material costs related to planning or feasibility studies; engineering services; and software development. Funds are disbursement based.
JobsOhio R&D Center Grant	Created to facilitate new strategic corporate R&D centers in Ohio. Such R&D Centers will support the development and commercialization of emerging technologies and/or products that align with one or more of JobsOhio's targeted industries. Funds can be used for Qualified Research Expenses (QRE) and satisfy operational, equipment or facility needs related to industry-driven, value-added applied research; software development; and developing technologies that can be commercialized by a corporation.
JobsOhio Revitalization Program Loan and Grant Fund	Designed to support the acceleration of redeveloping sites in Ohio. Primary focus will be placed on projects where the cost of the redevelopment and remediation is more than the value of the land and a site cannot be competitively developed in the current marketplace. An eligible site is an abandoned or under-utilized contiguous property where redevelopment for the immediate and primary purpose of job creation and retention are challenged by significant redevelopment constraints.
JobsOhio Workforce Grant	Created to promote economic development, business expansion, and job creation by providing funding for the improvement of worker skills and abilities in the State of Ohio. Created to promote economic development, business expansion, and job creation by providing funding for the improvement of worker skills and abilities in the State of Ohio.
JobsOhio - Ohio Site Inventory Program (OSIP)	Grant and low interest loans to support speculative (no identified end user) site and building development projects. Loans typically support new construction. Grants typically support items associated cost associated with items such as demolition, environmental remediation, building renovations, site preparation, and infrastructure improvements.

Economic Development Incentives

JobsOhio Grants	
JobsOhio Economic Development Grant	Grant decisions are based on a number of project factors, including but not limited to job creation, additional payroll, fixed-asset investment commitment, project return on investment, and project location. Focuses on fixed-asset and infrastructure investment by companies, which may include the following: Land; Building; Leasehold improvements; Machinery and equipment; Moving and relocation costs of machinery and equipment (freight shipping) related to the project; Infrastructure including utility, telecommunications, information technology, etc.; Site development; Fees and material costs related to planning or feasibility studies; engineering services; and software development. Funds are disbursement based.
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Special Government Entities	
New Community Authority (NCA)	Oxford could benefit from creating a New Community Authority (NCA) to help with its Priority Projects. An NCA is like a special government group that can issue bonds to pay for important infrastructure projects like roads, sewer systems, and parks. The money for these bonds comes from property owners in the area. An NCA is run by a board of trustees who decide which projects are most important and how to pay for them. To create an NCA, Oxford would need to submit a proposal to the county government. An NCA can help to get projects done faster by making it easier to finance and manage the construction of essential infrastructure.
Transportation Improvement District (TID)	Oxford should consider creating a Transportation Improvement District (TID) to help with its Priority Projects. A TID is a special group that brings together the city, county, and private companies to improve transportation. They can collect money from taxes and bonds to pay for projects like new roads or better public transit. A board of directors decides which projects are the most important and how to pay for them. This helps coordinate everyone’s efforts, plan for improvements that meet the community’s needs, and secure funding for important transportation projects.
Special Assessment District (SAD)	A Special Assessment District (SAD) is a way to fund public improvements within a specific area, like Uptown, where property owners benefit from those improvements. It works by allowing property owners within the district to collectively pay for things like better sidewalks, prettier landscaping, or even park maintenance. The SAD can be created by the property owners themselves through a petition or by the local government. In Uptown, establishing a SAD could help to make those much-needed improvements happen faster.

Economic Development Incentives

State of Ohio Grants	
Land & Water Conservation Fund	The Ohio Department of Natural Resources coordinates the Land and Water Conservation Fund (LWCF) grant program, which provides up to 50% reimbursement assistance for state and local government subdivisions (townships, villages, cities, counties, park districts, joint recreation districts, and conservancy districts) for the acquisition, development, and rehabilitation of recreational areas.
NatureWorks Grant Programs	The Ohio Department of Natural Resources coordinates the NatureWorks grant program, which provides up to 75% reimbursement assistance for local government subdivisions (townships, villages, cities, counties, park districts, joint recreation districts, and conservancy districts) to for the acquisition, development, and rehabilitation of recreational areas.
Clean Ohio Brownfield Grants	The Fund can provide loans up to \$5,000,000 for environment cleanup, including demolition associated with the cleanup of hazardous substances, asbestos, lead-based paint, and petroleum. There are no job requirements for this funding, but the borrower must show their ability to repay the loan.
Transportation Enhancement (TE) Grants	Federal TE grants, administered through ODOT, fund transportation projects (e.g., transportation beautification, historic beautification, bicycle and pedestrian facilities).
Tax Credits	
Community Reinvestment Areas (CRA)	Community Reinvestment Areas are areas of land in which property owners can receive tax incentives for investing in real property improvements. The Community Reinvestment Area (CRA) Program is a direct incentive tax exemption program benefiting property owners who renovate existing or construct new buildings.
Ohio Historic Preservation Tax Credit Program	Provides a state tax credit up to 25 percent of qualified rehabilitation expenditures incurred during a rehabilitation projects. Applicants are eligible for no more than \$5 million in tax credits unless approved as a catalytic project.
Other Programs	
Façade Improvement Program	Façade improvement programs are incentive programs created to encourage property owners and businesses to improve the exterior appearance of their buildings and storefronts.

A. Data Appendix

SEC. 1 INTRODUCTION

1.1 Engagement

1.2 City of Oxford, Butler County, Ohio

Data was gathered from the following:

Oxford Tomorrow: Comprehensive Plan (January 2023)

MidwesternTraveler. (n.d.). 2024 – *Midwestern Traveler*. <https://www.midwesterntraveler.com/2024/>

Giaquinto, L. (2023, October 30). *Decline in international students at Miami contributes to budget deficit*. Decline in international students at Miami contributes to budget deficit - The Miami Student. <https://www.miamistudent.net/article/2023/10/decline-in-international-students-at-miami-contributes-to-budget-deficit>

1.3 Economic Development Study Objectives

1.4 Creating 1,000 New Jobs

Data was gathered from the following:

Svec, Maya. “Oxford Locals Transform City’s Restaurant Scene.” *Oxford Observer*, 2025, oxfordobserver.org/15905/community/oxford-locals-transform-food-scene/. Accessed 9 June 2025.

1.5 Project Team

1.6 Activation Process

1.7 Advisory Committee & Stakeholders

1.8 Oxford Tomorrow: Comprehensive Plan (January 2023)

1.9 Oxford Community Survey

SEC. 2 EXISTING CONDITIONS

2.1 History

Data was gathered from the following:

Miami 2040 Climate Action Plan for Miami University (May 2024)

2.2 Home-Rule Municipal Corporation

Data was gathered from the Oxford Tomorrow:

Comprehensive Plan (January 2023)

2.3 Location

Data was gathered from the following:

Oxford Tomorrow: Comprehensive Plan (January 2023)

2.4 Existing Land Use

Data was gathered from the following:

Oxford 2023 Annual Comprehensive Financial Report

2.5 Income Tax

Data was gathered from the following:

Oxford 2023 Annual Comprehensive Financial Report

2.6 Commute Patterns

Data was gathered from the following:

Oxford Tomorrow: Comprehensive Plan (January 2023)

SEC. 3 DEMOGRAPHIC ASSESSMENT

3.1 Population

Data was gathered from the following:

U.S. Census Bureau’s Population Estimates, July 01, 2024 (V2024)

U.S. News & World Report (Undergraduate data are based on the 2023 school year)

“How Does Miami University--Oxford Rank among America’s Best Colleges?” @*USNews*, 2020, www.usnews.com/best-colleges/miami-university-7104.

Oxford Tomorrow: Comprehensive Plan (January 2023)

Byrd, Gabrielle. “Talawanda Earns 4.5-Star Rating for Second Year.” *Oxford Observer*, 2025, oxfordobserver.org/16071/community/talawanda-earns-4-5-star-state-rating-for-second-year/. Accessed 9 June 2025.

3.2 Race & Ethnicity

3.3 Age Distribution

Data was gathered from the following:

census.gov (2022)

U.S. Census Bureau, Population Estimates Program (PEP). Updated annually.

3.4 Education

Data was gathered from the following:

U.S. Census Bureau’s Population Estimates, July 01, 2024 (V2024)

U.S. News & World Report (Undergraduate data are based on the 2023 school year)

U.S. Census Bureau for the years 2019–2023

3.5 Employment

Data was gathered from the following:

- DATA USA (YR 2022)
- Oxford 2023 Annual Comprehensive Financial Report

3.6 Housing & Living

Data was gathered from the following:

U.S. Census Bureau’s Population Estimates, July 01, 2023 (V2023)

Oxford 2023 Annual Comprehensive Financial Report

Top Achievements in the City of Oxford 2023

Sec. 4 Economic Drivers

4.1 State & Regional Key Economic Drivers

Data was gathered from the following:

Oxford Tomorrow: Comprehensive Plan (January 2023)

Hooper, Mitch. “Central Ohio Tech Scene Booms Thanks to Big Investments.” *6AM - CBUS today*, 11 July 2023, cbustoday.6amcity.com/city/central-ohio-tech-scene-columbus-oh. Accessed 9 June 2025.

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“Wright-Patterson Air Force Base.” *Wright-Patterson AFB*, www.wpafb.af.mil/Welcome/Fact-Sheets/Display/Article/1146061/wright-patterson-air-force-base/.

Dawes, Sydney. “WPAFB Will Play Role in Major Changes Coming to U.S. Air Force.” *Dayton-Daily-News*, Dayton Daily News, 27 Feb. 2024, www.daytondailynews.com/local/wpafb-will-play-role-in-major-changes-coming-to-us-air-force/WS4FVIEQL5HM5FPDCBHSVZIJ5E/. Accessed 9 June 2025.

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“Joby Selects Dayton, Ohio for First Scaled Manufacturing Facility - JEC.” *JEC*, 2024, www.jeccomposites.com/news/spotted-by-jec/joby-selects-dayton-ohio-for-first-scaled-manufacturing-facility/?news_type=announcement. Accessed 9 June 2025.

“Joby Aviation Says Dayton Production Will Launch Early next Year.” *Dayton-Daily-News*, Dayton Daily News, 20 Aug. 2024, www.daytondailynews.com/local/joby-aviation-says-dayton-production-will-launch-early-next-year/FTWDXPZUKZHUBARHC34I6JQ5VM/.

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Bizjournals.com, 2025, www.bizjournals.com/cincinnati/news/2024/03/06/miami-university-mcvey-data-science-ai-analytics.html. Accessed 9 June 2025.

“Spirit of Collaboration”: McVey Data Science Brings Miamians Together.” Miami University, 8 Feb. 2024, miamioh.edu/news/2024/02/spirit-of-collaboration-mcvey-data-science-brings-miamians-together.html.https://miamioh.edu/

4.2 Ohio Targeted Industries

Data was gathered from:

www.jobsohio.com/industries

4.3 Southwest Ohio Targeted Industries (Cincinnati and Dayton Regions)

Data was gathered from the following:

REDI Cincinnati

Dayton Development Coalition

4.4 Miami University Strengths & Focus Areas

Data was gathered from the following:

US News & World Report 2024 Rankings

Presentation provided by Colleen Bush, Director of Industry Relations, MU College of Engineering and Computing (05-02-22)

Miami 2040 Climate Action Plan for Miami University (May 2024)

City of Oxford Staff and Climate Action Steering Committee (2023, September). “Climate Action Plan.” City of Oxford, Ohio.

Oxford 2023 Annual Comprehensive Financial Report

4.5 Uptown Historic District

SEC. 5 OXFORD ECONOMIC DEVELOPMENT SWOT ANALYSIS

SEC. 6 RECOMMENDED INDUSTRIES

6.1 Emerging Industries

6.2 Advanced Air Mobility

Data was gathered from the following:

Ohio, in. “Advanced Air Mobility | Ohio Aerospace & Aviation.” *JobsOhio*, 2025, www.jobsohio.com/industries/aerospace-and-aviation/air-mobility. Accessed 9 June 2025.

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6.3 Advanced Manufacturing

Data was gathered from the following:

“Advanced & Additive Manufacturing Innovation in Ohio.” *JobsOhio*, www.jobsohio.com/industries/advanced-manufacturing.

“Advanced Manufacturing in Cincinnati | REDI Cincinnati.” *REDI Cincinnati*, 14 Apr. 2025, redicincinnati.com/industries/advanced-manufacturing/.

6.4 Aerospace and Defense

Data was gathered from the following:

“Aerospace & Aviation in Ohio.” *JobsOhio*, 2021, www.jobsohio.com/industries/aerospace-and-aviation.

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6.5 Agricultural Technology

Data was gathered from the following:

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6.6	Artificial Intelligence, Cybersecurity, and Data Analytics Data was gathered from the following: Clinic, Cleveland. “Miami University and Cleveland Clinic Announce Partnership to Advance Education in Quantum Computing.” <i>Cleveland Clinic</i> , 15 Jan. 2025, newsroom.clevelandclinic.org/2025/01/15/miami-university-and-cleveland-clinic-announce-partnership-to-advance-education-in-quantum-computing. Accessed 9 June 2025. “CyberOhio.” <i>Ohio.gov</i> , 2024, cyber.ohio.gov/. Accessed 9 June 2025. “Cybersecurity Industry: Talent & Business in Ohio.” <i>JobsOhio</i> , 2025, www.jobsohio.com/industries/technology/cybersecurity. Accessed 9 June 2025. <i>Bizjournals.com</i> , 2025, www.bizjournals.com/cincinnati/news/2024/03/06/miami-university-mcvey-data-science-ai-analytics.html.	
6.7	Bioscience, Biomedical Engineering & Biotechnology Data was gathered from the following: Hub. “Ohio Is a Hub for Healthcare Innovation and Technology.” <i>JobsOhio</i> , 2025, www.jobsohio.com/industries/healthcare. Accessed 9 June 2025. “Life Sciences Business in Cincinnati REDI Cincinnati.” <i>REDI Cincinnati</i> , 31 Mar. 2025, redicincinnati.com/industries/life-sciences/. Accessed 9 June 2025.	
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		“Renewable Energy – Powering a Safer Future.” <i>United Nations</i> , 2024, www.un.org/en/climatechange/raising-ambition/renewable-energy.
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SEC. 7	PRIORITIZED PROJECTS & ACTION PLANS	
7.1	Ranking of Projects	
7.2	Innovation District Strategy: Holistic Approach	
7.3	Miami University Airport Innovation Hub Data was gathered from the following: Oxford 2023 Annual Comprehensive Financial Report Top achievements in the City of Oxford 2023 Miami University Airport Master Plan 2023	
7.4	Pathway to Create 1,000 New Jobs Data was gathered from: “Can Bringing Back Manufacturing Help the Heartland Catch up with “Superstar” Cities?” <i>NPR</i> , 3 June 2025, www.npr.org/sections/planet-money/2025/06/03/g-s1-70167/can-bringing-back-manufacturing-help-the-heartland-catch-up-with-superstar-cities. Accessed 10 June 2025. Jasinowski, Jerry. “The Magic Job Multiplier of Manufacturing.” <i>HuffPost</i> , 27 Sept. 2013, www.huffpost.com/entry/jobs-multiplier_b_4002113.	
7.5	Action Plan: Transforming Miami University Airport (OXD) into an Innovation Hub for Advanced Air Mobility (AAM) - City of Oxford's Role (3 Year Plan)	

7.6 Uptown Innovation & Creativity Corridor

Data was gathered from the following:

Top Achievements in the City of Oxford 2023

7.7 Action Plan: Establishing Uptown as an Innovation & Creativity Corridor

7.8 Western Knolls Transformational Residential & Mixed-Use

Data was gathered from the following:

Oxford 2023 Annual Comprehensive Financial Report

Western Knolls Design Charrette 2023

7.9 Action Plan: Transforming Western Knolls into an Innovative Residential & Mixed-Use Development

7.10 Strategic Plan for City and University Future Projects and Established Assets

Data was gathered from the following:

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7.11 Activation Plan: Strategic Plan for City and University Projects and Established Assets

SEC. 8 OXFORD COMMUNITY IMPROVEMENT CORPORATION

8.1 Public Private Partnerships

Data was gathered from the following:

Successful Public/Private Partnerships: From Principles to Practices, Urban Land Institute, 2016

8.2 The Oxford Community Improvement Corporation (CIC)

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“Community Improvement Corporation (CIC).” *Cityofoxford.org*, 2023, www.cityofoxford.org/government/boards___commissions/community_improvement_corporation.php. Accessed 10 June 2025.

8.3 Action Plan: Transforming the Oxford CIC into a Powerful Engine for Economic Development and a Catalyst for a Thriving Community

SEC. 9 PRIVATE, NON-PROFIT CORPORATION & DEVELOPMENT FUND

9.1 Launching a Private, Non-profit Corporation & Development Fund

Data was gathered from the following:

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9.2 Business Plan: Establishing a Private, Non-profit Corporation & Development Fund

SEC. 10 ADDITIONAL FOCUS AREAS

10.1 The Oxford Future Use Land Map

10.2 South Locust Street Corridor

Data was gathered from the following:

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10.3 Chestnut Fields

Data was gathered from the following:

Oxford Community Survey 2025

Oxford 2023 Annual Comprehensive Financial Report

Oxford Tomorrow: Comprehensive Plan (January 2023)

Top Achievements in the City of Oxford 2023

Miami 2040 Climate Action Plan for Miami University (May 2024)

Miami University Carbon Neutral 2040

“BCRTA Breaks Ground on Chestnut Street Multimodal Station Jan. 19 with Miami and City of Oxford.” *Miami University*, 24 Jan. 2024, miamioh.edu/news/2024/01/bcрта-breaks-ground-on-the-chestnut-street-multimodal-station-jan-19-with-miami-and-city-of-oxford.html. Accessed 10 June 2025.

Oxford Transportation Plans (2020)

10.4 US 27 South Corridor

Data was gathered from the following:

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Oxford 2023 Annual Comprehensive Financial Report

Oxford Transportation Plans (2020)

“Kettering Health Finishes Construction of Its Oxford Facility.” *Oxford Observer*, 2022, oxfordobserver.org/10331/briefs/kettering-health-completes-its-oxford-health-center/. Accessed 10 June 2025.

Data Appendix

SEC. 11 ECONOMIC DEVELOPMENT INCENTIVES

11.1 Policy Recommendations for Oxford's Priority Projects

11.2 Ohio Site Readiness Incentives

Data was gathered from the following:

“Ohio Grants, Programs & Incentives.” *JobsOhio*, www.jobsohio.com/programs-services/incentives.

11.3 Recommended State of Ohio Programs

Data was gathered from the following:

“Ohio Grants, Programs & Incentives.” *JobsOhio*, www.jobsohio.com/programs-services/incentives.

11.4 Economic Development Tools

Data was gathered from the following:

“Ohio Grants, Programs & Incentives.” *JobsOhio*, www.jobsohio.com/programs-services/incentives.

B. Existing Work Product Audit

Existing Work Product Audit

Gathered, organized and assimilated were all relevant previous plans, work product and studies to synthesize an economic development strategy moving forward. This plan along with previous studies are the initial fundamental steps required for current and future positive transformation of the City of Oxford. Analyzed were the following:

Miami 2040 Climate Action Plan for Miami University (2024)

The Miami 2040 Climate Action Plan is for the Oxford campus, a primarily residential campus of about 16,500 undergraduates and more than 2,000 graduate students. The Miami 2040 Climate Action Plan was submitted in May 2024. As a living document, it will be updated with progress toward goals in real-time. The plan details Miami's commitment to carbon neutrality and its ongoing efforts toward a more sustainable campus. The plan details Miami University's dedication to educating its community and fostering meaningful conversations that shape attitudes and progress toward its goals for carbon neutrality.

City Of Oxford Comprehensive Plan (2023)

The Oxford Tomorrow Comprehensive Plan was adopted by the Oxford City Council on January 17th, 2023, and replaces the previous Comprehensive Plan adopted in 2008. The plan update process was facilitated by consulting firm MKSK, along with significant support from City Staff. Envisioned as a more 'living' document than its predecessor, the new Oxford Tomorrow plan serves as a blueprint for guiding the Oxford community toward a more economically and environmentally sustainable future over the next decade. Key goals expressed include increasing the supply of affordable housing, reducing carbon emissions, and embracing alternative modes of transportation including active transportation.

Miami University Airport Master Plan (2023)

This airport master plan (AMP) defines a development concept for the Miami University Airport (OXD or the Airport) over the course of a 20-year planning period. This plan will provide Miami University (the Airport Sponsor or Sponsor) with a long- range vision for airport development that is designed to result in a safe, efficient, economical, innovative, and environmentally compatible air transportation facility that meets both existing and projected aviation demand levels.

Annual Comprehensive Financial Report (2023)

This report consists of the management's representations concerning the finances of the City of Oxford for the year 2023.

Top achievements in the City of Oxford (2023)

A compilation of the City of Oxford's 2023 top achievements.

Western Knolls Design Charrette (2023)

The City of Oxford published a report on the outcomes of the November 13, 2019, charrette event focused on the Western Knolls site on Oxford Reily Road. The city has the opportunity to facilitate the sale and redevelopment of a 47-acre property adjacent to the Western Knolls subdivision, which it acquired in December 2008 as part of a legal settlement. The site is envisioned as Traditional Neighborhood Development in the city's Comprehensive Plan, featuring diverse housing options, a central area, and walkable streets. Despite some developer interest in the 2010s, no concrete plans have been realized.

City of Oxford Staff and Climate Action Steering Committee (2023): "Climate Action Plan." City of Oxford, Ohio.

In September 2023, the City of Oxford adopted a Climate Action Plan titled, Towards a Sustainable, Resilient Future. This plan acts as a road map for our community to achieve carbon neutrality and to ensure Oxford remains a thriving place despite the changing climate. Community-wide net neutrality by 2025.

Housing Needs Assessment: Oxford, Ohio (2020)

The City of Oxford's 2020 Housing Needs Assessment, conducted by Bowen National Research, aimed to understand the city's housing needs and its place within the broader region. The study analyzed demographic trends, economic conditions, existing housing stock, and factors like Miami University's presence and commuting patterns. This comprehensive assessment identified specific housing needs by affordability and tenure (rental vs. ownership).

Oxford Transportation Plans (2020)

The purpose of this study is to evaluate the existing and future transportation conditions in the City of Oxford and to generate a thoroughfare plan that complements and incorporates existing and future development and comprehensive plans.

C. Innovation District Design Guidelines Considerations

1. Zoning and Economic Development Integration

Integrating Oxford's Zoning Rewrite with its Economic Development Strategy

Integrating Oxford's economic development strategy with its zoning code rewrite creates a cohesive plan for sustainable growth. A unified approach ensures zoning supports, rather than hinders, economic goals, attracting investment and fostering innovation. This prevents conflicting land-use policies, maximizing the positive impact of both initiatives and leading to a more efficient and streamlined path to Oxford's future.

2. Building Sustainability

A Multi-Tiered Approach to Sustainable Building: Prerequisites, Certifications, and Incentives

Sustainable building guidelines use mandatory prerequisites (energy efficiency, water conservation, waste reduction), voluntary certifications (exceeding benchmarks in energy, indoor quality, and materials), and financial incentives (tax breaks, grants for renewables, green materials, efficient HVAC) to minimize environmental impact and create healthier, more efficient buildings.

3. Physical Design

Foster Collaboration through Physical Design

Create shared spaces, such as innovation hubs or incubators, within the district that encourage collaboration and interaction between different stakeholders. Design these spaces to be flexible and conducive to networking and idea exchange.

4. Smart Technology and Infrastructure

Incorporate Smart Technology and Infrastructure

Integrate smart technologies throughout the district, including high-speed fiber, advanced sensors, and data collection systems. This will support innovation and enable the efficient use of energy and resources.

5. Property Sizes

Develop a Variety of Property Sizes

Provide a range of property sizes to accommodate the needs of different businesses and organizations. This can include options for both large anchor institutions and smaller start-ups, fostering a diverse tenant mix within the district.

6. Sustainable Design Principles

Encourage Green Building Practices

Implement sustainable design principles and promote the use of environmentally friendly building materials and energy-efficient systems. This will contribute to the overall sustainability of the district and its attractiveness to innovative enterprises.

7. Affordability

Balance Affordability and Market Demands

To maintain a balance of affordable and market-rate housing within the district, it is important to implement strategies that consider higher density zoning. By doing so, the efficient use of land can be maximized, promoting walkability and allowing for the development of new multi-family housing options. These options are particularly appealing to millennials, Gen Z, and empty nesters. The aim is to create a diverse workforce where individuals with varying income levels can reside near the innovation district.

8. Community Engagement

Engage Residents, Businesses, and Community

Involve residents, businesses, and community organizations in the planning and development process. Seek their input, address concerns, and incorporate community amenities and spaces that meet their needs and enhance the overall quality of life within the district.

9. Building Preservation and Adaption

Preserve and Adapt Existing Buildings

Retain and repurpose historic or architecturally significant structures within the district, where feasible. This can add character and uniqueness to the area while preserving its heritage.

10. Public-Private Partnerships

Foster Public-Private Partnerships

Collaborate with private developers, investors, and institutions to leverage their expertise and resources for the development of innovation district projects. Establish partnerships that align with the goals and vision of the district.

11. Design Guideline Evaluation

Regularly Evaluate and Adapt the Design Guidelines

Continuously monitor and assess the progress of the district's development. Adapt the guidelines as needed to address changing market conditions, emerging technologies, and evolving community needs.

11. Placemaking

Create a Sense of Place and Identity

Develop a unique identity and branding for the innovation district that reflects its characteristics and strengths. Create public spaces, art installations, and landmarks that foster a strong sense of place and community.

D. Disclosures

- Content in this report is for educational and conceptual purposes only. Images used in this version of the report are placeholders and not intended for reproduction or publication.
- Opinions expressed herein are those of Red Tiger Investments, LLC, and Kolar Design Inc. (collectively, “Consultant”). The opinions are not intended to be a forecast of future events, a guarantee of future results or real estate market patterns and are subject to change based on market and other conditions. This report is prepared exclusively for the City of Oxford, Ohio and its affiliates (collectively, “Recipient”).
- The information contained herein is not intended to be a comprehensive discussion of the strategies or concepts mentioned. Nor is any information or data discussed intended as tax, investment, or legal advice.
- In pursuing any concept or idea presented, Recipient should rely on its own due diligence and on its own attorneys, accountants and other professionals to determine if such ideas or concepts are appropriate for Recipient.
- Although information herein has been obtained from sources believed to be reliable, Consultant and its affiliates do not guarantee its accuracy or completeness and accept no liability for any direct or consequential losses arising from its use. Consultant assumes no responsibility for any errors, omission, or damages arising from use of information contained herein.
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The City of Oxford
(513) 524-5200
15 S. College Ave.
Oxford, OH 45056

STAFF REPORT

ORIGINATING DEPARTMENT:	City Manager
PREPARED BY:	Jessica Greene
DATE PREPARED:	6/9/2025
COUNCIL MEETING DATE:	June 17, 2025
AGENDA TITLE:	A Resolution Authorizing The City Manager To Enter Into A Settlement Agreement Pertaining To The Oxford Area Trails Multimodal Transportation Project Phase V With Lara C. Osborne, Trustee ("Trust"). (Jessica Greene, Assistant City Manager)
COUNCIL GOAL AREA:	
BUDGETED AMOUNT:	\$109,000.00
ACCOUNT CODE:	
RECOMMENDATION:	Approval
CITY MANAGER/DEPT HEAD APPROVAL:	Jessica Greene

DISCUSSION:

On April 15, 2025, City Council passed an "An Ordinance To Appropriate Certain Real Property Interests Owned by Lara C. Osborne, Trustee, To Expand The Oxford Area Trail System (OATS) By Adding The Roadway Trail For Phase V Of This Multimodal Transportation Project Located In The City Of Oxford, Ohio".

On May 5, 2025, the City and Lara C. Osborne, Trustee, held mediation to discuss the appropriation of property for this project.

During that mediation, the City and Ms. Osborne came to an agreement for the City to pay \$109,000.00 for a permanent easement to allow the multi modal path alignment to be constructed on her land.

RESOLUTION NO.

A RESOLUTION AUTHORIZING THE CITY MANAGER TO ENTER INTO A SETTLEMENT AGREEMENT PERTAINING TO THE OXFORD AREA TRAILS MULTIMODAL TRANSPORTATION PROJECT PHASE V WITH LARA C. OSBORNE, TRUSTEE ("TRUST").

WHEREAS, by Resolution No. 7701, adopted on April 15, 2025, City Council declared its intention to appropriate property owned by Lara C. Osborne, Trustee ("Trust") determined to be essential for the completion of the Oxford Area Trails Multimodal Transportation Project ("OATS") Phase V; and

WHEREAS, by Ordinance No. 3820, adopted on April 15, 2025, City Council authorized the City Law Director to file an appropriation petition pertaining to the subject property; and

WHEREAS, the City subsequently filed a Petition for Appropriation in the Butler County Court of Common Pleas captioned the *City of Oxford, Ohio v. Lara C. Osborne, Trustee*. Case No. CV 2025 04 0963 (the "Appropriation"); and

WHEREAS, the City and the Trust engaged in mediation in the manner contemplated by the Ohio Revised Code; and

WHEREAS, the City and the Trust were able to reach a mutually acceptable resolution to avoid continued litigation; and

WHEREAS, the Law Director and the City Manager recommend that Council vote to approve the Settlement Agreement with the Trust as reflected in the attached Exhibit A to this Resolution and authorize the City Manager to take all necessary steps to finalize the Settlement Agreement.

BE IT RESOLVED BY THE COUNCIL OF THE CITY OF OXFORD, BUTLER COUNTY, STATE OF OHIO, THAT:

SECTION 1: Council hereby accepts the recommendation of the City Manager and the Law Director and authorizes approval of the Settlement Agreement attached hereto as Exhibit A in the same or substantially similar form.

SECTION 2: Council hereby directs the City Manager to take all necessary steps to resolve and finalize the Settlement of the Appropriation case including signing the Settlement Agreement, all necessary filings with the Butler County Court of Common Pleas and recording legal documents with Butler County.

SECTION 3: This resolution shall take effect at the earliest date allowed by law.

MAYOR

ADOPTED:

ATTEST:

CLERK OF OXFORD CITY COUNCIL
INTRODUCED BY: WILLIAM SNAVELY, MAYOR
PREPARED BY: LAW (STAFF)

SETTLEMENT AGREEMENT

This SETTLEMENT AGREEMENT (the “Agreement”) is entered into by and between the City of Oxford, Ohio (“City” or “Oxford”) and Lara C. Osbourne, Trustee (“Trust”). The parties to this Agreement shall be referred to as the “Settling Parties.”

WITNESSETH:

WHEREAS, the Settling Parties are parties that have been named in a Petition for Appropriation in the Butler County Court of Common Pleas captioned the *City of Oxford, Ohio v. Lara C. Osbourne, Trustee, et al.* Case No. CV 2025 04 0963 (the “Appropriation”); and

WHEREAS, City initiated the Appropriation pursuant to the Ohio Revised Code to obtain a possessory interest in real property identified in the Appropriation; and

WHEREAS, the Settling Parties engaged in mediation in the manner contemplated by the Ohio Revised Code and were able to reach a mutually acceptable resolution to avoid adversarial litigation; and

WHEREAS, the Settling Parties acknowledge there is good and valuable consideration in full and complete satisfaction of the claims asserted and unasserted by the Settling Parties; and

WHEREAS, the Settling Parties wish to avoid the expense and uncertainty of the Appropriation and resolve all disputes between them pursuant to the terms and conditions of this Agreement as set forth below.

WHEREAS, The Trust understands and acknowledges that the terms and conditions set forth in this Agreement must be approved through formal legislative action by the City Council.

WHEREAS, the Settling Parties understand and acknowledge the final agreement shall be memorialized through the submission of an Agreed Judgment Entry (the “Agreed Entry”) submitted to the Court under the caption of the Appropriation.

WHEREAS, the City will be acquiring a perpetual easement in the real property visually depicted in attached Exhibit A (the “Property” or “Easement”) that will be more specifically described in a mutually agreed legal description submitted to the Court with the Agreed Entry; and

NOW THEREFORE, the Settling Parties hereto in consideration of the recitals set forth above and the mutual covenants and agreements contained herein and below, do hereby agree as follows:

1. Payment to the Trust. City shall pay the sum of One Hundred and Nine Thousand Dollars and No Cents (\$109,000.00) to TRUST as set forth in the Agreed Entry when submitted to the Court.

2. Agreed Judgment Entry and Payment of Costs. The Settling Parties agree to enter into an Agreed Entry that will cause the Easement that is subject of the Appropriation and this Agreement to be recorded with the Butler County Recorder's Office. The City agrees to pay all court costs associated with the Appropriation. Each Settling Party shall be responsible for its own attorneys' fees.

3. Miscellaneous Terms and Conditions Ancillary to the Settlement.

- (a) The City agrees that the Oxford Area Trail ("OATS") Easement right of way shall qualify as greenspace acreage for the purpose of meeting Subdivision Development Greenspace Zoning requirements under City's Codified Ordinances as part of a future development application: so long as the Trust property ownership remains with Lara C. Osborne, Trustee or Christopher Shoker, as successor Trustee.
- (b) The City agrees that all real property owned by the Trust abutting the OATS Easement right of way shall be exempt from the City's minimum setback requirement as part of a future development application so long the Trust property ownership remains with Lara C. Osborne, Trustee or Christopher Shoker as successor Trustee.
- (c) The City agrees that should future development of Gardenia Drive occur, the City will temporarily close the Easement to allow for construction on Gardenia Drive for a period not to exceed six (6) months.
- (d) The City shall cause to be placed permanent surveyor pins to mark the right of way boundary lines of the OATS Easement.
- (e) The City's construction of the OATS Easement shall comply with the Ohio EPA's soil erosion and water pollution control standards and the City's storm water management plan.
- (f) The City agrees to maintain the OATS Easement including maintaining the asphalt surface, mowing, landscaping, litter control, and routine patrol by City public safety personnel.
- (g) The City shall provide for the removal of all waste, construction debris and concrete waste created after the construction of the OATS Easement.
- (h) The City shall be responsible for all fees, costs and expenses pertaining to any needed surveys, closing and recording costs at the time the OATS Easement rights are transferred to the City.
- (i) The City will allow the extension of Gardenia Road to cross the OATS Easement with an approved development plan.

4. Approval by City Council. The Trust understands and acknowledges that the terms and conditions set forth in this Agreement must be approved through formal legislative action by the City Council before the City is bound to the terms set forth in this Agreement.

5. Releases Inapplicable to Enforcement of Agreement. The Settling Parties agree and understand that nothing in this section, or any other section of this Agreement, shall prohibit the Settling Parties from exercising their respective rights created by this Agreement.

6. Merger. It is understood and agreed that this Agreement constitutes the entire agreement between and among the Settling Parties with respect to the subject matter hereof and

supersedes any and all prior agreements, negotiations and understandings between the Settling Parties both written and oral with respect to the claims of the Settling Parties.

7. Consideration. The Settling Parties expressly acknowledge that this Agreement is supported by sufficient consideration.

6. Consultation with Counsel. In executing this Agreement, the Settling Parties acknowledge that they have each had the opportunity to consult with legal counsel and the terms of this Agreement are fully understood and voluntarily accepted without duress or coercion and that the Settling Parties all participated in the drafting of this Agreement such that no Settling Party shall be considered as having solely drafted the Agreement.

7. Severability. Should any provision of this Agreement be held invalid or illegal, such illegality or invalidity shall not invalidate the whole of this Agreement. The Agreement shall be construed as if it did not contain the illegal part, and the rights and obligations of the parties shall be construed and enforced accordingly.

8. Choice of Law. This Agreement and all rights and duties hereunder shall be governed by and interpreted and construed in accordance with the laws of the State of Ohio.

9. Choice of Forum. The parties agree that any action to enforce this Agreement shall be brought in any court of competent jurisdiction in Butler County, Ohio.

10. Modifications. It is expressly understood and agreed that this Agreement may not be altered, amended, modified or otherwise changed in any respect whatsoever, except by writing duly executed by an authorized representative of each of the parties.

11. Construction of Agreement. As used in this Agreement, any reference to the masculine, feminine or neuter gender shall include all genders, the plural shall include the singular, and the singular shall include the plural. With regard to each and every term and condition of this Agreement and all agreements and instruments contemplated hereby, the Settling Parties hereto understand and agree that the same have been mutually negotiated, prepared and drafted, and that if at any time the parties hereto desire or are required to interpret or construe any such term or condition or any agreement or instrument subject hereto, no consideration shall be given to the issue of which party hereto actually prepared, drafted or requested any term or condition in this Agreement or any agreement or instrument subject hereto.

12. Counterparts. This Agreement may be signed in counterparts, each of which shall be deemed to be an original and all of which shall constitute one and the same instrument. A facsimile or copy of a signature is valid as an original.

13. Successors and Assigns. The Settling Parties agree and represent that they have not assigned or transferred, or purported to assign or transfer, to any person or entity, any claim against each other or a portion thereof or interest therein. This Agreement, and the respective representations, warranties, covenants, provisions, terms, conditions, and agreements contained in this Agreement, shall be binding upon and shall inure to the benefit of the Settling Parties hereto and their respective successors, assigns and heirs.

IN WITNESS WHEREOF, each of the parties have duly executed this Agreement by their own free will and as of the date herein below written.

LARA C. OSBORNE, TRUSTEE

 , TR
Name

Trustee
Title

Date: 05-21-2025

CITY OF OXFORD, OHIO

City Manager

Date



The City of Oxford
(513) 524-5200
15 S. College Ave.
Oxford, OH 45056

STAFF REPORT

ORIGINATING DEPARTMENT:	City Manager
PREPARED BY:	Jessica Greene
DATE PREPARED:	6/10/2025
COUNCIL MEETING DATE:	June 17, 2025
AGENDA TITLE:	A Resolution Authorizing The City Manager To Enter Into An Agreement Of Cooperation With Butler County, Ohio, Pursuant To The Provisions Of The Housing And Community Development Act Of 1974. (Jessica Greene, Assistant City Manager)
COUNCIL GOAL AREA:	
BUDGETED AMOUNT:	
ACCOUNT CODE:	
RECOMMENDATION:	Approval
CITY MANAGER/DEPT HEAD APPROVAL:	Jessica Greene

DISCUSSION:

The City of Oxford has been a sub-recipient of Butler County Community Development Block Grants (CDBG) since 1998. This new cooperation agreement will extend this partnership for three years, from 2026 to 2028.

Each year, the City of Oxford is invited to apply for CDBG funds. These funds typically range from \$115K to \$130K for the City of Oxford. Funds must go toward one of the [national objectives listed by the US Housing and Urban Development \(HUD\)](#), which administers the funds. The national objectives include:

- Benefit to low- and moderate-income (LMI) persons
- Aid in the prevention or elimination of slums or blight
- Meet a need having a particular urgency (referred to as urgent need).

In past years, these funds have assisted with ADA sidewalk improvements and playground repairs.

The City Council will first endorse applications to the County, and then the application submitted to the Butler County Commissioners for review and approval. This is an annual grant award to the City of Oxford.

RESOLUTION NO.

A RESOLUTION AUTHORIZING THE CITY MANAGER TO ENTER INTO AN AGREEMENT OF COOPERATION WITH BUTLER COUNTY, OHIO, PURSUANT TO THE PROVISIONS OF THE HOUSING AND COMMUNITY DEVELOPMENT ACT OF 1974.

WHEREAS, Council hereby acknowledges the enactment by the Congress of the United States of the Housing and Community Development Act of 1974 (CDBG), which has as its primary objective the development of viable communities; and

WHEREAS, Council supports the Act in that it provides for and encourages units of local government to enter into agreements of cooperation with urban counties for the purposes of undertaking central community development and housing assistance activities; and

WHEREAS, the City of Oxford has been a sub-recipient of Butler County since 1998; and

WHEREAS, this agreement of cooperation with Butler County will cover CDBG funds from 2026-2028 and is described in Exhibit A; and

WHEREAS, The City of Oxford uses CDBG funds to assist with local projects that are covered by the national objectives of CDBG: Benefit to low- and moderate- income (LMI) persons; Aid in the prevention or elimination of slums or blight; and meet a need having a particular urgency (referred to as urgent need).

THE COUNCIL OF THE CITY OF OXFORD, OHIO, HEREBY RESOLVES THAT:

SECTION 1: Council desires to enter into a renewable cooperative agreement with Butler County, Ohio, for the 3-year qualification period of 2026-2028 as described in Exhibit A.

SECTION 2: Council authorizes the City Manager to sign said agreement.

SECTION 3: This resolution shall take effect at the earliest date and time allowed by law.

MAYOR

ADOPTED:
ATTEST:

CLERK OF OXFORD CITY COUNCIL
INTRODUCED BY: WILLIAM SNAVELY
PREPARED BY: LAW (STAFF)

COOPERATION AGREEMENT
for the
BUTLER COUNTY ENTITLEMENT PROGRAM
Program Years 2026-2028

This Agreement between the County of Butler, Ohio, hereinafter referred to as “County” and
the City _____ of Oxford _____, Ohio, hereinafter referred to as “City/Village”.

WITNESSETH:

WHEREAS, the Congress of the United States has enacted the Housing and Community Development Act of 1974, as amended, (hereinafter called the “Act”), which has as its primary objective, the development of viable urban communities, and whereby federal assistance will be provided for the support of community development activities which are directed toward the following specific objectives:

- 1) The elimination of slums and blight and the prevention of blighting influences and the deterioration of property and neighborhood and community facilities of importance to the welfare of the community, principally persons of low and moderate income;
- 2) The elimination of conditions which are detrimental to health, safety, and public welfare, through code enforcement, demolition, interim rehabilitation assistance, and related activities;
- 3) The conservation and expansion of the Nation’s housing stock in order to provide a decent home and suitable living environment for all persons, but principally those of low and moderate income;
- 4) The expansion and improvement of the quantity and quality of community services, principally for persons of low and moderate income, which are essential for sound community development and for the development of viable urban communities;
- 5) A more rational utilization of land and other natural resources and the better arrangement of residential, commercial, industrial, recreation, and other needed activity centers;
- 6) The reduction of the isolation of income groups within communities and geographical areas and the promotion of an increase in the diversity and vitality of neighborhoods through the spatial deconcentration of housing opportunities for persons of lower income and the revitalization of deteriorating or deteriorated neighborhoods to attract persons of higher income;

- 7) The restoration and preservation of properties of special value for historic, architectural, or esthetic reasons;
- 8) The alleviation of physical and economic distress through the stimulation of private investment and community revitalization in areas with population outmigration or a stagnating or declining tax base;
- 9) The conservation of the Nation's scarce energy resources, improvement of energy efficiency, and the provision of alternative and renewable energy sources of supply.

WHEREAS, both the City/Village and the County are desirous of entering into community development activities within Butler County, which are directed toward the above and specific objectives, and for that reason, desirous of seeking such federal funding as may be available to them pursuant to the Act; and

WHEREAS, the Act contemplates and encourages the joining together by agreement of counties and municipalities with populations less than 50,000, for the purpose of carrying out the objectives of the Act; and

WHEREAS, from time to time, the County requalifies as an urban county under the Act, having a separate program of community development in which other units of general local government, such as City/Village, may participate or opt out; and

WHEREAS, counties and municipalities have the authority to carry out the kinds of activities which are the objectives of the Act pursuant to Ohio Revised Code Section 303.26, et seq., Section 3, Article XVIII of the Ohio Constitution, et al.; and

WHEREAS, municipalities and counties in Ohio have authority under Section 307.15 of the Ohio Revised Code (ORC) to enter into agreements whereby a board of county commissioners undertakes, and is authorized by the contracting municipality, to exercise any power, perform any function, or render any service, on behalf of the municipality which such municipality may exercise, perform or render; and

WHEREAS, counties have authority under Section 307.85(A) of the Ohio Revised Code to cooperate with other governmental agencies in operating any federal program enacted by the United States Congress; and

WHEREAS, the City/Village and the County have agreed that it is in the best interest of carrying out the objectives of the Act within Butler County that the City/Village and the County should join together in both the CDBG and HOME Investment Partnership Programs.

IT IS AGREED BETWEEN PARTIES THAT:

1. This Agreement covers Program Years 2026, 2027, and 2028, from May 1, 2026, through April 30, 2029, of both the Community Development Block Grant (CDBG) Entitlement Program and the HOME Investment Partnership Program. By executing this Agreement

and participating in the Butler County Programs, the City/Village understands that it may not apply for grants under the Small Cities or State CDBG Program, and that it may receive a formula allocation under the HOME Program only through the County. Even if the County does not receive a HOME formula allocation, the City/Village cannot form a HOME consortium with other local governments except for Butler County. If Emergency Solutions Grant (ESG) Program funds become available, County will serve as applicant for those funds. The City/ Village may receive a formula allocation under the ESG Program only through Butler County.

2. The County shall prepare and submit an application to the Secretary of Housing and Urban Development for grants under the terms of the Housing and Community Development Act of 1974, as amended. This application shall set forth a summary of a community development plan which identifies community development needs, demonstrates a comprehensive strategy for meeting those needs, and specifies both short and long term community development objectives, which have been developed in accordance with area wide development planning and national urban growth policies, and otherwise conforms with Section 104 of the Act. The community development plan described above shall hereinafter be called the “Plan”.
3. The City/Village may prepare applications of recommended projects and activities for community development within its boundaries, of which the activities and objectives must be in accordance with the objectives of the Act. These applications shall be submitted to the Butler County Department of Development, which will be the reviewing agency for all proposed activities and objectives to be included in the Plan. The Butler County Department of Development shall make recommendations to the Board of County Commissioners for the contents of the Plan and for recommended priorities among these various projects and activities which may be submitted. Final approval of projects and activities to be included in the Plan is the responsibility of the Board of County Commissioners. It is also understood between the parties that the County has the authority and responsibility to make decisions concerning the contents of the applications, and that the projects and activities for which approval and urban county formula funding is sought under these applications shall be in conformance with the purposes of the Act and the Plan.
4. If projects or activities with the City/Village are approved and funded, pursuant to the applications, the County will have the responsibility and authority for the overall implementation of the programs and for the proper use of the urban county formula funds and any and all program income generated from the expenditure of these funds in accordance with the requirements of the Act.
5. The County shall develop and maintain a uniform administrative procedure for the development of applications and the distribution of urban county formula funds. These procedures will of necessity reflect the requirements of the Secretary of Housing and Urban Development and the regulations which the Secretary may develop for the distribution and expenditure of urban county formula funds.

6. The City/Village authorizes the County to do on behalf of the City/Village, in accordance with the conditions of this Agreement, all things which the City/Village could do for itself in the making of the application for, and the expenditure of, urban county formula funds.
7. The City/Village and the County agree to cooperate to undertake, or assist in undertaking, community renewal and lower income housing assistance activities, specifically urban renewal and publicly assisted housing.
8. Pursuant to 24 CFR 570.501 (b), the City/Village shall be subject to the same requirements as subrecipients, including the requirement of a written agreement, where applicable in accordance with 24 CFR 570.503.
9. If a City/Village is a subrecipient, it must inform the County of any income generated by the expenditure of CDBG funds and return such income to the County within thirty (30) days of its receipt, unless other specific arrangements have been negotiated and agreed to by the City/Village and the County. The City/Village shall maintain and supply such records and supporting documentation to the County to assure program income is being accurately reported and correctly expended. Any program income that is on hand or received subsequent to close out of the activity shall be paid to the County within thirty (30) days.
10. For any real property acquired or improved in whole or in part using CDBG funds, the City/Village agrees:
 - a) To notify the County within thirty (30) days of any proposed modification or change in the use of real property from that planned at the time of acquisition or improvement including disposition.
 - b) To reimburse the County in an amount equal to the current Fair Market Value (less any portion thereof attributable to expenditures of non-CDBG funds) of the property acquired or improved with CDBG funds that is sold or transferred for a use which does not qualify under CDBG regulations.
 - c) To return to the County (as provided in Section 8 and Section 9 above) all program income generated from the disposition, transfer, or rent of property acquired or improved with CDBG funds.
11. Both the County and City/Village agree to take all actions necessary to assure compliance with the County's certification under Section 104(b) of Title I of the Housing and Community Development Act of 1974, as amended, that the grant will be conducted and administered in conformity with the Civil Rights Act of 1964, the Fair Housing Act, Section 109 of Title I of the Housing and Community Development Act of 1974, which incorporates Section 504 of the Rehabilitation Act of 1973, the Age Discrimination Act of 1975, and other applicable laws, and will affirmatively further fair housing. No funding shall be made for activities in, or in support of, any cooperating unit of general local government that does not affirmatively further fair housing within its own

- jurisdiction or that impedes the County's actions to comply with the County's fair housing certification.
12. The County and City/ Village agree to cooperate to undertake, or to assist in undertaking, community renewal and lower-income housing assistance activities.
 13. The City/Village has adopted and is enforcing:
 - a) a policy prohibiting the use of excessive force by law enforcement agencies within its jurisdiction against any individuals engaged in non-violent civil rights demonstrations; and
 - b) a policy of enforcing applicable State and local laws against physically barring entrance to or exit from a facility or location which is the subject of such non-violent civil rights demonstrations within jurisdictions.
 14. This Agreement shall remain in effect for Program Years 2026, 2027, and 2028, and cannot be terminated, until CDBG funds, HOME funds, ESG funds, if any, and any program income received are expended, and the funded activities are completed. The County and the City/Village cannot terminate or withdraw from the Agreement while it remains in effect, except if the County fails to qualify as an urban county or if the County does not receive a grant in any year of this period, in which cases this Agreement is null and void.
 15. Any amendments to the Housing and Community Development Act of 1974, as currently amended, necessitating a change to this Agreement, shall be incorporated by a formal amendment to this Agreement. Failure by either party to adopt an amendment incorporating all changes necessary to meet the requirements set forth in the Urban County Qualification Notice applicable for the year in which the next qualification is scheduled, shall automatically terminate the Agreement following the expenditure of all CDBG funds allocated for use in the City/Village's jurisdiction, and such failure to comply will void the automatic renewal of such qualification period.
 16. This Agreement shall be automatically renewed in successive three-year qualification periods unless either party exercises the option to terminate the Agreement at the end of the urban county qualification period. If the City/Village fails to exercise that option before the end of the urban county qualification period it will not have the opportunity to exercise that option until the end of the subsequent urban county qualification period. Such termination will be accepted only if it is submitted in writing before the end of each qualification period and a copy of that notice must be submitted to the HUD Columbus Field Office. County will notify the City/Village by the date specified in HUD's Urban County Qualification Notice, of its right to terminate the Agreement.
 17. The City/Village may not sell, trade, or otherwise transfer all or any portion of such funds to another such metropolitan city, urban county, unit of general local government, or Indian tribe, or insular area that directly or indirectly receives CDBG funds in exchange

for any other funds, credits or non-Federal considerations, but must use such funds for activities eligible under Title I of the Act.

IN WITNESS WHEREOF, each party hereto has executed this Agreement by its duly authorized representative.

BUTLER COUNTY:

President

Witness

Vice-President

Member

CITY/VILLAGE: City of Oxford

Authorizing Signature

Witness

Name

Title

LEGAL OPINION ATTACHED
and made part of this Agreement.



The City of Oxford
(513) 524-5200
15 S. College Ave.
Oxford, OH 45056

STAFF REPORT

ORIGINATING DEPARTMENT:	City Manager
PREPARED BY:	Jessica Greene
DATE PREPARED:	6/10/2025
COUNCIL MEETING DATE:	June 17, 2025
AGENDA TITLE:	A Resolution Authorizing The City Manager To Enter Into An Option To Purchase Agreement With Empower Me Living.(Jessica Greene, Assistant City Manager)
COUNCIL GOAL AREA:	
BUDGETED AMOUNT:	
ACCOUNT CODE:	
RECOMMENDATION:	Approval
CITY MANAGER/DEPT HEAD APPROVAL:	Jessica Greene

DISCUSSION:

On May 6, 2025, the Oxford City Council accepted the recommendation of the Housing Advisory Commission (HAC) to work with Empower Me Living and Inclusive Housing Resources to develop 16 units of affordable housing on 5234 Hester Rd., some of which will serve adults with developmental delays.

Empower Me Living notified us of their intent to apply for Federal Home Loan funding to assist with their development funding. To be able to apply, they need to own or have an option to purchase the real estate.

Listed in Exhibit A is an option to purchase contingent upon the City and Empower Me Living negotiating a Development Agreement that the Council approves. The option to purchase provides us with three months to achieve this task, with an option to extend the deadline by a few more months if necessary.

Once a Development Agreement is drafted, we will return to Council for approval and then bring forward an ordinance to sell the land.

This option to purchase provides Empower Me Living with an opportunity to apply for funding for

affordable housing developments.

RESOLUTION NO.

A RESOLUTION AUTHORIZING THE CITY MANAGER TO ENTER INTO AN OPTION TO PURCHASE AGREEMENT WITH EMPOWER ME LIVING.

WHEREAS, the 2023 Oxford Comprehensive Plan has a goal of Housing for Everyone and an objective to ensure housing affordability and attainability for all income levels; and

WHEREAS, the Housing Advisory Commission has reviewed development proposals for the property located at 5234 Hester Road and has recommended collaboration with Empower Me Living and Inclusive Housing Resources; and

WHEREAS, on May 6, 2025, the Oxford City Council accepted the recommendation of the HAC to work with Empower Me Living and Inclusive Housing Resources to advance the city's housing goals; and

WHEREAS, Empower Me Living, LLC, has expressed an interest in acquiring certain real property owned by the City of Oxford for the purpose of developing 16 homes and sell them to residents at or below 80% of the Area Median Income, of which some will be dedicated to serving adults with developmental delays; and

WHEREAS, the proposed Option to Purchase Agreement attached in Exhibit A will establish terms including the duration of the option, consideration paid to the City for the option, permitted uses during the option period, and requirements for notification and exercise of the option.

THE COUNCIL OF THE CITY OF OXFORD, OHIO, HEREBY RESOLVES THAT:

SECTION 1: That the City Manager is hereby authorized and directed to execute an Option to Purchase Agreement with Empower Me Living, LLC, for City-owned property located at 5234 Hester Rd. Oxford, OH 45056, as described in Exhibit A.

SECTION 2: That this Resolution shall take effect and be in full force from and after the earliest period allowed by law.

MAYOR

ADOPTED:

ATTEST: _____

CLERK OF OXFORD CITY COUNCIL

INTRODUCED BY: WILLIAM SNAVELY

PREPARED BY: LAW (STAFF)

OPTION AGREEMENT

THIS OPTION AGREEMENT (“Agreement”) is entered into as of June ____, 2025 (the “Effective Date”), by and between the **CITY OF OXFORD, OHIO**, an Ohio municipal corporation (“Optionor”), whose address is 15 South College Avenue, Oxford, Ohio 45056, and **EMPOWERME LIVING LLC**, an Ohio limited liability company (“Optionee”), whose address is 6600 Clough Pike B, Cincinnati, Ohio 45244.

WHEREAS, Optionor owns certain real property commonly known as 5234 Hester Road, Oxford, Ohio, further described in **Exhibit A** and incorporated herein by reference (the “Property”); and

WHEREAS, Optionee desires an exclusive option to purchase the Property on the terms set forth in this Agreement.

NOW, THEREFORE, in consideration of the mutual covenants herein and other good and valuable consideration, the parties agree as follows:

- 1. Grant of Option.** Optionor hereby grants to Optionee the sole and exclusive right and option (the “Option”) to purchase the Property during the Option Period (as defined below). The purchase shall be consummated pursuant to a definitive Real Estate Purchase Agreement (the “Purchase Agreement”) that (i) is substantially in the form attached hereto as **Exhibit B**, (ii) incorporates by reference a mutually acceptable Development Agreement, and (iii) may be revised as the parties reasonably require to (a) reflect the final terms of the Development Agreement, (b) satisfy statutory or public-purpose requirements, (c) correct clerical errors, or (d) include other modifications agreed upon by the parties.
- 2. Option Period; Extension.** The Option commences on the Effective Date and expires at 5:00 p.m. (Eastern Time) on July 1, 2026 (the “Initial Option Period”), unless sooner terminated in accordance with this Agreement. Optionee may extend the Option one time for an additional three (3) months (the “Extension Period,” and together with the Initial Option Period, the “Option Period”) by delivering written notice of extension to Optionor on or before the last day of the Initial Option Period.
- 3. Expiration; Automatic Termination.** Time is of the essence. If the Option is not validly exercised on or before 5:00 p.m. (Eastern Time) on the final day of the Option Period, it automatically terminates without further action. Optionee shall, within fifteen (15) days after written request, execute any instrument reasonably required by Optionor to clear title and evidence termination.
- 4. Option Consideration.** Concurrently with execution of this Agreement, Optionee shall pay Optionor One and 00/100 Dollars (\$1.00) (the “Option Consideration”). The Option Consideration is non-refundable except as expressly provided herein and, upon timely exercise, shall be credited to the Purchase Price at closing.

5. **Retention of Consideration.** If the Option expires or is terminated without exercise, Optionor shall retain all consideration as full and final compensation.
6. **Method of Exercise.** Optionee may exercise the Option only by delivering to Optionor, on or before the last day of the Option Period, a written notice of exercise (an "Exercise Notice") that: (i) states Optionee's election to purchase the Property, and (ii) encloses an executed counterpart of the Purchase Agreement reflecting only the changes permitted under Section 1 or otherwise approved in writing by Optionor.
7. **Assignability of Option.** Optionee may not assign or transfer this Agreement or the Option (including by change of control) without Optionor's prior written consent, which may be granted or withheld in Optionor's sole discretion. Any attempted assignment in violation of this section is void and constitutes immediate termination of the Option. Notwithstanding the foregoing, Optionee may assign the Option to (i) an entity wholly owned or controlled by Optionee; or (ii) Inclusive Housing Resources, an Ohio not-for-profit corporation ("IHR") or an entity wholly owned and controlled by IHR.
8. **Notices.** Unless otherwise provided in this Agreement, any notice, tender, or delivery to be given by either party to the other may be effected by personal delivery in writing, by a recognized overnight delivery courier, or by registered or certified mail, postage prepaid, return receipt requested, and shall be deemed received as of actual receipt. Mailed notices shall be addressed as set forth in the introductory paragraph to this Agreement, but each party may change their address by written notice in accordance with this Paragraph 8.
9. **Rights and Duties During Option Period.** During the Option period, Optionee may enter the Property for inspections and governmental approvals at its sole risk and cost. Optionee shall indemnify and hold harmless Optionor from all claims, costs, or liabilities related to such access. Optionor shall cooperate with Optionee in good faith but shall not be obligated to incur any cost or waive any legal right.
10. **Entire Agreement.** This Agreement contains the entire agreement between the parties relating to the Option granted by this instrument. Any oral representations or modifications concerning this Agreement shall be of no force and effect, excepting a subsequent modification in writing, signed by the party to be charged, and supported by consideration.
11. **Binding Effect.** This Agreement shall bind and inure to the benefit of its parties, their respective heirs or successors and assigns, as expressly provided in this Agreement.
12. **Governing Law and Choice of Jurisdiction.** This Agreement shall be governed by the laws of the State of Ohio. Venue shall lie exclusively in the courts of Butler County, Ohio.

IN WITNESS WHEREOF, the parties have executed this Agreement as of the Effective Date.

OPTIONOR:

CITY OF OXFORD, OHIO
an Ohio municipal corporation

By: _____
Douglas R. Elliott, Jr., City Manager

Approved as to form:

By: _____
Christopher R. Conard, Law Director

OPTIONEE:

EMPOWERME LIVING LLC
an Ohio limited liability company

By: _____
Name: _____
Its: _____

Exhibit A. Description of the Property

Situate in the City of Oxford, County of Butler, and State of Ohio and being entire Lot Numbered One Thousand Three Hundred Seven (1307) as the same is known and designated upon the List of Lots of the City of Oxford, Butler County, Ohio.

PPN: H4100-020-000-010

Property Address: 5234 Hester Road, Oxford, Ohio

Exhibit B. Real Estate Purchase Agreement.

(Attached hereto)

REAL ESTATE PURCHASE AGREEMENT

THIS REAL ESTATE PURCHASE AGREEMENT (this “Agreement”) is entered into this ____ day of _____, 2025, by and between the **CITY OF OXFORD, OHIO**, an Ohio municipal corporation (the “Seller”), and **EMPOWERME LIVING LLC**, an Ohio limited liability company (the “Purchaser”).

1. **Property.** Seller is the owner of approximately 2.1 acres of real property located in Oxford, Ohio, identified as Parcel No. H4100020000010, and more particularly described in **Exhibit A** attached hereto and incorporated herein by reference (the “Property”), together with all fixtures, improvements, easements, rights, and appurtenances associated therewith.

2. **Purchase Price.** The purchase price for the Property shall be One Dollar (\$1.00) (the “Purchase Price”).

3. **Inspections; Deed; Reversionary Interest.**

a. **Inspections; Review of Title; Government Approvals.** Purchaser will have sixty (60) days from the Effective Date (the “Inspection Period”) to conduct any and all inspections, investigations, testing, and reviews it deems necessary or desirable—including, without limitation, review of title, survey matters, and the procurement of all required governmental, regulatory, or other third-party approvals for the purchase and construction of the Project (as defined below)—in order to determine, in the Purchaser’s sole discretion, the suitability of the Property. During this Inspection Period, the Purchaser must either notify the Seller in writing that it accepts the condition of the Property or identify any defects that render the Property unacceptable. If Purchaser identifies defects, Seller will have twenty-five (25) days to attempt to cure them, but will not be obligated to do so. If Seller declines or fails to cure those defects within that period, Purchaser will have seven (7) days thereafter to either (a) terminate the Agreement or (b) accept the Property “as is” without any reduction in the Purchase Price. Upon a party’s receipt of a notice of termination delivered according to this paragraph, the parties will have no further obligations pursuant to this Agreement except those that are stated as surviving expiration or termination of this Agreement.

b. **Deed.** Upon satisfaction of the terms of this Agreement, Seller shall deliver a limited warranty deed conveying title to the Property to Purchaser, subject only to the following (“Permitted Exceptions”): (i) real estate taxes and assessments not yet due and payable; (ii) legal highways; (iii) all matters of record; and (iv) the reserved reversionary interest in Section 3(c).

c. **Reversionary Interest.** As a material inducement to Seller’s agreement to sell the Property for nominal consideration, Purchaser agrees to enter into a Development

Agreement with Seller (the “Development Agreement”) obligating Purchaser to develop, own, and operate on the Property a micro-home community of approximately sixteen (16) detached dwellings, each between approximately 400 sq ft and 800 sq ft (the “Project”). A minimum of the number of units and occupancy criteria set forth in the Development Agreement shall be reserved for, and affordable to, adults with intellectual and developmental disabilities. The entire Project shall be subject to long-term affordability restrictions and other requirements as set forth in the Development Agreement. Purchaser acknowledges that its obligations under this Agreement and the Development Agreement are essential to achieving the public purpose for which the Property is being conveyed, and Seller would not agree to the transfer but for these obligations. As such, the deed conveying the Property shall include a right of reverter in favor of Seller, which shall only be effective during such time as Purchaser owns the Property (and only effective as to such portions of the Property owned by Purchaser) exercisable if Purchaser (i) fails to commence or complete the Project in accordance with the milestones and deadlines set forth in the Development Agreement; (ii) fails to record or materially comply with any required declaration of covenants or land use restrictions; (iii) defaults under the Development Agreement and fails to cure such default within the time provided; or (iv) takes any action materially inconsistent with the purposes and requirements of the Project. In addition to the reverter, Seller shall have the right to pursue any and all remedies at law or in equity for a breach of this Agreement or the Development Agreement, including, without limitation: specific performance; temporary, preliminary, and permanent injunctive relief; monetary damages; equitable liens; disgorgement of unjust enrichment; appointment of a receiver; or an action to quiet title. The parties agree that the right of reverter shall not be an exclusive remedy and may be exercised independently or in conjunction with other remedies. Seller shall have sole discretion in determining the remedy or remedies it elects to pursue. Purchaser further agrees to execute any additional documents required by Seller to evidence or effectuate Seller’s reversionary interest or enforcement rights, including deeds, declarations, or memoranda.

4. Closing Costs and Prorations; Conditions for Closing.

a. Closing Costs and Prorations. Seller shall pay conveyance fees, transfer taxes, and deed preparation costs. Purchaser shall pay for its due diligence, financing costs, and recording fees. Each party shall pay 50% of escrow fees. Taxes shall be prorated in accordance with Butler County long-form custom.

b. Conditions for Closing. Seller and Purchaser’s obligations to close under this Agreement are subject to the satisfaction or performance of the following terms and conditions on or as of closing:

(i). Seller and Purchaser have complied with all covenants and conditions required by this Agreement to be performed prior to closing;

(ii). Seller and Purchaser shall have executed a Development Agreement, in form and substance satisfactory to Seller (and approved by Seller’s City Council, if applicable), that at a minimum: (a) establishes detailed development obligations, performance milestones, and outside completion dates for the Project; (b) secures Purchaser’s performance through protections acceptable to Seller—e.g., a repurchase option, reversionary interest, or

similar security; (c) imposes long-term affordability covenants on the Property, including objective affordability metrics, income-eligibility thresholds, and procedures for ongoing compliance monitoring; (d) allocates responsibility for continuous property maintenance and appearance standards; (e) designates Inclusive Housing Resources (“IHR”)—or another entity pre-approved in writing by Seller, such approval not to be unreasonably withheld, conditioned, or delayed—to screen all prospective residents for affordability and other eligibility criteria; (f) identifies the entity or entities that will provide supportive services to adults with intellectual and developmental disabilities residing in the Project; (g) incorporates anti-speculation safeguards to prevent excessive profit-taking, including deed-restriction mechanisms, and any other measures needed to preserve affordability; and (h) contains any additional terms, covenants, easements, or instruments that Seller, in its sole but reasonable discretion, deems necessary or advisable to achieve and protect the Project’s public-purpose objectives.

(iii). Purchaser has not filed, nor has there been filed against Purchaser (without prompt stay or dismissal), any bankruptcy or insolvency proceeding;

(iv). Approval of this Agreement by the Oxford City Council; and

(v). The parties shall have delivered to each other or the closing/title company all executed documents (in recordable form when applicable) and all applicable settlement funds.

5. **Purchaser’s Representations, Warranties and Covenants.** Purchaser makes the following representations and warranties to Seller as of the Effective Date and again as of the date of closing, and these representations and warranties will survive the closing without limitation. Purchaser acknowledges that Seller is entering into this Agreement with Purchaser based on the truth and completeness of Purchaser’s representations regarding the following matters. Purchaser acknowledges, represents, warrants, and covenants to Seller as follows:

a. Neither Purchaser nor any entity in which Purchaser holds an ownership interest (i) currently owns or has owned any real property in the City of Oxford that is in material violation of state and/or local codes or other legal requirements or owns any real property that is currently tax delinquent.

b. All information provided by Purchaser to Seller with respect to Purchaser, Purchaser’s financial resources, Purchaser’s financing for the Project, and Purchaser’s business is accurate and complete in all material respects.

c. Purchaser is familiar with and understands the zoning classification and zoning requirements applicable to the Property.

d. Seller, its officials, employees, agents, contractors, and representatives (collectively called "Seller Parties") have made no representations or warranties to Purchaser about any matters concerning the Property, verbally or in writing, and Seller disclaims any and all representations and warranties. Specifically, and without limiting the foregoing, Seller and Seller Parties make no representations whatsoever about the existence of any potential

environmental hazards at the Property, and Purchaser waives and will hold harmless Seller and Seller Parties from and against all claims and liabilities for any harmful effects related to any environmental hazards.

e. If Purchaser elects to proceed to closing, Purchaser represents and warrants the following as of closing: (i) Purchaser was given sufficient opportunity to fully inspect the Property, and Purchaser is fully aware of its physical condition; (ii) Purchaser is accepting the Property in “AS IS, WHERE IS” condition with any and all defects; (iii) Purchaser acknowledges that there may be both patent and latent defects in the Property, and neither Seller nor any Seller Parties make any representations, warranties, or agreements with respect to the same.

f. If any materials or information are given to Purchaser by Seller or any Seller Parties, Purchaser understands that Seller and Seller Parties make no representations or warranties regarding the accuracy of the materials or information or that copies provided are complete. Purchaser acknowledges and understands that all such materials and information are made available only for Purchaser's convenience in making its own inspections of the Property, and Purchaser will not rely on any materials or information supplied by Seller or Seller Parties.

g. [Intentionally Deleted].

h. As a material inducement to Seller's agreement to sell the Property pursuant to this Agreement, including the agreement at a Purchase Price of \$1.00, Purchaser agrees to record any necessary restrictions or covenants against the Property as referenced in, or subject to, the Development Agreement, or as reasonably necessary for the furtherance of the Project, and these restrictions or covenants will run with the land.

Purchaser's representations, warranties, and covenants will survive the termination or expiration of this Agreement or the closing, as applicable, for a period of one (1) year.

6. Seller's Representations, Warranties and Covenants. Seller represents and warrants to Purchaser as follows:

a. Seller is an Ohio municipal corporation validly existing under the laws of the State of Ohio.

b. Seller has the full right, power, and authority to enter into, carry out, and perform this Agreement without obtaining any further approvals or consents.

All of Seller's representations and warranties shall be repeated and true at and as of closing.

Purchaser's representations, warranties, and covenant will survive the termination, expiration of this Agreement, or the closing, as applicable, for a period of one (1) year.

7. Indemnity and Insurance. Purchaser will indemnify, hold harmless, and defend Seller and Seller Parties from and against any and all liabilities, claims, damages, losses, actions, costs, and expenses, including without limitation, court costs and legal fees, arising out of or

associated with, whether directly or indirectly, Purchaser's entry, presence, inspection, or investigation on or of the Property or, if Purchaser elects to proceed to closing, Purchaser's work at or on the Property. The foregoing obligation will survive the termination or expiration of this Agreement or the closing, as applicable.

8. Damage or Destruction. Except for damage caused by Purchaser or Purchaser Parties (as defined below), risk of loss will remain on Seller until closing, and in the event of any damage or destruction to the Property before closing, Seller or Purchaser may elect, in their respective sole discretion, to terminate this Agreement by written notice to the other. If this Agreement is not terminated, then at Seller's sole option, Seller may make insurance proceeds available to Purchaser for use in the repair or restoration of the Property. If the damage or destruction was caused by Purchaser or Purchaser's employees, agents, contractors, or representatives (collectively called "Purchaser Parties"), and the parties do not proceed to closing, then Purchaser will be responsible for all repairs and restoration to the Property as required to restore the Property to the same or better condition as existing before the damage or destruction, or if Seller elects, Purchaser will be responsible for demolition of the structures at the Property and clearing of all demolition debris as required to put the Property in a safe condition, and Seller will have the right, if Seller elects, to designate the contractor to perform the demolition and restoration work.

9. Condemnation. If, before the closing, the Property is subject to any taking by eminent domain or a threat of eminent domain, Seller and Purchaser each will have the right to terminate this Agreement by written notice delivered to the other, in which case, the parties will be relieved of all further obligations under this Agreement except those stated as surviving termination, and any and all awards and compensation in connection with any taking will be paid solely to Seller.

10. Closing. The closing of the transactions provided in this Agreement will occur within thirty (30) days after the end of the Inspection Period or such earlier date agreed to by the parties.

11. Default. If either party defaults in the performance of any of its obligations under this Agreement, then in addition to the rights and remedies provided by this Agreement, the non-defaulting party may pursue all remedies available at law or in equity. The parties' rights and remedies will be separate, distinct, and cumulative, and none of them will be exclusive of the others. The non-defaulting party may pursue its rights and remedies concurrently or in any sequence.

12. Assignment. Purchaser will not assign this Agreement or encumber or transfer any interest in this Agreement or the Property without the Seller's prior written approval, which may be given or withheld in Seller's sole discretion, provided, however, that notwithstanding the foregoing, Purchaser may assign the Option to (i) an entity wholly owned or controlled by Purchaser; or (ii) Inclusive Housing Resources, an Ohio not-for-profit corporation ("IHR") or an entity wholly owned and controlled by IHR.

13. Notices. All notices and other communications given under this Agreement will

be in writing, and will be deemed sufficiently given when personally delivered or when deposited in the United States Mail, postage prepaid, certified or registered, or when delivered by a nationally recognized overnight delivery service and addressed as follows (or to such person, or to such other address, of which any party will have given written notice as provided in this Agreement):

If to Seller: City of Oxford, Ohio
15 South College Avenue
Oxford, Ohio 45056
Attention: Douglas R. Elliott, Jr., City Manager

With Copy To: Coolidge Wall Co., L.P.A.
33 W. First Street, Suite 200
Dayton, Ohio 45402
Attention: Christopher R. Conard, Esq., Law Director

If to Purchaser: EmpowerMe Living LLC
6600 Clough Pike B,
Cincinnati, Ohio 45244
Attention: _____

With Copy To: Thompson Hine LLP
312 Walnut St Suite 2000
Cincinnati, OH 45202
Attention: Kris Brandenburg

Any notice or other communication mailed as provided above will be deemed effectively given on the date of delivery if delivered by hand or on the date received or refused if sent by overnight express delivery or if sent by U.S. Mail.

14. Binding Effect. This Agreement will be binding upon and inure to the benefit of the Seller, Purchaser, their respective executors and/or administrators, heirs, successors, and assigns, as applicable.

15. Real Estate Commissions. Seller and Purchaser each represent and warrant to the other that it has not engaged a broker, and will not engage a broker, in connection with the transaction referenced in this Agreement.

16. Effective Date. The "Effective Date" means the last of the following dates: (a) the date this Agreement is executed by Purchaser, or (b) the date this Agreement is executed by Seller.

17. Complete Agreement. If any term or provision of this Agreement is held invalid or unenforceable by any court of competent jurisdiction, the other provisions of this Agreement will remain in full force and effect. Any term or provision of this Agreement that is held invalid or unenforceable by a court of competent jurisdiction only in part or degree will remain in full

force and effect to the extent not held invalid or unenforceable. This Agreement supersedes all other agreements and understandings between the parties, oral or written, and constitutes the entire agreement between the parties with respect to the subject matter covered by this Agreement. No amendment or modification will be effective unless it is in writing and signed by Purchaser and Seller and dated subsequent to the date of this Agreement. This Agreement will be governed by the laws of the State of Ohio. Time is of the essence with respect to the performance of all obligations under this Agreement. All terms, conditions, and agreements of this Agreement will survive the closing without limitation.

18. Municipal Specific Provisions.

a. Purchaser and each of its members, partners, owners, and affiliated political action committees (if any) hereby represent compliance with the political contribution limitations set forth in Ohio Revised Code Section 3517.13.

b. Seller is a political subdivision of the State of Ohio. Nothing in this Agreement shall be construed as a waiver of any immunities or defenses that Seller, its officials, or its employees may have under the Ohio Revised Code or other applicable law, all of which are expressly reserved.

c. Seller is prohibited by Ohio law from indemnifying or holding harmless Purchaser or any other party. Any term or condition requiring indemnification by Seller shall be of no force or effect.

d. Purchaser shall comply with all applicable local ordinances, administrative regulations, and policies of the Seller while performing under this Agreement. If this Agreement conflicts with any mandatory local ordinance, such ordinance shall control to the extent necessary to resolve the conflict.

e. Nothing in this Agreement shall be construed to create any personal liability on the part of any officer or employee of Seller. In no event shall any officer or employee of Seller be held personally liable for any breach or default of this Agreement.

f. If any provision of this Section 18 is deemed invalid, illegal, or unenforceable by a court of competent jurisdiction, that provision shall be deemed modified or severed from this Agreement to the extent necessary to render it enforceable, and the remaining provisions shall remain in full force and effect.

[Signature Page to Follow]

Executed by the parties effective as of the Effective Date stated in this Agreement.

SELLER:

CITY OF OXFORD, OHIO
an Ohio municipal corporation

By: _____
Douglas R. Elliott, Jr., City Manager

Approved as to form:

By: _____
Christopher R. Conard, Law Director

PURCHASER:

EMPOWERME LIVING LLC
an Ohio limited liability company

By: _____
Name: _____
Its: _____

Exhibit A. Description of the Property

Situate in the City of Oxford, County of Butler, and State of Ohio and being entire Lot Numbered One Thousand Three Hundred Seven (1307) as the same is known and designated upon the List of Lots of the City of Oxford, Butler County, Ohio.

PPN: H4100-020-000-010

Property Address: 5234 Hester Road, Oxford, Ohio

012081\00617\4900-2221-4988.2



The City of Oxford
(513) 524-5200
15 S. College Ave.
Oxford, OH 45056

STAFF REPORT

ORIGINATING DEPARTMENT:	Parks & Recreation
PREPARED BY:	Chad Smith
DATE PREPARED:	6/10/2025
COUNCIL MEETING DATE:	June 17, 2025
AGENDA TITLE:	A Resolution Authorizing The City Manager To Apply For The Ohio Interscholastic Administrators Association (OIAA), 3:1 Matching Grant Program, For Up To \$40,000.00 With A Required Match Of \$16,345.00 For A Total Not To Exceed \$56,345.00 For The Purchase Of A Tiny Mobile Robot Pro X Plus. (Chad Smith, Parks and Recreation Director)
COUNCIL GOAL AREA:	Celebration of the People and Places that Make Oxford Unique
BUDGETED AMOUNT:	
ACCOUNT CODE:	
RECOMMENDATION:	Approve
CITY MANAGER/DEPT HEAD APPROVAL:	CS DRE

DISCUSSION:

Staff recommends that Council adopt the resolution authorizing the City Manager to apply for the 3:1 matching grant and, if awarded, proceed with the purchase of the Tiny Mobile Robot Pro X PLUS, a piece of equipment that will enhance the efficiency and precision of markings on recreational athletic fields at park locations.

A proposal has been received for the purchase of a **Tiny Mobile Robot Pro X PLUS**, a GPS-guided robotic line marking system designed to streamline field layout processes, reduce labor hours, and increase accuracy. A cost benefit analysis performed by staff projected this equipment would save the Parks and Recreation Department a minimum of \$1,070.00 dollars annually on paint/supplies and a minimum of 219 staff hours at a cost of \$6,416.00 resulting in a total annual cost savings of ~\$7,500.00.

A **3:1 Matching Grant Program** administered by the Ohio Interscholastic Administrators Association is currently available to municipalities. If awarded, this grant would provide up to **\$40,000** in funding

toward the purchase, with the City's required matching contribution totaling **\$16,345**, based on a total purchase cost not to exceed **\$57,000**.

There is no financial obligation to the City of Oxford unless and until the grant application is approved. Additionally, the Grant Writing team assisting with the application will not charge for their services unless the grant is successfully awarded.

RESOLUTION NO.

A RESOLUTION AUTHORIZING THE CITY MANAGER TO APPLY FOR THE OHIO INTERSCHOLASTIC ADMINISTRATORS ASSOCIATION (OIAA), 3:1 MATCHING GRANT PROGRAM, FOR UP TO \$40,000.00 WITH A REQUIRED MATCH OF \$16,345.00 FOR A TOTAL NOT TO EXCEED \$56,345.00 FOR THE PURCHASE OF A TINY MOBILE ROBOT PRO X PLUS.

WHEREAS, the City of Oxford has received a proposal for the purchase of a Tiny Mobile Robot Pro X PLUS for the purpose of improving recreational athletic fields; and

WHEREAS, a 3:1 Matching Grant Program administered by the OIAA is available to municipalities, offering up to \$40,000.00 in funding toward qualified purchases; and

WHEREAS, the total cost of the proposed equipment is not to exceed \$56,345.00, and the City of Oxford's required matching contribution would be \$16,345.00; and

WHEREAS, no deposit, downpayment, or financial obligation shall be incurred by the City unless and until the grant application is approved; and

WHEREAS, the Grant Writing team's services are provided at no cost to the City unless the grant is awarded, and the sales contract for the equipment shall be null and void should the grant not be approved; and

WHEREAS, the grant is not a loan, does not constitute debt, and bears no interest or repayment requirement; and

WHEREAS, if approved, all grant funds and the City's matching contribution will be applied solely to the payment of the TinyMobileRobots proposal.

THE COUNCIL OF THE CITY OF OXFORD, OHIO, HEREBY RESOLVES THAT:

SECTION 1. City Council hereby authorizes the City Manager to apply for a 3:1 Matching Grant through the OIAA, for up to \$40,000.00 with a required match of \$16,345.00 for a total cost not to exceed \$56,345.00 for the purchase of a Tiny Mobile Robot Pro X PLUS.

SECTION 2. City Council agrees to commit up to \$16,345.00 toward the required match of this grant program.

SECTION 3. This Resolution shall take effect at the earliest date allowed by law.

MAYOR

ADOPTED:

ATTEST:

CLERK OF OXFORD CITY COUNCIL

INTRODUCED BY: WILLIAM SNAVELY

PREPARED BY: STAFF



The City of Oxford
(513) 524-5200
15 S. College Ave.
Oxford, OH 45056

STAFF REPORT

ORIGINATING DEPARTMENT:	City Manager
PREPARED BY:	Jessica Greene
DATE PREPARED:	6/10/2025
COUNCIL MEETING DATE:	June 17, 2025
AGENDA TITLE:	An Ordinance Authorizing The Purchase Of Perpetual Easements On Parcels Numbers Identified As 10-SH1 And 10-SH2 Or Around Gardenia Drive From The Lara C. Osborne Trust For The Oxford Area Trails Multimodal Transportation Project Phase V. (Jessica Greene, Assistant City Manager)
COUNCIL GOAL AREA:	Safe and Efficient Travel for All Modes of Transportation
BUDGETED AMOUNT:	\$109,000.00
ACCOUNT CODE:	
RECOMMENDATION:	Approve
CITY MANAGER/DEPT HEAD APPROVAL:	JG DRE

DISCUSSION:

As discussed earlier in this meeting, the Resolution for the Osborne Settlement Agreement allows for a perpetual easement for phase 5 of the Oxford Area Trail.

This ordinance allows for the payment for this easement.

On April 15, 2025, City Council passed an "An Ordinance To Appropriate Certain Real Property Interests Owned by Lara C. Osborne, Trustee, To Expand The Oxford Area Trail System (OATS) By Adding The Roadway Trail For Phase V Of This Multimodal Transportation Project Located In The City Of Oxford, Ohio".

On May 5, 2025, the City and Lara C. Osborne, Trustee, held mediation to discuss the appropriation of property for this project.

During that mediation, the City and Ms. Osborne came to an agreement for the City to pay \$109,000.00

[illegible]

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ORDINANCE NO.

AN ORDINANCE AUTHORIZING THE PURCHASE OF PERPETUAL EASEMENTS ON PARCELS NUMBERS IDENTIFIED AS 10-SH1 AND 10-SH2 OR AROUND GARDENIA DRIVE FROM THE LARA C. OSBORNE TRUST FOR THE OXFORD AREA TRAILS MULTIMODAL TRANSPORTATION PROJECT PHASE V.

WHEREAS, by Resolution No. 7701, adopted on April 15, 2025, City Council declared its intention to appropriate property owned Lara C. Osborne, Trustee ("Trust") determined to be essential for the completion of the Oxford Area Trails Multimodal Transportation Project ("OATS") Phase V; and

WHEREAS, by Ordinance No. 3820, adopted on April 15, 2025, City Council authorized the City Law Director to file an appropriation petition pertaining to the subject property; and

WHEREAS, the City subsequently filed a Petition for Appropriation in the Butler County Court of Common Pleas captioned the *City of Oxford, Ohio v. Lara C. Osborne, Trustee*. Case No. CV 2025 04 0963 (the "Appropriation"); and

WHEREAS, the City and the Trust engaged in mediation in the manner contemplated by the Ohio Revised Code; and

WHEREAS, the City and the Trust were able to reach a mutually acceptable resolution to avoid continued litigation; and

WHEREAS, Council voted to approve the Settlement Agreement with the Trust as reflected in the attached Exhibit A (the "Resolution"), which authorized the City Manager to take all necessary steps to finalize the Settlement Agreement; and

WHEREAS, the City is acquiring perpetual easements to complete the connection to the Oxford Area Trails Intermodal Transportation Project Phase V as depicted in Exhibit B and Exhibit C located on parcel numbers identified as 10-SH1 and 10-SH2 (the "Perpetual Easements"); and

WHEREAS, the Council hereby authorizes the City Manager to take all steps necessary to complete the transaction and record the Perpetual Easements on behalf of the City and for the public benefit.

NOW THEREFORE, THE COUNCIL OF THE CITY OF OXFORD, OHIO HEREBY ORDAINS THAT:

SECTION 1: Council hereby authorizes the City Manager to take all steps necessary to acquire and record the Perpetual Easements consistent with the terms of the Appropriation and the Settlement Agreement, including entering into a purchase agreement for the acquisition of the Perpetual Easements rights for the area depicted in attached Exhibit B and Exhibit C.

SECTION 2: It is hereby found and determined that all formal actions of this Council concerning and relating to the adoption of this Ordinance were adopted in an open meeting of this Council, and that

all deliberations of this Council and of any of its committees that resulted in such formal actions were in meetings open to the public in compliance with all legal requirements, including Section 121.22 of the Ohio Revised Code.

SECTION 3: This Ordinance shall take effect at the earliest date allowed by law.

MAYOR

ADOPTED:

ATTEST:

CLERK OF OXFORD CITY COUNCIL
INTRODUCED BY: WILLIAM SNAVELY
PREPARED BY: LAW (STAFF)

RESOLUTION NO. 7701

A RESOLUTION TO DECLARE THE NECESSITY AND INTENT TO ACQUIRE A PERPETUAL EASEMENT OVER CERTAIN PARCELS OF REAL ESTATE OWNED BY LARA C. OSBORNE, TRUSTEE, WITH INTEREST BY OTHERS, TO EXPAND THE OXFORD AREA TRAIL SYSTEM (OATS) BY ADDING THE ROADWAY TRAIL FOR PHASE V OF THIS MULTIMODAL TRANSPORTATION PROJECT LOCATED IN THE CITY OF OXFORD, OHIO.

WHEREAS, the City of Oxford is engaged in the acquisition of right-of-way to complete Phase V of the Oxford Area Trail System (OATS); and

WHEREAS, the acquisition of various parcels of real estate and other property interests is necessary to complete Phase V of the OATS; and

WHEREAS, the completion of Phase V of the OATS is for a proper public purpose, as it will promote the public health, safety, welfare, and enjoyment of the citizens of Oxford; and

WHEREAS, Phase V of the OATS will connect Talawanda High School and Talawanda Middle School, which will provide a safe route of passage for parents and students traveling between the two schools for educational and extracurricular activities; and

WHEREAS, Phase V of the OATS also incorporates a northern connector from Phase V to Chestnut Street, Chestnut Fields RTA Station, and a planned Amtrak rail platform, which promotes safe travel in the community; and

WHEREAS, City Council has determined that it is necessary to appropriate the real property described in Exhibits "A" and "B" attached hereto for the completion of Phase V of the OATS roadway trail.

THE COUNCIL OF THE CITY OF OXFORD HEREBY RESOLVES:

SECTION 1: This Council hereby declares the necessity and intention to appropriate perpetual easements over the property identified herein in accordance with Chapters 163 and 719 of the Ohio Revised Code for the purpose of expanding the Oxford Area Trail System (OATS) by adding the roadway trail for Phase V of this multimodal transportation project located in the City of Oxford, Ohio.

SECTION 2: This Council considers it necessary and declares its intention to appropriate perpetual easements over the real estate described in Exhibits "A" and "B", attached hereto and incorporated herein by reference; the owners, persons or entities in possession and persons or entities having an interest of record and others which may have an interest include Lara C. Osborne, Trustee, and any other lienholders, persons or entities declaring a lawful interest in said same real estate.

SECTION 3: The City Manager or his designee is hereby authorized to cause written notice of the adoption of this Resolution to be given to the owners, person in possession of, or having an interest of record or other interest in the above-described premises, and said notice shall be served according to law by a person to be designated for that purpose by said City Manager or his designee and to make return of said service of notice in the manner provided by law.

SECTION 4: It is hereby found and determined that all formal actions of Council concerning and relating to the adoption of this Resolution were adopted in an open meeting of this Council, and that any and all deliberations of this Council and any of its committees that resulted in such formal action were in meetings open to the public, in compliance with all legal requirements, including but not limited to, Section 121.22 of the Ohio Revised Code.

SECTION 5: This Resolution shall become effective immediately upon its passage.


MAYOR

ADOPTED: APRIL 15, 2025

ATTEST:



CLERK OF OXFORD CITY COUNCIL
INTRODUCED BY: WILLIAM SNAVELY

PREPARED BY: LAW (STAFF)

CERTIFICATION

I hereby certify that the document listed below is a true and correct copy of Resolution No. 7701, formally adopted by Oxford City Council on April 15, 2025.

1. Oxford City Council Resolution No. 7701.

A Resolution To Declare The Necessity And Intent To Acquire A Perpetual Easement Over Certain Parcels Of Real Estate Owned By Lara C. Osborne, Trustee, With Interest By Others, To Expand The Oxford Area Trail System (OATS) By Adding The Roadway Trail For Phase V Of This Multimodal Transportation Project Located In The City Of Oxford, Ohio.

April 15, 2025

Date



Heather Barbour
Clerk of Council

EXHIBIT A

LPA RX 871 SH

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Ver. Date 10/16/24

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PID 117001

**PARCEL 10-SH1
BUT-OXFORD AREA TRAIL PHASE 5
PERPETUAL EASEMENT FOR HIGHWAY PURPOSES
WITHOUT LIMITATION OF EXISTING ACCESS RIGHTS
IN THE NAME AND FOR THE USE OF THE
CITY OF OXFORD, BUTLER COUNTY, OHIO**

An exclusive perpetual easement for public highway and road purposes, including, but not limited to any utility construction, relocation and/or utility maintenance work deemed appropriate by the City Of Oxford, Butler County, Ohio, its successors and assigns forever.

Grantor/Owner, for himself and his heirs, executors, administrators, successors and assigns, reserves all existing rights of ingress and egress to and from any residual area (as used herein, the expression "Grantor/Owner" includes the plural, and words in the masculine include the feminine or neuter).

[Surveyor's description of the premises follows]

Situated in the State of Ohio, Butler County, City of Oxford, Section 34, Town 5, Range 1, Congress Lands West of The Miami River, and being part of a 15.081 Acre parcel as of the date this survey was prepared, as conveyed to Lara C. Osborne, TR. as recorded in Official Record 9649, Page 347 of the Butler County Recorder's Office and being Part Lot 812 in the City of Oxford, Butler County, Ohio and being a parcel of land lying on the left side of the centerline of right of way of the BUT-Oxford Area Trail, Phase 5.

Beginning at the southwest corner of said Part Lot 812 at a found 5/8" iron pin capped "Brosey" being 11.71 feet right of Station 73+29.54 of the centerline of BUT-Oxford Area Trail, Phase 5 and being the True Point of Beginning;

thence, from the True Point of Beginning with the south line of said Part Lot 812, North 87° 55' 23" West, 139.85 feet to a set iron pin being 25.23 feet right of Station 71+96.60 of the centerline of BUT-Oxford Area Trail, Phase 5;

thence, departing the south line of said Part Lot 812 the following two courses: North 54° 53' 38" East, 82.95 feet to a set iron pin being 40.40 feet left of Station 72+62.25 of the centerline of BUT-Oxford Area Trail, Phase 5;

thence, South 87° 49' 17" East, 73.86 feet to a set iron pin at the east line of said Part Lot 812 being 38.29 feet left of Station 73+29.91 of the centerline of BUT-Oxford Area Trail, Phase 5;



EXHIBIT A

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thence, with the east line of said Part Lot 812, South 02° 10' 43" West, 50.00 feet to the to the true point of beginning. Containing in all 0.123 acres, gross, of which 0.000 acres is PRO (present road occupied), leaving a net take of 0.123 acres, more or less, subject to all legal easements and rights of way.

The above-described area is part of currently assigned Butler County Auditor's Parcel Number H4000-116-000-012.

Basis of Bearings: NAD83(2011) Ohio State Plane Coordinates, South Zone (3402), U.S. Foot. Iron pins set are 3/4" diameter steel rods, 30" long, with a 2" diameter aluminum cap stamped "PS NO. 7568, BAYER BECKER".

The above description was prepared from a field survey and right of way plans on file at District 8 dated __/__/__ prepared by Bayer Becker under the direction of Jeffrey O. Lambert, Licensed Professional Surveyor #7568 in the State of Ohio.



EXHIBIT A

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PID 117001

**PARCEL 10-SH2
BUT-OXFORD AREA TRAIL PHASE 5, CHESTNUT CONNECTOR
PERPETUAL EASEMENT FOR HIGHWAY PURPOSES
WITHOUT LIMITATION OF EXISTING ACCESS RIGHTS
IN THE NAME AND FOR THE USE OF THE
CITY OF OXFORD, BUTLER COUNTY, OHIO**

An exclusive perpetual easement for public highway and road purposes, including, but not limited to any utility construction, relocation and/or utility maintenance work deemed appropriate by the City Of Oxford, Butler County, Ohio, its successors and assigns forever.

Grantor/Owner, for himself and his heirs, executors, administrators, successors and assigns, reserves all existing rights of ingress and egress to and from any residual area (as used herein, the expression "Grantor/Owner" includes the plural, and words in the masculine include the feminine or neuter).

[Surveyor's description of the premises follows]

Situated in the State of Ohio, Butler County, City of Oxford, Section 27, Town 5, Range 1, Congress Lands West of The Miami River, and being part of a 15.081 Acre parcel as of the date this survey was prepared, as conveyed to Lara C. Osborne, TR. as recorded in Official Record 9649, Page 347 of the Butler County Recorder's Office and being part of Lot 812 in the City of Oxford, Butler County, Ohio and being a parcel of land lying on both sides of the centerline of right of way of the BUT-Oxford Area Trail, Phase 5, Chestnut Connector.

Beginning at the southeast corner of Lot 3657 of Silverleaf Meadows, Section 1 as recorded in Plat Envelope 3973, Pages A-C at a set iron pin being 52.65 feet left of Station 100+02.07 of the centerline of the BUT-Oxford Area Trail, Phase 5, Chestnut Connector and being the True Point of Beginning;

thence, from the True Point Beginning and with the east line of said Silverleaf Meadows, Section 1 the following three courses: North 02° 04' 02" East, 179.15 feet to the northeast terminus of the right of way of Gardenia Drive;

thence, departing said terminus and with the north right of way of said Gardenia Drive, North 87° 55' 22" West, 23.50 feet;

thence, departing the north right of way of said Gardenia Drive, North 02° 03' 58" East, 92.00 feet to a set iron pin;

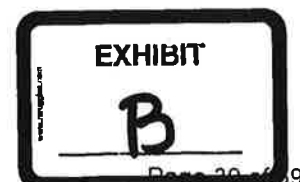


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thence, departing said Silverleaf Meadows, Section 1, and through the lands of said Lara C. Osborne, TR. the following five courses: with a non-tangent curve to the right, having a central angle of $66^{\circ} 39' 37''$, a radius of 108.41 feet, an arc length of 126.13 feet, and a chord bearing North $02^{\circ} 27' 19''$ East, 119.14 feet;

thence, North $39^{\circ} 15' 02''$ East, 209.07 feet;

thence, with a curve to the right, having a central angle of $06^{\circ} 34' 25''$, a radius of 230.00 feet, an arc length of 26.39 feet, and a chord bearing North $42^{\circ} 32' 15''$ East, 26.37 feet;

thence, North $45^{\circ} 49' 27''$ East, 110.45 feet;

thence, with a curve to the left, having a central angle of $32^{\circ} 07' 45''$, a radius of 37.09 feet, an arc length of 20.80 feet, and a chord bearing North $29^{\circ} 45' 35''$ East, 20.53 feet to a set iron pin on the south line of Lot 813 being 30.00 feet left of Station 107+75.58 of the centerline of the BUT-Oxford Area Trail, Phase 5, Chestnut Connector;

thence, with said Lot 813, South $88^{\circ} 07' 41''$ East, 60.49 feet to a set iron pin being 30.00 feet right of Station 107+84.16 of the centerline of the BUT-Oxford Area Trail, Phase 5, Chestnut Connector;

thence, departing said Lot 813 and through the lands of said Lara C. Osborne, TR. the following eight courses: with a curve to the right, having a central angle of $39^{\circ} 27' 47''$, a radius of 97.09 feet, an arc length of 66.87 feet, and a chord bearing South $26^{\circ} 05' 34''$ West, 65.56 feet;

thence, South $45^{\circ} 49' 27''$ West, 110.45 feet;

thence, with a curve to the left, having a central angle of $06^{\circ} 34' 25''$, a radius of 170.00 feet, an arc length of 19.50 feet, and a chord bearing South $42^{\circ} 32' 15''$ West, 19.49 feet;

thence, South $39^{\circ} 15' 02''$ West, 209.07 feet;

thence, with a curve to the left, having a central angle of $79^{\circ} 09' 11''$, a radius of 30.00 feet, an arc length of 41.44 feet, and a chord bearing South $00^{\circ} 19' 33''$ East, 38.23 feet;

thence, South $39^{\circ} 54' 09''$ East, 17.43 feet;

thence, with a curve to the right, having a central angle of $42^{\circ} 39' 46''$, a radius of 181.20 feet, an arc length of 134.92 feet, and a chord bearing South $18^{\circ} 34' 16''$ East, 131.83 feet;

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thence, South 02° 45' 37" West, 179.53 feet to a set iron pin on the north line of said Lot 3732 being 30.00 feet right of Station 100+03.05 of the centerline of the BUT-Oxford Area Trail, Phase 5, Chestnut Connector;

thence, with said Lot 3732, North 87° 55' 23" West, 82.66 feet to the true point of beginning. Containing in all 1.252 acres, gross, of which 0.000 acres is PRO (present road occupied), leaving a net take of 1.252 acres, more or less, subject to all legal easements and rights of way.

The above-described area is part of currently assigned Butler County Auditor's Parcel Number H4000-116-000-012.

Basis of Bearings: NAD83(2011) Ohio State Plane Coordinates, South Zone (3402), U.S. Foot. Iron pins set are 3/4" diameter steel rods, 30" long, with a 2" diameter aluminum cap stamped "PS NO. 7568, BAYER BECKER".

The above description was prepared from a field survey and right of way plans on file at District 8 dated ___/___/___ prepared by Bayer Becker under the direction of Jeffrey O. Lambert, Licensed Professional Surveyor #7568 in the State of Ohio.



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Ver. Date 10/16/24

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PID 117001

**PARCEL 10-SH1
BUT-OXFORD AREA TRAIL PHASE 5
PERPETUAL EASEMENT FOR HIGHWAY PURPOSES
WITHOUT LIMITATION OF EXISTING ACCESS RIGHTS
IN THE NAME AND FOR THE USE OF THE
CITY OF OXFORD, BUTLER COUNTY, OHIO**

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[Surveyor's description of the premises follows]

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Beginning at the southwest corner of said Part Lot 812 at a found 5/8" iron pin capped "Brosey" being 11.71 feet right of Station 73+29.54 of the centerline of BUT-Oxford Area Trail, Phase 5 and being the True Point of Beginning;

thence, from the True Point of Beginning with the south line of said Part Lot 812, North 87° 55' 23" West, 139.85 feet to a set iron pin being 25.23 feet right of Station 71+96.60 of the centerline of BUT-Oxford Area Trail, Phase 5;

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PARCEL 10-SH2
BUT-OXFORD AREA TRAIL PHASE 5, CHESTNUT CONNECTOR
PERPETUAL EASEMENT FOR HIGHWAY PURPOSES
WITHOUT LIMITATION OF EXISTING ACCESS RIGHTS
IN THE NAME AND FOR THE USE OF THE
CITY OF OXFORD, BUTLER COUNTY, OHIO

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thence, from the True Point Beginning and with the east line of said Silverleaf Meadows, Section 1 the following three courses: North 02° 04' 02" East, 179.15 feet to the northeast terminus of the right of way of Gardenia Drive;

thence, departing said terminus and with the north right of way of said Gardenia Drive, North 87° 55' 22" West, 23.50 feet;

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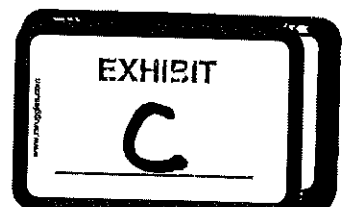


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thence, departing said Silverleaf Meadows, Section 1, and through the lands of said Lara C. Osborne, TR. the following five courses; with a non-tangent curve to the right, having a central angle of $66^{\circ} 39' 37''$, a radius of 108.41 feet, an arc length of 126.13 feet, and a chord bearing North $02^{\circ} 27' 19''$ East, 119.14 feet;

thence, North $39^{\circ} 15' 02''$ East, 209.07 feet;

thence, with a curve to the right, having a central angle of $06^{\circ} 34' 25''$, a radius of 230.00 feet, an arc length of 26.39 feet, and a chord bearing North $42^{\circ} 32' 15''$ East, 26.37 feet;

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Basis of Bearings: NAD83(2011) Ohio State Plane Coordinates, South Zone (3402), U.S. Foot. Iron pins set are 3/4" diameter steel rods, 30" long, with a 2" diameter aluminum cap stamped "PS NO. 7568, BAYER BECKER".

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The City of Oxford
(513) 524-5200
15 S. College Ave.
Oxford, OH 45056

STAFF REPORT

ORIGINATING DEPARTMENT:	City Manager
PREPARED BY:	Heidi Ridenour
DATE PREPARED:	5/22/2025
COUNCIL MEETING DATE:	June 17, 2025
AGENDA TITLE:	An Ordinance Authorizing The Tax Budget For The Year 2026 And Directing That The Same Be Transmitted To The Butler County Auditor. (Heidi Ridenour, Finance Director)
COUNCIL GOAL AREA:	Fiscal Responsibility
BUDGETED AMOUNT:	
ACCOUNT CODE:	
RECOMMENDATION:	Approve
CITY MANAGER/DEPT HEAD APPROVAL:	HR DRE

DISCUSSION:

This is the annual Tax Budget to be submitted for the coming year to the Butler County Tax Commission, in accordance with requirements stipulated by Ohio Revised Code. Approval by the legislative body is required by July 15th and it is due to the County by July 20th.

The tax budget required for the County is essentially a preliminary budget estimate for next year. Beginning in August, we will undertake our normal detailed line-item budget analysis and preparation. We will spend approximately 3 months of intensive preparation on our detailed budget, and the final approved budget will then be submitted to the County Budget Commission to replace this preliminary estimate.

This tax budget provides our first glimpse at 2026's General Fund budget. We have prepared this budget with minimal change from the 2025 amended budget. See "Exhibit B" for the General Fund and "Exhibit C" for all other Funds.

ORDINANCE NO.

AN ORDINANCE AUTHORIZING THE TAX BUDGET FOR THE YEAR 2026 AND DIRECTING THAT THE SAME BE TRANSMITTED TO THE BUTLER COUNTY AUDITOR.

WHEREAS, the annual Tax Budget for the coming year shall be submitted to the Butler County Auditor pursuant to the Ohio Revised Code Section 5705.30; and

WHEREAS, approval by the legislative body of each political subdivision is required by July 15th of each year and it is due to the county by July 20th of each year.

THE COUNCIL OF THE CITY OF OXFORD, OHIO, HEREBY ORDAINS THAT:

SECTION 1: The year 2026 tax budget, attached hereto as Exhibit “A” for the City of Oxford is hereby adopted and the Finance Director is directed to transmit a copy of said budget to the Butler County Auditor.

SECTION 2: This Ordinance shall take effect at the earliest time allowed by law.

MAYOR

ADOPTED:

ATTEST:

CLERK OF OXFORD CITY COUNCIL

INTRODUCED BY: WILLIAM SNAVELY

PREPARED BY: LAW (STAFF)

Exhibit "A"

City or
Village of Oxford

Butler County, Ohio

(Date) June 17, 2025
Year

This Budget must be adopted by the Council or other legislative body on or before July 15th, and two copies must be submitted to the County Auditor on or before July 20th. **FAILURE TO COMPLY WITH SEC. 5705.30 R.C. SHALL RESULT IN LOSS OF LOCAL GOVERNMENT FUND ALLOCATION.**

To the auditor of said County:

The following Budget year beginning January 1, 2026, has been adopted by Council and is herewith submitted for the consideration of the County Budget Commission.

Signed _____

Title Finance Director

SCHEDULE A

SUMMARY OF AMOUNTS REQUIRED FROM GENERAL PROPERTY TAX APPROVED BY BUDGET COMMISSION
AND COUNTY AUDITOR'S ESTIMATED RATES

For Municipal Use		For Budget Commission Use		For County Auditor Use	
FUND (Include only those funds which are requesting general property tax revenue)	Budget Year Amount Requested of Budget Commission Inside/Outside	Budget Year Amount Approved by Budget Commission Inside 10 Mill Limitation	Budget Year Amount to be Derived From Levies Outside 10 Mill Limitation	County Auditor's estimate of Tax Rate to be Levied	
				Inside 10 Mill Limit Budget Year	Outside 10 Mill Limit Budget Year
	Column 1	Column 2	Column 3	Column 4	Column 5
GOVERNMENT FUNDS					
GENERAL FUND	1,800,000				
SPECIAL REVENUE FUNDS	2,703,546				
DEBT SERVICE FUNDS					
CAPITAL PROJECTS FUNDS					
PROPRIETARY FUNDS					
FIDUCIARY FUNDS					
AGENCY FUNDS					
TOTAL OF ALL FUNDS	4,503,546	0	0	0	0

SCHEDULE B

LEVIES OUTSIDE 10 MILL LIMITATION, EXCLUSIVE OF DEBT LEVIES

[illegible]

FUND NAME: GENERAL FUND
FUND TYPE/CLASSIFICATION : GOVERNMENTAL - GENERAL

EXHIBIT I - A

DESCRIPTION (1)	For 2023 Actual (2)	For 2024 Actual (3)	Current Year Estimated for 2025 (4)	Budget Year Estimated for 2026 (5)
REVENUES				
Local Taxes				
General Property Tax - Real Estate	1,324,714.38	1,677,439.29	1,800,000.00	1,800,000.00
10% Rollback & Homestead	105,206.14	134,698.95	131,000.00	134,698.95
Tangible Personal Property Tax	-	-	-	-
Municipal Income Tax	9,853,037.16	10,230,621.94	10,050,000.00	10,639,846.82
Other Local Taxes	303,044.56	327,103.92	330,000.00	360,000.00
Total Local Taxes	11,586,002.24	12,369,864.10	12,311,000.00	12,934,545.77
Intergovernmental Revenues				
State Shared Taxes and Permits	-	-	-	-
Local Government	564,315.08	545,328.20	556,000.00	556,000.00
Estate Tax	-	-	-	-
Cigarette Tax	169.86	808.98	800.00	800.00
License Tax	-	-	-	-
Liquor and Beer Permits	5,921.30	72,154.81	38,000.00	38,000.00
Excise Tax	-	-	50,000.00	50,000.00
Library and Local Government Support Fund	-	-	-	-
Property Tax Allocation	-	-	-	-
Other State Shared Taxes and Permits	-	-	-	-
Total State Shared Taxes and Permits	570,406.24	618,291.99	644,800.00	644,800.00
Federal Grants or Aid	16,842.56	91,146.53	12,055.04	12,055.04
State Grants or Aid	79,749.99	33,000.00	62,000.00	33,000.00
Other Grants or Aid	192,616.81	189,815.36	213,058.00	196,815.36
Total Intergovernmental Revenues	859,615.60	932,253.88	931,913.04	886,670.40
Special Assessments	-	-	-	-
Charges for Services	1,258,696.61	931,132.11	915,825.00	959,066.07
Fines, Licenses, and Permits	649,893.86	706,794.16	709,900.00	709,900.00
Miscellaneous	576,642.19	915,573.58	612,794.00	612,794.00
Other Financing Sources:				
Proceeds from Sale of Debt	-	-	-	-
Transfers	154,710.00	152,210.00	161,589.00	161,589.00
Advances	5,332,500.00	3,905,000.00	6,160,489.00	3,455,000.00
Other Sources				
TOTAL REVENUES	20,418,060.50	19,912,827.83	21,803,510.04	19,719,565.24

FUND NAME: GENERAL FUND
FUND TYPE/CLASSIFICATION : GOVERNMENTAL - GENERAL

EXHIBIT I - B

DESCRIPTION (1)	For 2023 Actual (2)	For 2024 Actual (3)	Current Year Estimated for 2025 (4)	Budget Year Estimated for 2026 (5)
EXPENDITURES				
Security of Persons and Property				
Personal Services	5,299,744.95	5,616,514.46	6,308,654.00	6,561,000.16
Travel Transportation	-	-	-	-
Contractual Services	978,384.96	1,113,836.52	1,178,835.00	1,178,835.00
Supplies and Materials	-	-	-	-
Capital Outlay	-	-	-	-
Total Security of Persons and Property	6,278,129.91	6,730,350.98	7,487,489.00	7,739,835.16
Public Health Services				
Personal Services	40,355.24	52,876.36	92,625.00	96,330.00
Travel Transportation	-	-	-	-
Contractual Services	230,584.93	187,433.57	203,074.00	203,074.00
Supplies and Materials	-	-	-	-
Capital Outlay	-	-	-	-
Total Public Health Services	270,940.17	240,309.93	295,699.00	299,404.00
Leisure Time Activities				
Personal Services	1,386,802.05	1,490,728.77	1,553,471.00	1,615,609.84
Travel Transportation	-	-	-	-
Contractual Services	611,618.86	582,827.05	644,525.00	644,525.00
Supplies and Materials	-	-	-	-
Capital Outlay	-	-	-	-
Total Leisure Time Activities	1,998,420.91	2,073,555.82	2,197,996.00	2,260,134.84
Community Environment				
Personal Services	726,862.72	764,955.40	896,378.00	838,264.36
Travel Transportation	-	-	-	-
Contractual Services	214,038.24	279,307.05	308,686.00	308,686.00
Supplies and Materials	-	-	-	-
Capital Outlay	-	-	-	-
Total Community Environment	940,900.96	1,044,262.45	1,205,064.00	1,146,950.36
Basic Utility Services				
Personal Services				
Travel Transportation				
Contractual Services				
Supplies and Materials				
Capital Outlay				
Total Basic Utility Services	-	-	-	-

FUND NAME: GENERAL FUND
FUND TYPE/CLASSIFICATION : GOVERNMENTAL - GENERAL

EXHIBIT I - C

DESCRIPTION (1)	For 2023 Actual (2)	For 2024 Actual (3)	Current Year Estimated for 2025 (4)	Budget Year Estimated for 2026 (5)
EXPENDITURES				
Transportation				
Personal Services	-	-	-	-
Travel Transportation	-	-	-	-
Contractual Services	-	-	-	-
Supplies and Materials	-	-	-	-
Capital Outlay	-	-	-	-
Total Transportation	-	-	-	-
General Government				
Personal Services	1,111,760.06	1,169,423.24	1,221,697.00	1,270,564.88
Travel Transportation	-	-	-	-
Contractual Services	1,165,067.72	1,261,969.47	1,424,677.00	1,424,677.00
Supplies and Materials	-	-	-	-
Capital Outlay	-	-	-	-
Total General Government	2,276,827.78	2,431,392.71	2,646,374.00	2,695,241.88
Debt Service				
Redemption of Principal	-	-	-	-
Interest	-	-	-	-
Other Debt Service	-	-	-	-
Total Debt Service	-	-	-	-
Other Uses of Funds				
Transfers	3,165,287.00	3,016,922.58	1,770,399.00	2,082,999.00
Advances	5,332,500.00	3,905,000.00	6,160,489.00	3,455,000.00
Contingencies	-	-	40,000.00	40,000.00
Other Uses of Funds				
Total Other Uses of Funds	8,497,787.00	6,921,922.58	7,970,888.00	5,577,999.00
TOTAL EXPENDITURES	20,263,006.73	19,441,794.47	21,803,510.00	19,719,565.24
Revenues over/(under) Expenditures	155,053.77	471,033.36	0.04	0.00
Beginning Cash Balance	8,609,424.92	8,764,478.69	9,235,512.05	9,235,512.47
Ending Cash Fund Balance	8,764,478.69	9,235,512.05	9,235,512.09	9,235,512.47
Rounding	(0.25)	1.07	0.38	-
Outstanding Advances to be repaid	-	-	-	-
Estimated Encumbrances (outstanding at year end)	127,736.53	65,508.11	-	-
Estimated Ending Unencumbered Fund Balance	8,636,741.91	9,170,005.01	9,235,512.47	9,235,512.47

EXHIBIT II -A

FUND List All Funds Individually Unless Reported on Exhibit I or II	Estimated Unencumbered Fund Balance 1/1/2026	Budget Year Estimated Receipt	Total Available For Expenditures	Personal Services	Other	Total	Estimated Unencumbered Fund Balance 12/31/2026
GOVERNMENTAL: SPECIAL SERVICE:							
Street	579,732.17	1,181,835.00	1,761,567.17	966,228.00	279,193.00	1,245,421.00	516,146.17
State Highway Improvement	142,199.31	38,377.00	180,576.31		20,200.00	20,200.00	160,376.31
Community Development Block Grant	231,024.60	245,000.00	476,024.60		255,898.00	255,898.00	220,126.60
Community Development Block Loan	580,903.72	31,216.00	160,000.00		160,000.00	160,000.00	0.00
Parking Meter	548,890.51	1,006,917.00	1,555,807.51	452,745.00	444,435.00	897,180.00	658,627.51
Life Squad	30,869.05	340.00	31,209.05			0.00	31,209.05
Affordable Housing Trust	78,780.06	28,816.00	107,596.06		39,200.00	39,200.00	68,396.06
Law Enforcement Trust	65,660.37	13,173.00	78,833.37		8,400.00	8,400.00	70,433.37
Enforcement & Education	72,915.04	3,393.00	76,308.04		37,000.00	37,000.00	39,308.04
FEMA	0.00		0.00			0.00	0.00
Fire/EMS	1,269,821.20	5,338,716.00	6,608,537.20	3,522,083.00	1,041,290.00	4,563,373.00	2,045,164.20
OVI Task Force	(456,929.97)	500,000.00	43,070.03	59,866.00	440,134.00	500,000.00	(456,929.97)
South Pointe TIF District 1	184,180.24	292,663.00	476,843.24		270,291.00	270,291.00	206,552.24
South Pointe TIF District 2	5,524.33	7,460.00	12,984.33		6,868.00	6,868.00	6,116.33
South Pointe TIF District 3	7,591.20	11,182.00	18,773.20		10,306.00	10,306.00	8,467.20
South Pointe TIF District 4	7,350.69	11,152.00	18,502.69		10,281.00	10,281.00	8,221.69
South Pointe TIF District 5	7,210.11	11,089.00	18,299.11		10,229.00	10,229.00	8,070.11
OAT Property Tax Fund	17,351.54	1,137,097.00	1,154,448.54		1,137,097.00	1,137,097.00	17,351.54
Fire Loss Claims	0.00		0.00			0.00	0.00
Small Business Loan Fund	1,004.88	5,165.00	6,169.88		5,000.00	5,000.00	1,169.88
Local Coronavirus Relief	0.00		0.00			0.00	0.00
Coronavirus Local Fiscal Recovery Fund	130,763.35	15,000.00	145,763.35		145,763.35	145,763.35	0.00
Opioid Settlement Fund	115,471.07	11,153.00	126,624.07			0.00	126,624.07
Fire/EMS Property Tax Levy Fund	10,000.00	1,280,000.00	1,290,000.00		1,270,000.00	1,270,000.00	20,000.00
Economic Development Fund	42,000.00	68,000.00	110,000.00		26,000.00	26,000.00	84,000.00
TOTAL SPECIAL REVENUE FUNDS	3,672,313.47	11,237,744.00	14,457,937.75	5,000,922.00	4,321,585.35	9,322,507.35	3,735,430.40

EXHIBIT II - B

FUND List All Funds Individually Unless Reported on Exhibit I or II	Estimated Unencumbered Fund Balance 1/1/2026	Budget Year Estimated Receipt	Total Available For Expenditures	Personal Services	Other	Total	Estimated Unencumbered Fund Balance 12/31/2026
DEBT SERVICE FUNDS							
Aquatic Center Debt Service Fund	0.00	307,400.00	307,400.00		307,400.00	307,400.00	0.00
Southpointe TIF Debt Service	0.00	304,875.00	304,875.00		304,875.00	304,875.00	0.00
TOTAL DEBIT SERVICE FUNDS	0.00	612,275.00	612,275.00		612,275.00	612,275.00	0.00
CAPITAL PROJECT FUNDS							
Capital Equipment	1,597,030.83	100,000.00	1,697,030.83		435,095.00	435,095.00	1,261,935.83
Capital Improvement	1,421,833.79	3,166,404.00	4,588,237.79		4,417,135.09	4,417,135.09	171,102.70
Parking Lot Improvement	0.31	15,000.00	15,000.31		15,000.00	15,000.00	0.31
Municipal Facilities Capital Improvement	133,126.04		133,126.04		70,000.00	70,000.00	63,126.04
Oxford Area Trails Capital Improvement Fund	51,237.40		51,237.40	40,444.56	0.00	40,444.56	10,792.84
Aquatic Center Capital Improvement Fund	500.00		500.00			0.00	500.00
Southpointe Roadway TIF Capital Improvement	0.00		0.00			0.00	0.00
TOTAL CAPITAL PROJECTS	3,203,728.37	3,281,404.00	6,485,132.37		4,937,230.09	4,977,674.65	1,507,457.72
Special Assessment	100,539.19	400,000.00	500,539.19		400,000.00	400,000.00	100,539.19
TOTAL SPECIAL ASSESSMENT	100,539.19	400,000.00	500,539.19	0.00	400,000.00	400,000.00	100,539.19

Form 2026 PROPRIETARY EXHIBIT C Page 288

https://cityofoxfordoh.sharepoint.com/sites/Finance/Shared Documents/Budget/Budget 2026/Tax Budget/County Budget Tax Form 2026 PROPRIETARY EXH II - C Page 238 of 240

EXHIBIT II - D

FUND List All Funds Individually Unless Reported on Exhibit I or II	Estimated Unencumbered Fund Balance 1/1/2026	Budget Year Estimated Receipt	Total Available For Expenditures	Personal Services	Other	Total	Estimated Unencumbered Fund Balance 12/31/2026
INTERNAL SERVICE FUNDS							
Internal Service Fund	55,180.29	319,914.00	375,094.29		319,914.00	319,914.00	55,180.29
Employee Benefits Fund	371,794.00	2,691,189.00	3,062,983.00		2,760,615.00	2,760,615.00	302,368.00
TOTAL INTERNAL SERVICE FUNDS	426,974.29	3,011,103.00	3,438,077.29	0.00	3,080,529.00	3,080,529.00	357,548.29
FIDUCIARY:							
TRUST AND AGENCY FUNDS							
Board of Building Standards Fund	0.00	3,750.00	3,750.00		3,750.00	3,750.00	0.00
Hotel Tax Agency Fund	0.00	358,000.00	358,000.00		358,000.00	358,000.00	0.00
TOTAL TRUST AND AGENCY FUNDS	0.00	361,750.00	361,750.00	0.00	361,750.00	361,750.00	0.00
TOTAL FOR MEMORANDUM ONLY	21,604,823.53	28,186,835.00	49,339,538.81	9,231,556.00	19,638,077.44	28,910,078.00	19,029,460.81

BUDGET YEAR

[illegible]