

Section 2: Goals and Objectives

To be effective, the new *Comprehensive Plan* must respond to the needs, values and desires of the Oakwood community. Planning goals and objectives help provide this guidance. They strive to transform community values into policies and guidelines to support the planning program.

The goals and objectives provide an important focus and foundation for the new *Comprehensive Plan*. Goals and objectives describe what a community wants to become in the future and establish policies to help achieve that future vision.

Goals and objectives each have a different purpose in the planning process:

- **Goals** describe desired end situations toward which planning efforts should be directed. They are broad and long-range. They represent an end to be sought, although they may never actually be fully attained.
- **Objectives** describe broad actions that should be undertaken in order to advance toward the overall goals. They provide guidelines for further study of specific projects, with economic justification a priority, in order to implement appropriate actions to accomplish the objective.

Goals and objectives express many ideas and concepts that cannot be shown on plan maps or depicted in other plan components. Because of this, the goals and objectives are an important part of Oakwood's new *Comprehensive Plan*.

The goals and objectives are divided into eight categories:

1. Community Image and Character.
2. Housing and Residential Areas.
3. Commercial and Business Development.
4. Transportation.
5. Community Facilities.
6. Parks and Open Space.
7. Marketing and Promotion.
8. Communication and Cooperation.

The goals and objectives presented below are based on: a) the goals and objectives of the 1989 *Comprehensive Plan*, b) advice and suggestions from City Council, Staff and the Comprehensive Planning Committee, and c) input received from the Oakwood community as a part of the community outreach activities.

It should be emphasized that all of the goals and objectives presented in this Section are essential to the new *Comprehensive Plan*. Following adoption of the *Comprehensive Plan*, it will be important for City Council, the Planning Commission, City Staff and the Comprehensive Planning Committee to work together in order to highlight key priorities that should be pursued within the next few years.

The objectives are presented in the form of *Existing Objectives* and *New Objectives*, and are defined as follows:

- **EXISTING OBJECTIVES:** Objectives that are currently being addressed and are considered to be of continuing importance. Many of these were identified in the 1989 *Comprehensive Plan*. The City should continue to pursue these objectives.
- **NEW OBJECTIVES:** These represent new or expanded initiatives that the City should pursue.

1. COMMUNITY IMAGE and CHARACTER

Goal:

An attractive and distinctive community image and character that builds upon Oakwood's unique traditional qualities and characteristics, and helps distinguish it from other communities in the Dayton region.

EXISTING OBJECTIVES:

1. Retain Oakwood's "small town" atmosphere and character by maintaining Oakwood as primarily a residential community offering high-quality housing choices and premier neighborhood areas.
 - a. *Since its founding, Oakwood has been the classic "bedroom community," and it has remained that to this day.*
 - b. *Since 2004, the following new homes have been built in Oakwood:*
 - *31 Single Family*
 - *5 Doubles*
 - *1 four-unit apartment building*
 - *An 84-unit condominium complex named Element Oakwood*
 - c. *Since 2004, numerous commercial and non-residential properties have been built or significantly redeveloped in Oakwood. All of the commercial properties have been of the boutique variety. A partial list of these commercial and non-residential properties includes:*
 - *Jessup Wealth Management (Park Ave)*
 - *Russell Total Wealth and Wellness (Russell Pl)*
 - *Routson Retail Center (Oakwood Ave)*
 - *Beth Abraham Synagogue and Mikvah (Sugar Camp Cir)*
 - *Schear Financial Services and co-located medical and business offices within the former Sugar Camp campus (Sugar Camp Cir)*
 - *National Processing Services (Sugar Camp Cir)*
 - *Flyboys Deli (Far Hills Ave)*
 - *LCNB National Bank (Far Hills Ave)*
 - *Graeter's Ice Cream (Far Hills Ave)*
 - *Goodwill (Far Hills Ave)*
 - *Jaffe Jewelers (Far Hills Ave)*
2. Retain the attractive tree-lined streets, open space character, pedestrian scale, and other distinguishing qualities of the Oakwood community.
 - a. *In 2022, Oakwood was recognized by the National Arbor Day Foundation as a Tree City USA community for the 40th consecutive year.*
 - b. *In 2021, Oakwood celebrated the 43rd consecutive year of operating the Johnny Appleseed Street Tree Planting Program and has planted 3,204 trees over that time period.*
 - c. *For several decades, the city has installed and maintained decorative street banners on Far Hills Avenue and on Shafor Boulevard, two of Oakwood's signature north/south roadways.*
 - d. *In 2017, the city converted the 1.1 mile stretch of Shroyer Road from a 4-lane street to a 3-lane street with raised center medians. The project included planting 55 trees in the newly created center median.*

- e. *In 2017, the city accepted a 0.6-acre parcel of land at the northwest corner of Far Hills and W. Schantz Avenue to be forever maintained as public open space.*
 - f. *In 2007, the city approved a Special Use Master Plan for the Sugar Camp (commercial) and Pointe Oakwood (residential) mixed use development, which has been gradually built out – and continues to be built – with attention to maintaining and establishing attractive architecture, mature landscaping, decorative lighting, and other elements that contribute to Oakwood’s upscale residential ambience.*
3. Assist the Oakwood Schools wherever appropriate in their commitment to excellence in education.
- a. *In 2017, the city and schools completed the \$4.0 million project to build Lane Stadium at the Old River Sports Complex.*
 - b. *The city and schools continue to share in the expense of providing adult crossing guards at four key Far Hills Avenue pedestrian crossings. Guards have been posted at Thruston/Oakwood, Patterson, and Aberdeen/Park Road for around 30 years. In 2015, a guard began being posted at Park Avenue, as well.*
 - c. *In 2000, the city opened the new J.D. Foell Public Works Center. The facility includes a fuel station that provides gasoline and diesel fuel. The city has made this fuel station available to the Oakwood Schools. The school district reimburses the city for the cost of the fuel used, but capitalizes on the bulk fuel rate, versus the retail rate they would pay at a local private filling station.*
 - d. *In 2001, the city completed a project to build a comprehensive fiber optic network throughout the city. In addition to interconnecting city-owned facilities, the network also interconnected facilities owned and operated by the Oakwood Schools and Wright Memorial Public Library. In 2019, the city extended the fiber optic network to Lane Stadium. The city continues to maintain this fiber optic infrastructure, most of which is underground.*
4. Provide top quality City services and facilities that respond to the needs and desires of local residents and businesses.
- a. *In 2000, the city completed the construction of the J. David Foell Public Works Center, an entirely new facility. Twenty-two years later, the facility continues to provide the platform from which all roadway, water, sanitary sewer, stormwater and refuse services are delivered.*
 - b. *In 2004, the city completed major additions and renovation on the city/public safety building at 30 Park Avenue. The facility provides all of the necessary spaces and features to provide the finest public services.*
 - c. *In 2008, the city completed the complete overhaul of Orchardly Park, converting it to a top quality destination park that not only benefits Oakwood residents but draws numerous visitors from throughout the region.*
 - d. *In 2016, the city acquired the formerly private Virginia Hollinger Memorial Tennis Center and entered into a management agreement with the club, converting it to a public use clay tennis court facility for the benefit of Oakwood residents.*
 - e. *In 2018, the city and schools completed the \$800,000 project to rebuild the Shafor Park Tennis Facility and construct the OCC parking lot. The lot provides 30 spaces for patrons and staff of the OCC, Gardner Pool, Shafor Park and the tennis facility. The tennis facility is open to the public and is also the home of Oakwood High School Tennis.*

- f. *In 2021, the city completed construction of a new recycling and yard debris drop-off facility located at the entrance to the public works yard.*
 - g. *In 2021, the city invested \$120,000 to equip all marked public safety vehicles with front and rear facing cameras, and all public safety officers with body cameras.*
 - h. *In 2022, the city installed a two-port public electric vehicle (EV) charging station.*
 - i. *In 2017, the city constructed Cook Park as a neighborhood pocket park/playground on the corner of Oakwood Ave and Schenck Ave. The park was named in honor of Judy Cook, former Mayor of Oakwood. About \$39,000 of the \$77,000 cost was paid through a recycling incentive grant from the Montgomery County Solid Waste District. The Oakwood Rotary Club Foundation also contributed to the project, as did the MOMs of Oakwood, The Oakwood Historical Society and numerous private donors.*
5. Work with the City of Kettering, the City of Dayton and the University of Dayton to improve the “community edges” along Shroyer Road and Irving Avenue and other roadways and areas along our shared corporation lines.
- a. *City staff continues to work annually with UD officials to monitor and police student activity in the Irving Avenue area.*
 - b. *In 2016, the Oakwood officials worked with officials from the cities of Dayton and Kettering, along with officials from the Ohio Department of Transportation and the Miami Valley Regional Planning Commission to complete a traffic study and develop detailed plans to convert Shroyer Road from a 4-lane street to a 3-lane street with single through lanes, dedicated left turn lanes, one bikeway crossing, two pedestrian crossings, and raised center medians with trees. This marked a significant safety improvement dramatically lowering vehicle speeds and traffic accidents, and significantly enhancing the residential character of the Shroyer Road corridor.*
 - c. *In 2022, the city entered into updated Mutual Aid Agreements with the city of Dayton for shared policing jurisdiction along Irving Avenue and at the Old River/Lane Stadium facility.*
 - d. *The city conducts a weekly litter abatement program along Irving Ave from Shafor Blvd to Oakwood Ave. This program is of significant value year around, but particularly during the time period when UD is in session.*
6. Maintain the community “gateways” along the major streets that enter the City of Oakwood through the use of special signage, landscaping and other entry design features.
- a. *See above for details about the Shroyer Road project.*
 - b. *New corporation signs were installed at the following entryways to Oakwood in 2008. These decorative signs incorporate Oakwood colors and the Oakwood logo.*
 - *Far Hills Ave, north and south ends.*
 - *Shroyer Rd, north and south ends.*
 - *Patterson Rd, east end.*
 - *Ridgeway Rd, south end.*
 - *Shafor Blvd, north and south ends.*
 - *Oakwood Ave, north end*
 - *W. Schantz Ave, west end*

7. Enforce high standards of construction for all new buildings and landscape development within the City of Oakwood.

- a. *The city has maintained and enforced a comprehensive zoning code for decades. The code was completely rewritten in 2000 and has been incrementally updated several times since then. As prescribed in the code, the city uses the citizen members of the 5-person Planning Commission and 5-person Board of Zoning Appeals to review applications and render decisions on matters of land use and development. A key code provision is the requirement that new commercial construction undergo rigorous scrutiny via the Major Site Development Plan Review process.*
- b. *The city maintains the employment of a fulltime Code Enforcement Officer whose primary duty is to oversee city-wide compliance with the zoning code, property maintenance code, and various building codes.*
- c. *In 2018, the city established the Director of Properties position, a role which supervises the Code Enforcement Officer and all aspects of Planning and Zoning in the city.*

NEW OBJECTIVES:

1. Work with the local business community to upgrade the image and appearance of existing commercial and business areas, including buildings, parking lots, signage, and the public rights-of-way.

- a. *The city continuously maintains public features and spaces within the business districts and regularly seeks ways in which to make improvements. Following is a list of significant projects undertaken over the past 20 years:*
 - i. *In 2014 and 2015, the city replaced nearly all of the center median and curbside trees in the Far Hills Avenue Business District, renewing this primary component of the business district landscaping. In total, 164 new trees were planted.*
 - ii. *In 2008, the city built a parking lot on the former site of a 4-unit apartment building on the south side of Orchard Drive just east of Far Hills Avenue to address parking needs in the Far Hills Avenue Business District. The parking lot design included construction of rain gardens to accommodate the stormwater runoff generated by building the additional hard surface area. The project also included planting 10 new trees in the parking lot. In 2022, the city built a two port, Level 2 electric vehicle charging station in the parking lot. The parking lot has been the location of the Oakwood Farmers' Market since it was established in 2013.*
 - iii. *In 2011, the city partnered with Miami Valley Lighting and the Greater Dayton RTA to replace all of the decorative street lights in the Far Hills Avenue Business District. The three agencies split the cost of the project.*
 - iv. *The city continuously maintains the timber safety wall in the Far Hills Avenue Business District. The wall was installed in 1974 and is an important part of the business district roadway infrastructure as it provides a substantial, yet aesthetically pleasing separation between the pedestrian-friendly business areas and State Route 48 (Far Hills Avenue). Even though the wall is nearly 50 years old, it still serves its intended purpose. Routine maintenance is conducted as needed, and more comprehensive repair and repainting projects are completed*

every few years. A comprehensive repair and repainting was completed in 2017 and again in 2022.

- v. In 2009, the city completed a comprehensive refurbishment of the public parking lot along Park Avenue that serves the Park Avenue Business District.*
 - vi. In 2008, the city purchased an existing private parking lot along the north side of Orchard Drive just east of Far Hills Avenue converting it to a public-use lot to address parking needs in the Far Hills Avenue Business District.*
 - vii. For over 25 years, the city has been installing and maintaining holiday lighting and other decorations in the Far Hills Avenue Business District between late November and the end of February.*
2. Establish criteria to identify and define important and authentic historical buildings in Oakwood, and develop programs and resources to help educate the community on the value of preserving these historical structures.
 - a. The city regularly supports the Oakwood Historical Society (OHS) as needed with projects, program and events. In 2018, the OHS conducted the first annual Holiday Home Tour. The program has been enthusiastically embraced by the community and provides a wonderful opportunity for citizens to view historic Oakwood homes and cultivate ideas on how they might preserve historic features in their homes.*
 - b. In 2014, the OHS started the Far Hills Speaker Series, an entertaining and educational program touching on varied topics related to Oakwood history. It is conducted several times each year at Wright Library, is free of charge, and is open to the public.*
3. Collaborate with the Oakwood Historical Society and the Oakwood Preservation Trust to explore options for preserving historic properties.
 - a. The Oakwood Historical Society remains a vibrant and very valuable community asset. From its inception, it has been a private organization operated and controlled by citizen volunteers who are passionate about the long and storied history of Oakwood.*
 - b. The Oakwood Preservation Trust (originally named The Preservation Trust for Oakwood) was established in 2000 as a private, not for profit corporation with the mission to address matters relating to historic preservation. The organization was officially dissolved in 2016 after several years of inactivity.*
 - c. Year after year, Oakwood property owners typically choose to preserve, renovate and improve property, rather than engage in complete tear downs and reconstructions. The city tracks annually the total value of permitted home and business improvement projects in Oakwood and sees a consistent pattern of reinvestment in existing structures.*
4. Develop a long-range plan for “green space” preservation and/or development throughout the community.
 - a. The city regularly seeks ways to maintain existing public greenspace and is very cautious when evaluating projects that would eliminate or reduce greenspace area.*
 - b. In 2007, the city purchased 3.1 acres of land adjacent to Houk Stream. This land had been established as a buildable lot in 1995 when an 11.4 acres estate property was subdivided. The purchase was made to significantly enhance the public natural area*

- around Houk Stream. In 2009, a portion of that land became the home of Francine’s Garden, a public garden honoring the life of the former property owner.*
- c. In 2017, the city accepted a 0.6-acre parcel of undeveloped greenspace from the Oakwood Investment Group at the northwest corner of West Schantz Avenue and Far Hills Avenue. As a condition of the donation, this property shall remain a public greenspace in perpetuity.*
 - d. In 2020, the city purchased the property at 1313 Far Hills to accommodate the reconstruction of a major storm sewer that is reaching the end of its useful life. The existing home on that property will be demolished to provide space for installing the new sewer. After installation of the sewer, the land will likely be retained as new greenspace.*

2. HOUSING and RESIDENTIAL AREAS

Goal:

A housing inventory and living environment that supports the local population, attracts new families, and enhances the traditional image and character of the City.

EXISTING OBJECTIVES:

1. Retain the predominant single-family character of the City of Oakwood.
 - a. Oakwood consists of 2.2 square miles of land area. Since its founding, Oakwood has been the classic “bedroom community,” and it has remained that for 150 years. The first platting of the “Town of Oakwood” occurred in 1872, and Oakwood was incorporated as a village in 1908. The 1930 US Census reported that Oakwood’s population exceeded 5,000, meaning Oakwood then became a city. The comprehensive Oakwood zoning code and map were adopted in 1952, formalizing that Oakwood was to remain primarily residential. 98% of Oakwood land is zoned residential.*
 - b. Over the past 20 years, only two small properties were rezoned from residential to commercial. These were properties adjacent to what is now the Routsong Retail Center, and had both been previously used in conjunction with the former Routsong Funeral Home.*
2. Maintain the scale, quality and appearance of existing residential neighborhoods.
 - a. Most of Oakwood was fully developed by 1950. The scale, quality and appearance of the residential neighborhoods was established by the original founders of the city and was carefully carried forward during the two or three decades when the vast majority of Oakwood homes were constructed. Over the years since 1950, most residential development has been in the form of building single family homes on in-fill lots, either as a rebuild or on parcels of land sprinkled intermittently along otherwise fully developed residential blocks.*
 - b. The single biggest residential development to occur in Oakwood since 1950 was the Pointe Oakwood neighborhood located in the northwest corner of Oakwood, north of W. Schantz Avenue and west of Far Hills Avenue. The 36 acres of land was owned by NCR corporation until 2007, but preliminary city planning for its eventual redevelopment/reuse began in the late 1980s and continued through 2004.*

Ultimately, an organization named the Oakwood Investment Group (OIG) purchased the land from NCR. Over a period of more than ten years, and extending to the present, existing buildings on the property have been reused, and much of the undeveloped land has been converted to residential properties known as Pointe Oakwood, a new residential neighborhood. Pointe Oakwood is further addressed below. The Sugar Camp portion that NCR used for over 30 years for corporate activities, primarily company-wide sales training, was repurposed for new business uses and is also further addressed below.

3. Encourage efficient land-use planning, yet maintain the predominant low density character and environmental quality necessary to preserve the existing residential neighborhoods.
 - a. The Planning Commission and/or city staff carefully evaluate each new home construction application proposed for in-fill lots randomly dispersed around Oakwood.*
 - b. As mentioned above, most of Oakwood was fully developed by 1950. The Pointe Oakwood development is the single largest and notable exception, having been developed from 2007 to present. In 1969, the city rezoned the 36 acres to Planned Unit Development (PUD), and in 1988 the land was rezoned to Multi-Use Special Planning District (MU). The foresight to do this nearly 20 years before NCR sold the property is noteworthy. Being zoned MU gave/gives the city maximum authority and flexibility to govern/regulate how the land is used. Many public hearings have been held before the Planning Commission and City Council from 2007 to present to address proposed uses for the land. The end result is a very successful mixed-use development including numerous new businesses and a much-needed new residential development that offers 17 single family homes, 5 duplexes and 84 condominium units that are currently under common ownership and being offered as rentals.*
4. Protect residential areas from the impacts of nearby non-residential uses, while recognizing the special needs of non-residential uses.
 - a. Every non-residential land-use application is reviewed for compatibility with the neighborhood in which it is located. Given that Oakwood is about 98% residential, virtually every application is located in or adjacent to a neighborhood and is therefore given strict scrutiny.*
5. Promote adequate screening and buffering on all development, particularly between residential areas and adjacent commercial areas and parking lots.
 - a. The Oakwood Zoning Code requires screening and buffering where needed on new and reuse developments. Staff ensures that screening and buffering is considered on every application.*

NEW OBJECTIVES:

1. Develop ways to enhance enforcement of the Property Maintenance Code to ensure proper up-keep of the community's housing stock; include citizen committee involvement in Code administration activities at the most effective level.
 - a. The city has in place a comprehensive property maintenance code. The most recent update is based on the 2021 International Property Maintenance Code, supplemented with special provisions applicable to Oakwood. The code includes a streamlined*

process for code enforcement that gives property owners due process, yet provides for efficient application of the code. It provides flexibility for the code enforcement officer to work with property owners making progress towards code compliance, and at the same time provides a swift mechanism for referring property maintenance matters to the Oakwood Municipal Court when necessary. Oakwood maintains a Council-appointed Property Maintenance Board (PMB). The Board has been in place since 1968. In 2022, City Council expanded the Board from three members in each of five property maintenance districts, to three members in each of the city's eight voting precincts. The 24 citizen Board members serve in a volunteer capacity and are appointed to five year terms. The PMB is involved in enforcing the Property Maintenance Code and in implementing the Beautification Awards Program. The PMB keeps an eye out for property maintenance violations in their respective precincts, is an appellate body for property owners seeking to challenge a ruling or order from the Code Enforcement Officer, and evaluates cases identified for referral to the Oakwood Municipal Court.

- b. Since 1968, the city has conducted a pre-sale property inspection program. The program includes exterior and interior inspection. It requires that residential and business properties be inspected by the city prior to the transfer of ownership. The program also requires that rental properties be inspected when there is a change of tenant, but no more frequently than once every 12 months. The purpose of the inspection program is to ensure that properties comply with the property maintenance code. It has been an excellent tool in maintaining Oakwood property values. The program was legally challenged in 2016. The city vigorously defended the program, and it was ultimately upheld by a federal court and continues to protect and benefit Oakwood residents and business owners.*
2. Review and evaluate the current policies regarding subdivision of residential properties, and if needed, modify the subdivision and zoning codes to maintain existing neighborhood ambiance.
 - a. The Oakwood Subdivision Code has been in place since 1968 and was last modified in 2002. Over the past decade, there have been no proposed land subdivisions that were controversial or otherwise suggest that the code should be modified.*
3. Support the development of new or upgraded housing options that would be attractive to Oakwood's elderly population and empty nesters, and improve existing multi-family housing units within the community.
 - a. The Pointe Oakwood residential development explained above added significant housing options to Oakwood. The development has been very well received by the Oakwood community and accounts for most of the nearly 400 additional residents reflected in the population counts identified through the 2020 Census.*
 - b. Multi-family properties are regularly inspected for code compliance with each change of tenant, pursuant to the city's rental unit inspection program. This ensures proper maintenance and incremental improvements as needed to provide safe and attractive rental housing.*

4. Ensure that home improvements, additions and new housing construction are compatible with, complement and enhance existing neighborhood scale and character; review and revise, as needed, zoning regulations as they relate to building bulk issues.
 - a. Oakwood property owners are required to apply for and receive permits for home improvement projects, additions and new housing construction. Some projects involve special uses or code variances and require hearings before the Planning Commission or Board of Zoning Appeals. Other project can be approved at the staff level. In either case, compatibility with the neighborhood is a key factor considered when evaluating an application.*
 - b. In 2000, the city completed a comprehensive rewrite of the Zoning Code. Since then, no major substantive code changes have been necessary.*
5. Take steps to ensure high standards for building and landscape design within all residential areas; consider the establishment of a Design Review Board, as a voluntary resource that would provide creative advice and assistance to the Planning Commission, Board of Zoning Appeals, City Council and to property owners considering home improvements or new construction.
 - a. As explained in 4a above, the city takes care in evaluating residential building applications. This review includes consideration of building quality and landscape design. City staff has had discussions with representatives from The Oakwood Historical Society in regard to establishing a Design Review Board as an option for property owners interested in obtaining professional advice on design matters. To date, no such Board exists. If it is to be created, it is probably best operated through the Historical Society.*
 - b. Since 2011, a design review process has been implemented to advise the development of the Pointe Oakwood residential neighborhood.*

3. COMMERCIAL and BUSINESS DEVELOPMENT

Goal:

A system of retail, service and office development that provides local residents with needed goods and services, increases the City's tax base, and is a vital part of the Oakwood community.

EXISTING OBJECTIVES:

1. Maintain Oakwood's existing commercial areas as primarily community-oriented shopping and business districts, rather than regionally-oriented centers.
 - a. In the normal cycle, small businesses come and go. Some are very successful in a particularly niche market, while others struggle to implement their business plan. This normal cycle exists in the Oakwood Community and Neighborhood Business Districts. Year after year, the businesses that choose Oakwood as their home are community-oriented; they fit well into the established business districts.*
2. Ensure that all commercial sites and buildings are adequately maintained, and that maintenance and repairs are undertaken as required and in a timely fashion.
 - a. Each year, city staff completes a comprehensive inspection of the Oakwood residential and business community. This results in the issuance of numerous property maintenance violation letters that require property owners to take specific*

- actions to address property maintenance matters. These annual inspections are supplemented by the city's rental unit inspection program, which ensures code compliance with each change of tenant.*
- b. The Oakwood Public Safety Department conducts annual fire inspections at all commercial properties to assist property owners in taking steps to protect buildings from potential fire risks.*
3. Regularly review customer and employee parking within Oakwood's commercial areas and consider improvements where appropriate.
 - a. In 2008, the city completed a thorough analysis of parking spaces available in the Commercial Business District along Far Hills Avenue. The study resulted in a report that provided recommendations on possible parking enhancements. In 2007, the city purchased the 4-unit apartment building at 22 Orchard Drive and in 2008 the city demolished the apartment and constructed a 34-space public parking lot to serve area businesses. In 2013, the Orchard Drive parking lot became the home of the Oakwood Farmers' Market. The market is open every Saturday between May and October and is another very well received Oakwood amenity.*
 - b. In 2010, the city purchased the 35-space parking lot behind the Oakwood Club and maintains it as a public parking lot to serve area businesses. In 2007, the city purchased the 4-unit apartment building at 19-25 Wonderly Avenue. This building is intended to be demolished and the property converted to another parking lot, likely in conjunction with the redevelopment of the commercial property at 2600 Far Hills. The lot will serve area businesses, in addition to the commercial property at 2600 Far Hills.*
 - c. The city continues to maintain the 26 diagonal on-street public parking spaces on Hillview Avenue between W. Peach Orchard Road and Alpine Lane. These spaces support businesses in the northwest corner of the Far Hills Business District. In 2009, the city purchased additional land adjacent to the city-owned public parking lot located north of the Park Avenue businesses. This purchase provided for public access to the parking lot from the alley along the east side of the businesses. That lot provides parking for 31 vehicles.*
 4. Seek ways to enhance the pedestrian scale and orientation of Oakwood's commercial areas.
 - a. The city continues to maintain the community as walkable and pedestrian-friendly. Decades ago, the city constructed a comprehensive network of sidewalks in the commercial and residential areas of the city. Each year, the city completes an inspection of roughly 25% of the public sidewalks and makes repairs and improvements wherever necessary.*
 - b. In 2004, the city installed a series of benches throughout the Far Hills Avenue Business District to enhance the pedestrian character, and also completed other streetscape improvements. In 2006, the city installed a signalized pedestrian crossing at Far Hills Avenue and Orchard Drive. This signalized crossing provides for safe on-foot passage between the east and west sides of the business district, helping to connect the two.*

NEW OBJECTIVES:

1. Ascertain the best mix of business uses in Oakwood. Target development of appropriate high-quality and compatible new commercial and business uses within Oakwood's existing commercial areas that would enhance the City's tax base and add community-valued businesses.
 - a. *The city regularly monitors the mix of business uses in Oakwood. Without much city intervention, the business mix remains balanced and provides a boutique-style shopping experience that is unique in the Dayton area and is a destination for many residents in the Dayton region.*
 - b. *In 2007, the city approved a comprehensive master plan for reuse of the former NCR Sugar Camp property. Over the past 14 years, numerous business uses have made the Sugar Camp Professional Offices complex their home. Uses include medical, financial investment and general business, all of which together have contributed significantly to the tax base needed for the city to continue providing first-class public services.*
 - c. *In 2011, the city approved the construction of the Routsong Retail Center at the corner on Oakwood Avenue and Irving Avenue. The center is home to four small businesses that add variety to the other businesses in the city.*
 - d. *In 2017, city staff worked with representatives from Goodwill Easter Seals Miami Valley to open a Goodwill store at 2322 Far Hills Avenue. The store has proven very successful and is the destination of many local shoppers.*
2. Work with property owners to undertake improvements to further upgrade the appearance of the business area, including enhancements to private properties and the public rights-of-way.
 - a. *As mentioned above, in 2011 the city partnered with Miami Valley Lighting and the Greater Dayton RTA to replace all of the street lights in the Commercial Business District along Far Hills Avenue. The decorative lights add greatly to the business district ambience. In 2006, the city worked with the property owner at the southeast corner of Far Hills and Orchard Drive to construct what is now 2500, 2504, 2508, 2210 & 2512 Far Hills, the home of five unique Oakwood businesses. City staff is currently working with the new owner of 2533 & 2537 Far Hills on a plan to completely renovate the existing building and add new businesses to the community. In 2017, the Kettering Health Network (KHN) purchased the 2600 Far Hills building. Staff continues to work with KHN officials to plan a major improvement project on that site.*
3. Review the existing "Business District Design Guidelines" to ensure that all new retail and business developments complement the traditional image and character of Oakwood.
 - a. *The Business District Design Guidelines (BDDG) adopted in 1998 continue to be used to guide applicable projects involving commercial building enhancements. Staff regularly references the BDDG when evaluating proposed building improvements.*
4. Review existing zoning regulations to help promote creative site and building design solutions that can help off-set the small site sizes and other constraints present within Oakwood's commercial areas.
 - a. *Staff has found that the existing zoning code provides for successful development of commercial properties in Oakwood. That said, staff is mindful of the possibility that*

code amendments may be warranted to address changing needs and business environments.

4. TRANSPORTATION

Goal:

A balanced transportation system that provides for the safe and efficient movement of vehicles, pedestrians and bicyclists, and complements the City's traditional image and character.

EXISTING OBJECTIVES:

1. Monitor traffic circulation and operational conditions along Far Hills Avenue. Consider the adoption of regulations to protect the corridor from uses or activities that negatively affect rush hour traffic.
 - a. The Far Hills traffic signal system operates in a coordinated manner and is designed to give priority to north/south SR48 traffic during morning and afternoon rush hours. Staff routinely monitors traffic flow during the weekday rush hours to ensure proper signal operation. The city limits roadway work during high traffic periods. Standard city project specifications prohibit weekday work on northbound Far Hills until after 8:30 am and prohibit work on southbound Far Hills after 3:30 pm. With the departure of Mead Corporation (now MeadWestvaco), NCR Corporation and Reynolds and Reynolds Company from downtown Dayton, vehicle traffic along Far Hills has moved efficiently with minimal back-ups, even during the heaviest peak period flow.*
2. Monitor traffic speeds within residential areas, particularly where streets are seen as cut-through routes and where speeding is reported.
 - a. As it has been for decades, traffic enforcement continues to be a high priority in the Oakwood Public Safety Department. Public Safety Officers engage in traffic enforcement operations on every shift. Given that Oakwood is almost entirely residential and is a highly walkable community, ensuring compliance with motor vehicle laws is critically important. In 2017, the city purchased a mobile speed monitoring/recording device. In 2020, a resident appreciative of the city's emphasis on traffic enforcement donated \$3,000 for the purchase of a second speed device. The Safety Department routinely installs the speed devices around Oakwood, particularly on streets where speed concerns are identified.*
3. Enhance pedestrian and bicycle safety within Oakwood, particularly around public facilities and at street crossings along Far Hills Avenue and other major streets.
 - a. In 2004, the city completed a major sidewalk safety improvement project along Far Hills Avenue. The project included widening the sidewalk along the east side of Far Hills Avenue between Patterson Road and Oakwood High School, and installing attractive yet functional safety railing in place of an old chain and bollard barrier system.*
 - b. Oakwood operates 17 signalized intersections, all of which include protected pedestrian crossings. The newest three signals were constructed at Far Hills Ave and Springhouse Rd/Old River Trail (2008); at W. Schantz Ave and Kramer Rd (2007); and at Far Hills Ave and Orchard Dr (2006).*

- c. *In 2006, the city closed to vehicular traffic the western end of Park Road between Ridgeway Road and Runnymede Road and converted it to a pedestrian trail.*
 - d. *In 2007, the city installed new timber guardrails in place of old steel guardrails along portions of Ridgeway Road. The new guardrails provide enhanced safety and an improved natural look in the area.*
 - e. *In 2008, the city relocated the sidewalk on the west side of Far Hills Avenue between Patterson Road and Dixon Avenue to provide greater distance between the sidewalk and roadway. This is a segment of sidewalk heavily used by Harman School children as they travel to and from school.*
 - f. *For several decades, the city and Oakwood Schools have shared in the expense of having a paid adult crossing guard at three Far Hills intersections (Thruston Blvd/Oakwood Ave, Patterson Rd and Aberdeen Ave/Park Rd) three times each school day. In 2015, a fourth crossing guard was added and stationed at Park Ave.*
 - g. *The 2017 Shroyer Road project included the construction of dedicated bicycle lanes on both sides of the street. The bicycle lanes provide a safe way for cyclists to travel along the north/south Shroyer corridor and connect to the Dayton-Kettering Connector bikeway operated by MVRPC. The project also included constructing three dedicated pedestrian crossing, with flashing beacons to alert approaching vehicles.*
4. Develop a Capital Improvements Program which regularly maintains and improves existing streets, sidewalks, alleys, and driveway aprons.
- a. *The city completes roadway, sidewalk, curb and driveway apron maintenance projects annually. Commitment to funding these projects each year ensures that the city has a very well maintained vehicle and pedestrian infrastructure. There is no deferred maintenance in Oakwood in regard to streets, alleys and sidewalks.*
 - b. *In 2011, the city completed a project involving the total resurfacing of Far Hills Avenue (SR 48) in Oakwood. Far Hills is scheduled for resurfacing again in 2024.*
 - c. *In 2018, the city obtained right-of-way from the city of Dayton and a private property owner along Deep Hollow Road between Park Road and Oak Knoll Drive. Owning this right-of-way allows the city to maintain this section of Deep Hollow Road as an Oakwood public street.*
 - d. *In 2010, CenterPoint (formerly Vectren) began replacing all of the underground natural gas distribution lines in Oakwood. The project also included moving all gas meters to outside locations and is scheduled to be 100% complete in 2023.*
5. Minimize non-local and commercial traffic within residential neighborhoods.
- a. *The vast majority of the non-local traffic moving through Oakwood are commuters travelling to and from downtown Dayton. Most of these commuters use Far Hills Ave. Likewise, most commercial traffic uses Far Hills Ave. Over the past few years, the city has seen an increase in the volume of commercial traffic engaged in home delivery services. This follows a national trend. The city has also seen an increase in semi-trailer truck traffic on Far Hills Ave and Patterson Rd relating to the Amazon Logistics hub off Wilmington Pike in Kettering that opened in 2019.*
6. Maintain adequate access to and circulation around all commercial districts, public facilities, and other activity areas.

- a. *The city continues to maintain adequate access to all commercial and public facilities and activity areas. In 2016, the city signed a 50-year agreement with the University of Dayton for the use of Dayton land between River Park Dr and Lane Stadium. A portion of Old River Drive is located on this land. Old River Drive provides an important access road to Lane Stadium from the north, complementing the south access off Old River Trail.*
7. Work with the Greater Dayton Regional Transit Authority (GDRTA) to maintain a high level of public transportation services within the City and capitalize on GDRTA funding opportunities for city projects where applicable.
- a. *The city continues to work cooperatively with staff from GDRTA in regard to public transportation. The 2011 Far Hills Avenue Business District street light improvement project is an example of this cooperative effort. The street light poles serve as the foundation for street lights and also support overhead bus trolley infrastructure.*

NEW OBJECTIVES:

1. Undertake a comprehensive study of roadway safety issues and make improvements where needed.
 - a. *The city studies roadway safety issues on an as-needed basis in response to observations and accident history. Mitigation actions are sometimes very minor in scope, such as adjusting no-parking zones, and are sometimes very large in scope, such as the Shroyer Road Safety Improvement Project.*
 - b. *In 2007, the city completed a major safety improvement project on Oakwood Avenue between Far Hills Avenue and Irving Avenue. The project established dedicated, brick-enhanced on-street parking spaces clarifying that this section of roadway has one lane in each direction. It also included construction of three raised center medians and new tree plantings.*
 - c. *In 2008, the city completed a roadway safety improvement project along Far Hills Avenue between Schantz Avenue and the north corporation line. It improved the roadway horizontal curve and included construction of a traffic signal at the intersection of Far Hills Avenue and Springhouse Road/Old River Trail. It also included construction of a raised center median and new tree plantings.*
 - d. *In 2009, the city completed a major culvert repair project at Houk Stream and Ridgeway Road.*
 - e. *In 2019, the city completed a detailed stormwater drainage study along Far Hills Avenue around Dellwood Avenue and Greenmount Boulevard, and along one block of Dellwood Avenue and one block of Forrer Boulevard. The purpose of the study was to determine the cause of recurring flooding in the areas and to develop a plan of action to address the unsafe situation. In 2023, the city will invest an estimated \$2.3 million dollars in building a large replacement storm sewer system in the area. The city has applied for state grant dollars and anticipates that a majority of the expense will be covered by those grant dollars, along with federal dollars already received through the American Rescue Plan Act.*
2. Work with the Oakwood City Schools to alleviate traffic congestion and improve parking in the vicinity of public schools, and enhance school pedestrian routes.

- a. *The Oakwood Public Safety Department has a daily police presence at all Oakwood Schools. Safety Officers ensure compliance with parking regulations and monitor the flow of traffic. The city maintains a “Suggested School Route Map” for Harman School and Smith Elementary. The map provides recommendations on the best route for school children to use as they travel to and from Harman and Smith. In 2021, an Oakwood High School student completed a Gold Award project that resulted in several safety improvements around the Oakwood Jr/Sr High School. The Gold Award is the highest award in Girl Scouts.*
- 3. Work with the Miami Valley Regional Planning Commission and other local governments in continuing to develop the new regional bike trails.
 - a. *The city works with MVRPC staff as needed on matters relating to the regional bikeway. MVRPC staff attended a city council meeting in 2018 to give a public presentation on the bicycle trail network and comment on the city’s addition of dedicated bicycle lanes on Shroyer Road. The regional bicycle trail network is periodically discussed at meetings of the MVRPC Board of Directors, and at meetings of the Technical Advisory Committee, both of which are attended by Oakwood representatives.*

5. COMMUNITY FACILITIES

Goal:

A system of community facilities and an inventory of capital equipment that provides for the top quality delivery of public services and enhances the City as a desirable place in which to live and do business.

EXISTING OBJECTIVES:

- 1. Maintain top quality police, fire and emergency medical services throughout the City.
 - a. *Year after year, the Oakwood Public Safety Department (OPSD) continues to provide the finest public safety services to the Oakwood community. Crime and fire loss statistics in Oakwood are amongst the lowest in Ohio. OPSD staff trains between 2,500 and 4,000 hours each year to maintain police, fire and EMS skills.*
 - b. *Since 2011, the city has employed an in-house law director who, among other things, regularly advises the Oakwood Public Safety Department on legal best practices.*
- 2. Assist the Oakwood City Schools with facility projects, where needed and as appropriate, to promote the continued excellence of public schools and educational services.
 - a. *City staff worked closely with school staff on major capital improvement projects completed in 2004 and 2022. City and school staff also worked very closely together in building Lane Stadium and the new Shafor Park Tennis Facility.*
 - b. *The city included the Oakwood Schools and Wright Memorial Public Library in construction of the city-wide fiber optic communications network completed in 2000. The fiber network interconnects all city, school and library facilities and is the backbone for communications and IT systems operated by the three organizations.*
- 3. Provide a quality public water supply to serve the needs of the City and continue steps to protect the aquifers from which the water is drawn.

- a. The city of Oakwood has a Source Water Assessment and Protection Program (SWAP). Also known as "Drinking Water Source Protection" and "Wellhead Protection," Ohio's SWAP Program assists communities with protecting their sources of drinking water (streams, lakes and aquifers) from contamination. Oakwood's SWAP is fully endorsed by the Ohio EPA. Oakwood operates the public water system in full compliance with all US and Ohio EPA regulations and requirements.*
4. Provide adequate water distribution, sanitary sewer and storm sewer systems throughout the community.
 - a. The city continues to operate and maintain its public water distribution, sanitary sewer and storm sewer systems and makes improvements to the systems on a continuous basis as needed.*
 - b. In 2004, the city replaced all of the water meters throughout the community and established an automated, radio-read meter reading system.*
 - c. In 2022, the city is building an engineering hydraulics model of the water production and distribution system. The model will be used to analyze the water system and develop long range plans for capital improvements.*
5. Maintain a high level of refuse collection service within Oakwood and continue to promote and encourage recycling.
 - a. Oakwood continues to provide a comprehensive city-wide refuse collection and recycling program through the Public Works Department. The program includes weekly backdoor collection of household trash and co-mingled recyclables; special pickups; monthly self-dumping at the Public Works Yard; and dumpster service for yard debris, furniture and other household and construction debris. Additionally, the city works with the Oakwood Rotary Club to provide backdoor hazardous waste collection four times annually. In 2021, the city opened a new yard debris and recycling drop-off facility at the entrance to the Public Works Yard. The facility is available 24/7 for drop-off of green waste, co-mingled recyclables and cardboard. About 20% of the cost of the facility was paid through a grant from the Montgomery County Solid Waste District. The city also partners with Green Oakwood, a citizen driven organization, on a Styrofoam and string light recycling program.*
6. Provide adequate sites and facilities for all City departments and services. Ensure that sites and facilities are attractive and that they complement the neighborhoods in which they are located. Undertake maintenance, expansion and replacement programs as necessary.
 - a. The city completed construction of the new J.D. Foell Public Works Center in 2000, and the new Oakwood City/Safety Building in 2004, both of which have been improved periodically as needed for city operations. These are the two primary facilities from which Oakwood public services are delivered and will serve the needs of the community well for decades.*
 - b. Over the years, the city has completed numerous building and grounds improvement projects at the Oakwood Community Center and at Smith Gardens. In 2006, the city purchased the Old River Fields from NCR Corporation. This acquisition allowed the city to create the Old River Sports Complex and, in cooperation with the Oakwood Schools, Lane Stadium.*

- c. In 2022, the city constructed a 3,800 square foot storage building at the Public Works Yard. The building provides much needed vehicle and equipment storage space, primarily for the Leisure Services Department.*
7. Maintain a high quality vehicle fleet and the capital equipment needed to deliver top quality services to the community.
 - a. Each year through the budget process and development of the annual capital improvement and equipment replacement program, city staff identifies vehicles and equipment in need of replacement. Year after year, the city provides the financial resources needed to make the necessary purchases.*
8. Seek grants and other sources of revenue from outside agencies and organizations that can be utilized to help maintain top quality municipal services, facilities and infrastructure within the City of Oakwood.
 - a. Staff routinely seek grant dollars to assist with construction projects and equipment purchases. Recent awards include \$762,000 on the Shroyer Road Safety Improvement Project; \$72,000 to assist in expenses on the Yard Debris and Recycling Drop-off Facility; and \$15,000 to purchase a LUCAS Device, an automated CPR machine.*

NEW OBJECTIVES:

1. Develop a long-term plan for the maintenance and improvement of aging infrastructure systems within Oakwood including water distribution, sanitary sewers, storm sewers, and roadways.
 - a. Over the years, the city has completed numerous capital improvement projects to upgrade and/or replace aging infrastructure. This includes all portions of the public infrastructure. Planning for the capital improvements begins at the staff level and also involves the citizen budget committee, with the annual capital improvement program being approved by city council.*
 - b. The water system hydraulic model built in 2022 will provide an important tool in developing a long-term plan for water system capital improvements. The city is beginning work on developing a multi-year plan for upgrading portions of the traffic signal system. In 2020, the city purchased a new Vactor truck, a critically important piece of equipment needed to maintain the underground water, sanitary sewer and storm water collection systems.*
2. Promote Wright Memorial Library as an important resource for the community. Work with the Library Board and Oakwood City Schools to resolve Library space needs and other issues as needed.
 - a. City staff works with Wright Library staff regularly to assist with projects. The library recently completed a \$5 million building improvement project. The project involved construction of additional on-street parking along Aberdeen Ave.*
3. Work with The Oakwood Historical Society to improve and enhance the Long-Romspert Homestead as a focal point for local historical materials.
 - a. The city regularly supports The Oakwood Historical Society (TOHS) where appropriate. The city created a space in the basement of the city building for exclusive use by TOHS for safe and secure storage of historical records and other Oakwood archives.*

A park and open space system that satisfies the recreational and leisure needs of Oakwood residents, and enhances the traditional image and character of the community.

EXISTING OBJECTIVES:

1. Maintain existing parks and recreational facilities and preserve natural areas. Undertake improvement and replacement programs as required.
 - a. *The city regularly maintains all public parks, recreational facilities and natural areas. City employees are dedicated to these tasks on a daily basis. Larger capital improvements are programmed as needed through the annual budgeting process, which involves the citizen Budget Review Committee.*
 - b. *In 2008, the city completed a comprehensive improvement project at Orchardly Park. It included major new play equipment, a large water feature, sandbox and a new restroom/equipment storage building.*
 - c. *In 2010, the city published the “Athletic and Recreation Master Plan”. A 25-member citizen committee assisted City Council, staff and the Oakwood Planning Commission in creating the plan, the first such plan developed for Oakwood. The plan addressed possible land-uses for Old River, Irving Field, Creager Field and the Oakwood Community Center.*
 - d. *In 2013, the city cooperated with Dayton and MVRPC officials in building the Dayton/Kettering Connector, a bikeway running along the Oakwood/Dayton corporation line east of Acorn Drive.*
 - e. *The last major park addition was completed in 2017 with the building of Cook Park at the corner of Oakwood Avenue and Schenck Avenue. In 2018, the city and schools completed a joint project to completely rebuild the Shafor Park Tennis Facility and formally established it as a public tennis court, and as the Home of Oakwood High School Tennis.*
2. Develop and promote new recreational programs that respond to the needs and desires of Oakwood residents.
 - a. *The Department of Leisure Services devotes a significant amount of staff time evaluating the interest and efficacy of recreational programs offered by the city, and develops new programs in response to needs and desires expressed by the community.*
 - b. *In 2010, the city opened one of the first dog parks in the Dayton region. The Creager Field Dog Park is located on Shafor Boulevard just south of Irving Avenue. Construction of the community’s recycling center at the Public Works Facility in 2021 vacated its previous location at the Creager Field parking lot. Upon relocation of the recycling center from Creager Field, the city resurfaced, reconfigured, and restriped the parking lot. Improvements to the parking lot enhance dedicated parking for the dog park to meet increasing demand and reduce the amount of on-street parking along Shafor Boulevard. Additional lighting and security cameras were also installed as part of the parking lot improvements.*
 - c. *In 2016, the city entered into an agreement with the Virginia Hollinger Memorial Tennis Club that transferred ownership of the land and tennis facility to the city. The agreement stipulates that the Hollinger Tennis Club would continue to operate the club, but the city owns it. The facility includes seven clay tennis courts and is located on Shafor Boulevard.*

- d. The newest recreational offering is a pickleball court at Orchardly Park. The 2-court facility opened in July 2022.*
3. Continue landscape planting programs on public properties, pocket parks, and along roadways to further enhance the character of Oakwood.
 - a. Under the leadership of the Director of Leisure Services and the City Horticulturist, and with regular assistance from the citizens Beautification Committee, annual landscape planting programs remain robust, year after year. Oakwood's tree-lined streets and boulevards provide the foundation for public landscaping, supplemented by myriad annual and perennial plantings throughout the city.*
4. Cooperate with Oakwood City Schools in the provision of recreational services.
 - a. The city and schools share public facilities on a regular basis including outdoor recreation/athletic fields and indoor gymnasiums. The latest cooperative ventures include Lane Stadium and the Old River Sports Complex, and the Shafor Park Tennis Facility.*
5. Preserve and protect open space areas and environmental features throughout the City.
 - a. While land-use development is important in Oakwood, it is not undertaken at the expense of preserving open spaces and environmental features. The Houk Stream natural area, Elizabeth Gardens and Loy Garden lands are examples of the city's commitment to retaining open space.*
 - b. Over the years, the city has provided targeted public services and undertaken numerous projects relating to sustainability. Attached hereto as Appendix A is a list of those services and projects.*
6. Work closely with local community groups and other voluntary organizations in the provision of recreational services within the City of Oakwood.
 - a. The city regularly works with community partners in organizing and conducting programs at the Oakwood Community Center. An example is blood drives held in cooperation with the Community Blood Center. These blood drives are held several times each year.*

NEW OBJECTIVES:

1. Study the desirability, feasibility and cost implications of constructing new indoor and/or outdoor recreational facilities within and around Oakwood; proceed with projects if supported by the community and if funding is available.
 - a. The 2016 Lane Stadium project discussed above is the single best example of a major outdoor facility constructed after obtaining support from the community.*
2. Identify opportunities for more fully utilizing selected existing park sites and recreational areas.
 - a. The Irving Field property that had formerly been used heavily for soccer and field hockey is now underutilized and is viewed as a location for a future indoor gymnasium. The city is beginning to consider options for this reuse.*
3. Educate and encourage private property owners to preserve and protect open space areas and environmental features on their property.
 - a. City staff, the Planning Commission and Board of Zoning Appeals regularly encourage property owners to preserve and enhance landscaping, open spaces and*

environmental features. Where appropriate, requirements for preservation are imposed as part of the permitting process.

7. MARKETING and PROMOTION

Goal:

A cooperative and coordinated approach to marketing and promotion that stresses Oakwood's many assets and advantages, its high quality living and business environments, its convenient location, and its superior City services and facilities.

EXISTING OBJECTIVES:

1. Work with the Kettering Moraine Oakwood Chamber of Commerce to market and promote Oakwood on a regional level.
 - a. *Oakwood has been a longstanding member of the KMO Chamber of Commerce, and regularly has a staff member attend chamber meetings and participate in chamber activities. KMO Chamber representatives routinely organize ribbon cutting events for new businesses in Oakwood and for other Oakwood events such as the 2021 grand opening of the new recycling drop-off facility, the new electric vehicle charging station and the new pickleball courts. Oakwood joins Kettering and Moraine in participating in the annual KMO Chamber Kudos, Milestones and Ovations event each year that highlights important events and achievements in the three cities. New businesses seeking a location in the area regularly contact the KMO Chamber for advice and recommendations on potential business sites.*

NEW OBJECTIVES:

1. Undertake a targeted marketing program that will help attract quality and appropriate new commercial and business uses within the existing commercial areas of the community; depict Oakwood as an easily accessible and viable location for new business development, with a cooperative and supportive City administration.
 - a. *The Sugar Camp Professional Office complex is essentially full, and only two remaining pieces of land are available for development at Sugar Camp, one at the west end of Sugar Camp, and the other on the north side of the entrance to Pointe Oakwood. No additional undeveloped commercial property is available in Oakwood. While there are occasionally vacant spaces in the Far Hills Avenue and Park Avenue Business Districts, they are usually filled fairly quickly. There is not enough vacant property available to warrant a formal program to attract new commercial and business uses to Oakwood.*
2. Implement outreach programs that will make all new residents, particularly among racial and ethnic minorities, feel welcome and at home within the Oakwood community.
 - a. *In 2020 and 2021, leaders of the city, schools and library worked closely with a group of Oakwood citizens to establish the Oakwood Inclusion Coalition (OIC). The mission of the OIC is to study, promote, and celebrate an inclusive, equitable, diverse, and welcoming environment and community for everyone who lives, works, visits, or passes through Oakwood. The OIC is still in its infancy as a citizen driven non-profit organization. The 2020 US Census, along with data from the Oakwood Schools, shows that the city is becoming more diverse in several ways. The naturally*

increasing diversity, along with the work of the OIC, will certainly lead to Oakwood being viewed more and more as a community that welcomes all people.

8. COMMUNICATION and COOPERATION

Goal:

A communication approach in which the City actively promotes cooperation and support among local residents and businesses, public agencies and organizations, nearby communities, and Dayton's regional planning agencies.

EXISTING OBJECTIVES:

1. Sponsor and promote programs, activities, events and celebrations that can stimulate community involvement, foster a strong community spirit and identity, and bring together residents from various neighborhoods on a regular basis.
 - a. *Many Oakwood neighborhoods conduct block parties annually. The city supports these parties by assisting with roadway closures and visits from the Oakwood Public Safety Department, usually including a fire truck.*
 - b. *Oakwood was incorporated in 1908. In 2008, the city celebrated its centennial. The celebration included numerous special events. It also included publishing of a book entitled "Oakwood – From Acorn to Oak Tree," and creation of a video entitled "Oakwood: Our Home on the Hill."*
 - c. *Oakwood offers several items for sale to celebrate the community. These items are described on the city website and include:*
 - i. *The book "Oakwood – From Acorn to Oak Tree"*
 - ii. *The video "Oakwood: Our Home on the Hill"*
 - iii. *Oakwood mug*
 - iv. *Oakwood scarf and tie*
 - v. *Oakwood flag and banner*
 - vi. *The cookbook "Talk of the Town II: A Collection of Oakwood Recipes"*
 - d. *The city conducts a document shredding and disposal event for Oakwood citizens. The event is held annually in September and is very well received.*
 - e. *In 2015, the city completed a project to replace all of the street signs to comply with state and federal regulations. The old signs were made available for purchase by citizens interested in Oakwood memorabilia.*
 - f. *In 2019, the Oakwood Public Safety Department began offering a Citizens Police Academy. It has been a very well received program where representatives from the Oakwood Safety Department instruct over a ten week period on different subjects with the goal of creating greater understanding of modern policing and its challenges, and an introduction to fire prevention. Topics covered include: Safety Department Orientation, Patrol Operations, Traffic Enforcement, Use of Force, Evidence Collection, and Fire Prevention/Education.*
 - g. *To build and maintain community spirit, the city conducts the following community events and celebrations annually:*

- i. *New Resident Breakfast: First established in 2002 and typically held early in the year, this event provides the opportunity for city council and senior staff, along with leaders from the Oakwood City Schools, Wright Memorial Public Library, and the Oakwood Municipal Court Judge to enjoy a breakfast meal with residents that have moved to Oakwood over the preceding year, and to inform new residents about all the first-class services offered throughout the community.*
 - ii. *That Day in May (TDIM): The first TDIM community festival was planned and conducted by the city in 1976 as part of America's bi-centennial. It is conducted on the third Saturday in May each year and is now organized by the Oakwood Rotary Club, with assistance from the city of Oakwood and Oakwood Schools. It is the primary fundraiser for the Oakwood Rotary Club and Rotary Club Foundation through which many non-profit charitable organizations are supported with grant dollars.*
 - iii. *Ice Cream Social: The annual ice cream social dates back to the 1950s and is traditionally conducted on the last Sunday before school begins. It celebrates the ending of summer and the start of a new school year for Oakwood youth.*
 - iv. *Family Fall Festival and Scarecrow Row: Established in 2002, this event celebrates the fall season, the onset of cooler weather, and Halloween. It is always a family favorite, often drawing over 1,000 citizens to Shafor Park for the festival, and to Shafor Boulevard to see the vast array of impressive scarecrows built by Oakwood residents, businesses and institutions.*
 - v. *Lighting of Oakwood and Holiday of Lights: This annual event has been held for several decades and is conducted in early December to celebrate the approaching December holiday season and beginning of winter. It too is a family favorite, even when the event happens to fall on a very cold and snowy evening.*
- 2. Promote continued cooperation and collaboration between the various public agencies serving the City, including Oakwood City Schools and Wright Memorial Library.
 - a. *Leaders of the city, schools and library meet periodically and communicate regularly about issues impacting the community. Wherever practicable and appropriate, the city, schools and library partner to provide the finest services to the community in the most efficient and cost effective manner possible. As mentioned above, the city and schools partnered to build Lane Stadium in 2016. In 2018, the city and schools completed a joint project to completely rebuild the Shafor Park Tennis Facility and formally established it as a public tennis court, and as the Home of Oakwood High School Tennis.*
 - b. *In 2006, the city, schools and library began publishing a joint newsletter. The "Oakwood Scene" newsletter is mailed bi-monthly to all Oakwood residential and business properties. It contains valuable and timely information about city, school and library projects, services and operations.*
- 3. Continue Oakwood's effective support of community groups and other voluntary organizations in providing community services.
 - a. *The city works cooperatively with the Oakwood Rotary Club to conduct several regular programs and activities, most notably:*

- i. *The annual “That Day in May” celebration that includes a pancake breakfast, run, community parade, and carnival.*
 - ii. *The hazardous waste collection and disposal program, that results in the removal and recycling of a significant amount of hazardous waste material from the city. This program was started in 2008 and is conducted four times each year. Year after year, it is heavily used by Oakwood residents.*
 - iii. *The American Flag project whereby approximately 1,400 American flags are displayed along Shafor Boulevard over the Memorial Day weekend, the July 4th Independence Day holiday, and the November 11th Veteran’s Day holiday. This project began in 2015. In 2019, the project expanded to include large American flags placed by the city along Far Hills Avenue throughout the spring, summer and fall. The Oakwood Rotary Club Foundation provided over \$5,000 to fund these two projects.*
 - b. *The city interacts periodically with the MOMs of Oakwood group, supporting events and activity of that non-profit organization.*
 - c. *The city works closely with Green Oakwood, a group of Oakwood citizens interested in matters related to sustainability. Current programs include periodic recycling of Styrofoam and string lights.*
4. Establish cooperative relationships between City government and Oakwood churches and synagogues to provide community services and programs.
- a. *The city communicates regularly with leaders of local religious institutions and responds swiftly to requests for public services where appropriate and as needed.*
5. Work closely with the City of Dayton and the University of Dayton to improve roadway conditions, parking, neighborhood appearance issues, and housing conditions along the Irving Avenue corridor.
- a. *City code enforcement and public safety staff work closely with representatives from the city of Dayton and the University of Dayton to ensure that rental housing on Irving Avenue and the adjacent north Oakwood neighborhood is used consistent with city codes and laws. At the beginning of each new school year, staff engages in a concerted effort to obtain tenant information from all landlords and to ensure that renters are aware of the city’s standards for property maintenance and are aware of the city’s ordinances regarding noise and other matters relating to being a good neighbor.*
 - b. *Oakwood is party to a mutual aid agreement with the city of Dayton that provides the Oakwood Public Safety Department with certain police powers along Irving Avenue within the Dayton corporation line. The agreement has been in place for many years and was updated in 2022. The agreement provides Oakwood police officers with the power to enforce parking and vehicle moving violations on Irving Avenue in Dayton.*
6. Work with the Miami Valley Regional Planning Commission and the greater Dayton Regional Transit Authority on area-wide transportation issues and other regional issues that may influence or impact Oakwood.
- a. *Oakwood city officials routinely attend meetings of the Miami Valley Regional Planning Commission (MVRPC), including the Board of Directors and the Technical Advisory Committee. City officials worked very closely with MVRPC staff in*

coordinating project details and major financing for the 2017 Shroyer Road Safety Improvement project described above. City officials work regularly with representatives from the Greater Dayton Regional Transit Authority (GDRTA). Projects involving coordination with GDRTA include the reduction of several bus stops on Shroyer Road to accommodate the 2017 roadway safety improvement project, and the Far Hills Business District street light enhancement project.

NEW OBJECTIVES:

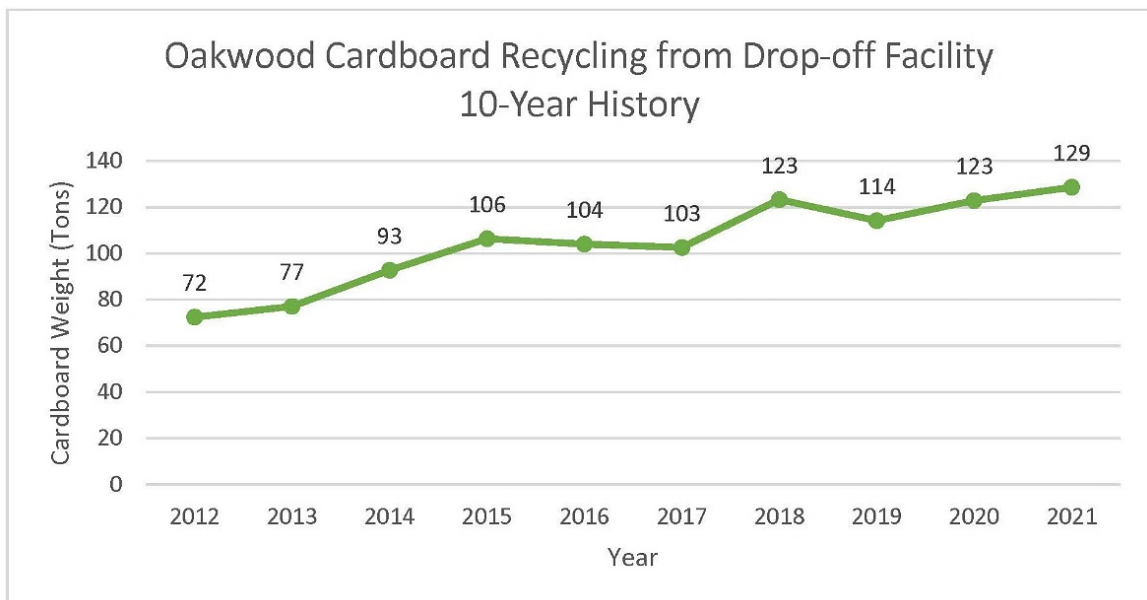
1. Promote additional participation from all residents and businesses in municipal affairs. Consider development of a citizen volunteer service group.
 - a. *The city has maintained a broad range of council-appointed citizen committees to assist in matters relating to the financing and delivering of Oakwood public services, and management of the city and city land. There are about 100 residents serving on council committees at any given time. In 2022, the city aligned the five property maintenance districts with the eight Oakwood voting precincts, thus adding nine more citizens to the Property Maintenance Board.*
 - b. *In 2021, the city began offering remote attendance and participation at city council and other public meetings via the Zoom platform. In 2020, the city began offering live-streaming of city council meetings. This allows persons to watch city council meetings from any remote location that provides internet service.*
 - c. *In 2019, the city launched a completely new website. It replaced a website that was initially established in 1988. The new website includes all the latest technology and is designed to be user-friendly and to operate equally well from a desktop computer or mobile device. In addition to providing an enormous amount of information about the city and city services, the website provides automated ways make requests for city services and to report problems or concerns such as roadway potholes, street light outages and missed refuse pick-ups. The city also maintains a Facebook page and a comprehensive e-mail distribution list through which regular communications are delivered to Oakwood residents and businesses. There are over 2,100 email addresses on that list. In 2007, the city joined several other area communities in participating in the CodeRED emergency notification system. The system allows for targeted notices to be delivered via telephone to communicate information about any emergency.*
 - d. *An indicator of Oakwood's success as a community is the fact that decade after decade, Oakwood voters have approved the renewal of existing property tax levies and approved new ones when asked. The last request for a new property tax was in 2013. The issue passed with a 55-45 yes vote. In advance of the vote, the city engaged in a comprehensive public outreach campaign. The campaign included conducting 28 neighborhood meetings, three open house events, and three town hall meetings.*
2. Cooperate with nearby communities to help ensure that Oakwood residents have access to a wide range of services, facilities and activities in the greater Dayton area.
 - a. *City staff maintains regular contact with officials from neighboring communities to share best practices on a range of topics related to delivery of public services. Oakwood continues to operate a local health district, but works very closely with*

Public Health – Dayton and Montgomery County to ensure that Oakwood residents have full access to all county-wide health and wellness services.

Over the past several decades, the city of Oakwood has implemented numerous measures to address matters of the environment. These measures have provided for the betterment of Oakwood and the greater community. Below is a list and brief description of each measure:

Recycling:

- Cardboard: About 30 years ago, the city began collecting cardboard for delivery to local cardboard recyclers in two ways. One is through the single stream process where the cardboard is co-mingled with other recyclables (glass, plastics, metal cans, newspaper, etc.) and picked up by the city with the weekly refuse removal. The second is through the single product cardboard drop-off at the city’s yard debris and recycling drop-off facility located at the entrance to the J.D. Foell Public Works Center, 210 Shafor Boulevard. The preferred method for cardboard recycling is for Oakwood residents to bring their cardboard to the single product drop-off containers at the recycling facility. As a single product, it has the most value and is most efficiently recycled. The graph below illustrates how cardboard volumes have increased over the past ten years demonstrating the community’s growing interest in and commitment to recycling.



- **Co-mingled Products:** In 1989, Oakwood started city-wide weekly collection of co-mingled recyclables, and it continues to this day. It is a voluntary program, but nearly all Oakwood residents participate. At the outset of the program, about 60% of Oakwood residents participated. Based on a survey completed in November 2021, about 92% of Oakwood residents participate.
- **Recycling and Yard Waste Drop-off Facility:** On November 30, 2021, the city opened a new facility for the 24/7 drop-off of green waste (yard debris), cardboard, and co-mingled recyclables such as glass, plastics and metal cans. The city recycling facility also accommodates the drop-off of seasonal items such as holiday string lights and provides space for Styrofoam drop-off under a new Montgomery County program conducted quarterly. The city works with the Green Oakwood citizen group to implement the holiday string light and Styrofoam programs. The recycling drop-off facility supplements Oakwood's weekly recycling collection program conducted in conjunction with trash collection, and replaces a facility formerly operated from the Creager Dog Park parking lot. The new location provides for a more efficient drop-off operation and a much more user-friendly environment for facility users. The total project cost was about \$380,000, with \$72,000 paid through a grant from the Montgomery County Solid Waste District under the 2021 District Incentive Grant Program. The grant recognizes and acknowledges Oakwood's continuing commitment to recycling.
- **Other:** The city maintains numerous recycling containers at parks, in public natural areas, and in city buildings.
- **Recycling Numbers:** In 2021, about 50% of the total waste generated in Oakwood was recycled.

Leaf Collection and Reuse: For over 30 years, the city has collected leaves throughout the community each fall, and converted the leaves to yard mulch. The yard mulch is offered to Oakwood residents each spring. In 2021, the city picked up over 7,000 cubic yards of leaves, an enormous amount of leaves for a city of just 2.2 square miles in total land area.

Green Waste Collection and Disposal: Oakwood residents have two convenient ways to dispose of green waste without adding it to the weekly household trash. For several decades, and in addition to the fall leaf pick-up, the city has operated a year-around green waste collection program. The program is heavily used for the disposal of brush, branches and all other types of yard waste. Residents can place the green waste behind the edge of roadway at their property frontage for pick-up by the city. The second way is for residents to drop off the green waste at the 24/7 recycling drop-off facility.

Stormwater Management: The city manages stormwater runoff in several ways.

- **Stormwater Management Utility:** In 2013, Oakwood established a stormwater utility for managing stormwater in compliance with federal and state EPA standards under the National Pollutant Discharge Elimination System (NPDES). One of the requirements of the NPDES permit involves public education on stormwater matters, education that leads to pollution prevention. The city routinely addresses this with articles published in the bi-monthly *Oakwood Scene* newsletter. In 2019, the city completed a program to install “No Dumping” placards on all stormwater inlets (catch basins) throughout the city. This project was done as a volunteer effort through Little Miami Watershed Network and The University of Dayton River Stewards, at no cost to the city.



- **Stormwater Drainage Ordinance:** Several decades ago, Oakwood City Council adopted a drainage ordinance to address additional stormwater runoff generated by home and business improvement or expansion projects. The drainage ordinance requires that property owners take steps to mitigate the additional runoff created by their projects. The steps involve either stormwater retention or detention to: 1) protect downstream property; 2) protect downstream rivers and other waterways; and 3) reduce negative impacts to the flow capacity of the stormwater discharge infrastructure.
- **Rain Garden:** In 2008, the city built a parking lot on the former site of a 4-unit apartment building on Orchard Drive to address parking needs in the Far Hills Avenue Business District. The parking lot design included construction of rain gardens to accommodate the stormwater runoff generated by building the additional hard surface area.

Hazardous Waste Collection and Disposal: In 2008, the Oakwood Rotary Club launched a Hazardous Waste Collection Program. Four Saturdays each year,

volunteer Oakwood Rotarians travel around the city and collect household hazardous materials such as oils, pesticides, paints, batteries, etc. and transport them to the Montgomery County Refuse Transfer Station where they are properly disposed. Residents call a phone number at the Public Works Department to register for a pick-up. The Public Works Department compiles a list of quarterly pick-ups and provides the list to the team of Rotary volunteers. This has been a highly successful program, removing large amounts of hazardous material making the community safer and keeping the material out of our landfills.

Prescription Drug Drop-off: In 2017, the city installed a drop-off box for the safe and proper disposal of prescription drugs. The container is located at the entrance to the city building, 30 Park Avenue, adjacent to the public safety dispatch office. It is available 24/7.



Public Lawn Maintenance: The city maintains numerous public lawn areas including parks, gardens and boulevards. For over 20 years, the city has used an Integrated Pest Management (IPM) program for maintaining the public grass and landscaped areas. All city mowers have mulching blades, and city staff sets the mowers at a high cut setting. Best IPM practices indicate that the taller the turf the less weed infestation and thus the less need for lawn treatment. Use of mulching blades returns nutrients to the lawn and helps keep the grass healthy.

Landscape Management Code: On July 18, 2022, city council approved an amendment to Chapter 551, Weeds, of the Oakwood General Offenses code renaming it to “Landscape Management” and incorporating new provisions to authorize the establishment of managed natural landscape areas on private property within the city. The purpose of the amendment was to encourage the use of native vegetation throughout the city to maximize ecological and aesthetic benefits while respecting existing community values regarding landscaping to include well-maintained yards, preservation of sight lines, compatibility with existing structures, and public safety. Ecological benefits of “managed natural

landscapes” include enhancement of pollinator support habitat, stormwater management, carbon sequestration, erosion control, and preservation of biodiversity.” The updated code adds provisions to expressly authorize property owners to establish “managed natural landscape areas” on their property but, importantly, it does not give property owners permission to neglect their yards or allow them to “go wild.” The key concept behind a managed natural landscape area is that it must be “managed and maintained” as required by the new ordinance.

Dogipot Stations: In 2008, the city began installing stations throughout the city for disposal of dog waste. There are currently 15 stations maintained throughout the city for convenient and proper disposal of dog waste. These stations are heavily used, keeping the waste out of our waterways. A map of the station locations is available on the city website.

Wellfield Protection: In 1994, Oakwood City Council adopted a wellfield protection program in compliance with recommendations from the United States and Ohio Environmental Protection Agencies (EPA). The program includes: 1) an Aquifer Characterization and Protection Area Delineation Study; 2) a Potential Pollutant Source Inventory Report; and 3) a Drinking Water Source Protection Plan. The program included establishment of two new zoning districts... the Wellhead Operation District and the Well Field Protection Overlay District. The purpose of the program is to protect the aquifers from which the city’s water is drawn. It is fully endorsed by the Ohio EPA.

Electronic Communication and Document Storage: The city has taken multiple steps over the years to embrace the digital age, continuously looking for ways to operate the local government administrative functions in a manner that has the least impact on our environment. As an example, between 2009 and 2013 the city implemented electronic purchase orders, utility e-bills, direct deposits of payroll and emailing of paycheck stubs; and began routinely saving reports in pdf format rather than printing and maintaining hard copies.

Solar Power Electricity Generation: The city embraces the entrance of residential solar power generating systems in Oakwood and offers a simple and efficient permitting process for property owners interested in solar power installations. There are currently over 40 residential installations in Oakwood.

Eradication of Invasive Plants: The city works continuously to manage and remove Honeysuckle and other invasive plants from public properties. This includes the work of city staff and periodic events where citizens and community groups volunteer time to assist.

Trees:

- Johnny Appleseed Program: In 1979, the city established the Johnny Appleseed street tree planting program. Over 3,200 new trees have been planted in Oakwood through this program. The program offers a systematic and continuous way of renewing Oakwood's expansive tree inventory.
- Far Hills Avenue Business District: In 2014 and 2015, the city replaced nearly all of the center median and curbside trees in the Far Hills Avenue Business District, renewing this primary component of the business district landscaping. In total, 164 new trees were planted. The city also planted 10 new trees in the Orchard Drive parking lot, along with the rain gardens mentioned above.
- Shroyer Road: In 2017, the city converted the 1.1 mile stretch of Shroyer Road from a 4-lane asphalt street to a 3-lane asphalt street with 16 raised center medians. The project included planting 56 trees in the newly created center median. The medians reduced by 5% (12,205 square feet or 0.28 acres) the hard surface area of Shroyer Road in Oakwood.
- Emerald Ash Borer Treatment: In 2008, the city began protecting the Ash trees against the devastating impact of the Emerald Ash Borer. The city treats a majority of the Ash trees on public property annually.
- Tree City USA: In 2022, Oakwood was recognized for the 40th consecutive year as a Tree City USA community. This is a designation by the National Arbor Day Foundation recognizing Oakwood's continuous commitment to maintaining and improving the city's tree inventory.
- Annual Youth Arbor Day Event: Each year in the month of April or May, the Oakwood Beautification Committee (OBC) leads 3rd graders from both Harman School and Smith Elementary on a "Treasure Hunt" to find different species of trees in Oakwood. All 3rd grader receive a native tree seedling to plant on their property. The children learn about the Emerald Ash Borer, Asian Long-Horned Beetle, Tree City USA and why trees are beneficial. In 2022, a coloring contest, sponsored by the Oakwood Community Center and the OBC, was also held with over 90 entries from Kindergarten through 6th grade students.

Walkable and Bikeable Community: Oakwood is a highly walkable and bikeable community with schools, shops, houses of worship, parks, and community services all within blocks of one another. The city continuously looks for ways to promote and maintain a safe environment for walking and cycling.

- **Sidewalk Maintenance:** The city places great emphasis on the maintenance of public sidewalks. Each year, 25% of the city sidewalks are inspected and repaired or replaced as needed. Also, the city's Code Enforcement Officer conducts routine inspections to identify locations where trees or vegetation are encroaching public sidewalks.
- **Shroyer Road Improvements:** The 2017 Shroyer Road improvement project included construction of dedicated bike lanes on both sides of the street between the roadway and adjacent curb. The project significantly improved the safety performance of Shroyer Road for all transportation modes (e.g., vehicle, pedestrian, bicycle). Vehicle speeds dropped dramatically, as did the number of accidents.
- **Public Transportation:** The city supports the efforts of the Greater Dayton Regional Transit Authority (RTA) in promoting public transportation.

Deicing Salts: Oakwood is committed to minimizing the use of traditional rock salt for deicing public roadways, alleys, and other public properties.

Composting and Native Plants: Through the Oakwood Community Center, the city periodically offers educational programs on topics including composting and use of native plants.

Parks and Natural Areas: The city maintains Smith Gardens as one of the finest public gardens in Ohio. The city maintains and renews public natural areas using saplings, native plants and eco smart hardwood mulch. In 2017, the city accepted a 0.6-acre parcel of greenspace from the Oakwood Investment Group at the northwest corner of West Schantz Avenue and Far Hills Avenue. As a condition of the donation, this property shall remain a public greenspace in perpetuity. In 2007, the city purchased 3.1 acres of land adjacent to Houk Stream. This land had been established as a buildable lot in 1995 when an 11.4 acres estate property was subdivided. The purchase was made to significantly enhance the public natural area around Houk Stream.

Electric Vehicle Charging Stations: On May 31, 2022, the city opened a two port, Level 2 electric vehicle charging station in the Orchard Drive public parking lot. The city joined several other Miami Valley communities in an Ohio EPA grant application to help fund the project. The application was submitted through the Miami Valley Regional Planning Commission. Oakwood was awarded \$15,000 towards the \$24,000 project. Several years ago, Dorothy Lane Market built an electric vehicle charging station in its parking lot.

Battery Operated Equipment: The city continuously evaluates battery powered vehicles and equipment to see if and when it is practicable to replace existing gasoline powered equipment. The city is considering the purchase of a fully electric police car in 2024.

Oakwood Farmers' Market: City staff works with a group of Oakwood citizens organized as a 501(c)(3) non-profit to plan and operate an annual community farmers' market. The first Oakwood market opened in 2013. Its mission is to create an educational, entertaining, and inclusive market for the residents of Oakwood and surrounding Dayton communities to gather and support local businesses including local farmers, gourmet food vendors, and artisans.