

GOAL 1: Expand Diversity and Affordability of Housing. Provide a full range of housing types and price points across the city that allows for diverse lifestyles and provides quality, affordable homes for all Oberlin residents.

Objective 1.1: Expand quality and diversity of housing types through city policy and development partnerships.

Strategy	Time Frame	5-Point Strategy	Responsible Parties
1.1.1 Provide expanded quantity of housing and types of living options including co-ops, co-housing, boarding homes, cluster homes and accessory dwelling units.	ST-1	CD	City Leadership; PZD; Private Landowners & Developers
1.1.2 Evaluate new construction that could involve highly energy efficient modular homes.	M	CD	PZD; CMO.
1.1.3 Recommend a community-supported plan for the property known as Bait Canteen.	ST-2	CD	City Leadership; PZD
1.1.4 Evaluate multifamily, housing cluster options and housing types that suit the community.	M	CD	PZD; Planning Comm.
1.1.5 Evaluate areas for residential projects that involve the townships through communication and partnerships.	M	CD	City Leadership; PZD; Twps; Lorain County
1.1.6 Monitor and evaluate short term rentals' impacts on housing availability and affordability in Oberlin, and make recommendations as needed.	ST-3	CD	PZD; Planning Comm.

Objective 1.2: Create affordable rental and for-sale housing for seniors and families.

1.2.1 Continue to collaborate with the Oberlin Community Land Trust and other private and non-profit entities in facilitating affordable housing development through new construction, deed restrictions, utilizing city-owned land, collaboration with the Lorain County Land Bank, renovation and resale of older homes, and other tools.	ST-1	CD	City Leadership; PZD
1.2.2 Establish a tax abatement strategy designed to incentivize affordable housing development.	M	CD	City Leadership; PZD; Finance Dept.

Strategy	Time Frame	5-Point Strategy	Responsible Parties
1.2.3 Establish city focus on developing affordable housing, socially equitable financing options, housing renovation, and financial literacy, as well as address other social equity concerns related to housing.	ST-1	SE	PZD
1.2.4 Provide affordable smaller for-sale homes and multifamily rentals, while continuing to expand housing opportunities at all price levels.	ST-3	CD	PZD; Private Landowners
1.2.5 Support senior housing in areas within proximity to medical facilities, parks, trails, and other community amenities.	M	CD	PZD; Private Landowners
Objective 1.3: Work to restore Oberlin’s existing housing stock and neighborhoods.			
1.3.1 Establish comprehensive housing stock rehabilitation and maintenance strategies.	ST-1	CD	PZD; Lorain County
1.3.2 Enhance the code enforcement program to improve the condition of housing in Oberlin, and support tenants, small landlords and good landlords as well as lower income owners.	M	CS	PZD
Objective 1.4: Improve quality of existing rental properties, and support for tenants, while remaining affordable.			
1.4.1 Develop a residential rental registration program, within city capacity, and incorporate best practices for managing out of town landlords.	M	CS	PZD; Lorain County
1.4.2 Actively publicize county programs designed to stabilize families and prevent evictions and Homelessness.	M	CS	CMO
1.4.3 Work with the city’s Human Relations Commission and the Lorain Metropolitan Housing Authority to educate landlords and tenants, advocate for tenants’ rights, and resolve disputes between landlords and tenants.	ST-2	CS	PZD

Objective 1.5: After full community discussion, update the city’s zoning map and regulations (zoning code) to align with the future land use map and goals and objectives of the Comprehensive Plan, with particular attention to residential uses.			
Strategy	Time Frame	5-Point Strategy	Responsible Parties
1.5.1 Implement "green" and sustainable building and development code opportunities that address smart growth policies.	M	ES	PZD; Planning Comm.; CMO
1.5.2 Review city codes and subdivision standards to assure subdivision and other street and utility regulations are up to date and consistent with neighboring communities.	M	CD	PZD; Public Works
1.5.3 Adopt revised residential zoning districts that permit multifamily housing, coops, co-housing, boarding homes, cluster homes and accessory dwelling units, and other types of housing in keeping with recommendations of the plan.	ST-1	CD	PZD; Planning Comm.; City Leadership
1.5.4 Consider a mixed-use zoning district regulation that aligns with the future land use map and provides flexibility for varied building typologies while maintaining high design quality and complimenting the surrounding context.	ST-1	CD	PZD; Planning Comm.; City Leadership
1.5.5 Consider conservation development provisions on environmentally sensitive properties.	M	CD	PZD; Planning Comm.; City Leadership
Objective 1.6: Evaluate the Fair Housing Ordinance and cooperative programs to ensure Fair Housing in Oberlin.			
1.6.1 Evaluate the city’s Fair Housing Ordinance and existing countywide programs to define and implement an approach to education, complaint response, and testing that ensure fair housing in Oberlin.	ST-2	SE	PZD; Human Relations Commission

GOAL 2: Continue and Expand Economic Development. Provide quality economic development services and facilities to enable businesses and families to thrive.

Objective 2.1: Expand the city’s support for the development, attraction, expansion and retention of businesses, including support for organizational collaborations serving businesses.

Strategy	Time Frame	5-Point Strategy	Responsible Parties
2.1.1 Develop and implement a city communications and promotion strategy that emphasizes the advantages of the location, available sites, labor market, and other data helpful to established and startup businesses, solo entrepreneurs, industries, climate refugees, and developers.	ST-1	CD	PZD; CMO
2.1.2 Continue to address service needs that are required for existing businesses, with retention or expansion as the focus.	O	CS	PZD; OBP; OCIC
2.1.3 Incorporate 100% renewable energy, fiber optics capabilities, and quality of life in communications about the advantages of developing, relocating, and establishing brick and mortar businesses and remote employees in Oberlin.	ST-3	CD	PZD; CMO
2.1.4 Promote Oberlin as the optimal location for first-time and startup businesses. Promote small and mid-range regional businesses.	O	CD	PZD; CMO; OBP.
2.1.5 Provide easy-to-access resource information to potential businesses, including zoning information to help navigate existing regulations.	ST-2	CS	PZD; CMO
2.1.6 Engage with regional and statewide small business organizations to promote locating/relocating small businesses.	M	CD	PZD; OBP
2.1.7 Continue coordinating environmental sustainability incentives for businesses including encouragement and support through city resources, cooperative efforts of business owners and other stakeholders (OCSD, OC), bulk purchasing of sustainable products for use/reuse, using native plants for landscaping, etc.	O	ES	PZD; CMO

Objective 2.2: Develop and enhance innovation/industrial properties to accommodate businesses that will strengthen Oberlin’s economy and tax base, and provide a nearby base of desirable jobs for Oberlin residents.

Strategy	Time Frame	5-Point Strategy	Responsible Parties
2.2.1 Address the need for an increased tax base through new light industrial facilities and office areas.	ST-1	CD	City Leadership; PZD; Private Landowners & Developers
2.2.2 Coordinate efforts with Pittsfield Township, New Russia Township, and property owners to expand light industrial and office development. <i>ST (Pittsfield and property owners); MT or LT (New Russia Twp.)</i>	S/M/L	CD	City Leadership; PZD; Private Landowners; Twps
2.2.3 Develop design criteria for developments that promote high quality design and integration into the surrounding context.	M	CD	City Leadership; PZD; Planning Comm.
2.2.4 Promote new small and adaptable office and innovation environments that support the evolving workplace environment and growth of small businesses.	ST-3	CD	City Leadership; PZD; Planning Comm.; OCIC
2.2.5 Review and update Industrial and Commercial Zoning District regulations to ensure that they accommodate innovation, entrepreneurship and small business need for flexibility.	ST-1	CD	City Leadership; PZD; Planning Comm.

Objective 2.3: Strengthen downtown through business and organizational support and economic development, slowly expanding affordable, quality retail spaces in keeping with downtown character.

2.3.1 Align with recommendations of the Downtown Strategic Plan for downtown enhancement, including partnering with OCIC to implement recommendations for design, organization, programs and economic vitality.	ST-1	CD	City; OCIC; OBP; DT Business & Property Owners
2.3.2 Evaluate the use of Tax Increment Finance tools to promote and revitalize development along Main Street.	M	CD	PZD; Finance Dept.; OCIC; OBP
2.3.3 Over time, evaluate the need, costs and benefits of establishing of a Special Improvement District (SID) which earmarks property tax funds for improvements in downtown spaces.	L	CD	City; OBP; DT Property Owners; OCIC

Strategy	Time Frame	5-Point Strategy	Responsible Parties
2.3.4 Clarify the role between the city, OCIC and Oberlin Business Partnership related to implementation of Downtown Strategic Plan and Comprehensive Plan recommendations.	ST-2	CD	City Leadership; OCIC; OBP
2.3.5 The city should, in collaboration with OCIC and cooperation with the owners and merchants, identify specific downtown infill and expansion sites, providing reasonable assurance to property owners and potential investors of the acceptability and approvability of specific projects.	ST-1	CD	City Leadership; OCIC; OBP; DT Business & Property Owners
2.3.6 The city and the Planning and Development Department should work to recruit potential new business owners that fit market demand and character of Oberlin, to fill vacated spaces with retail, services and live/work structures that will benefit the community.	ST-2	CD	City; PZD; OCIC; OBP
2.3.7 Enhance the downtown core through promoting city programs and resources for existing businesses.	M	CS	CMO; PZD; OBP; OCIC
2.3.8 Promote city incentives and services offered to downtown businesses and provide guidance on accessing that information and support.	M	CS	PZD; OBP; OCIC
2.3.9 Evaluate business ownership and incentivize downtown opportunities for individuals in protected classes, including Black, Indigenous and other people of color, LGBTQ individuals, women, immigrants, and people with disabilities.	M	SE	City Leadership; PZD
2.3.10 Encourage alternative business models including Mobile food vending/food trucks that complement the existing retail and food spaces of downtown.	M	CD	City Leadership; PZD
2.3.11 Explore shared parking arrangements that meet the various demands of business owners, office workers, the general public, and visitors.	M	CD	City Leadership; Off-Street Parking Owners; PZD
2.3.12 Continue to work on options for installing a public restroom downtown.	ST-3	CS	Parks & Rec; PZD; Public Works

Objective 2.4: As economic opportunities expand throughout Oberlin, ensure that they are environmentally sustainable and resilient, support social equity, and enhance Oberlin’s unique character.

Strategy	Time Frame	5-Point Strategy	Responsible Parties
2.4.1 Promotion and cultivation of the development and expansion of industries that embrace innovative methods and new technologies.	ST-3	CD	PZD; CMO
2.4.2 Create city-led programs and policies that encourage equitable access to economic development.	M	SE	PZD; City Leadership
2.4.3 Encourage, incubate, and develop businesses and industries that are economically and environmentally sustainable through a collaboration between the city and key regional partners.	M	ES	CMO; PZD; Team NEO; Jobs Ohio; Lorain County
2.4.4 Encourage practices in environmental sustainability that reflect positively on businesses. Promote energy-efficient programs that are available to Oberlin businesses.	M	ES	CMO
2.4.5 Continue to support a farmers' market downtown which accepts SNAP, EBT and similar programs.	O	SE	CMO; Oberlin College
2.4.6 Evaluate other options for food resilience such as co-ops, local food auctions, and others.	M	ES	CMO; Oberlin College
2.4.7 Grow new economic opportunities in underutilized areas of the city.	L	CD	PZD; City Leadership

Objective 2.5: Identify financial and capital opportunities to support Oberlin businesses and business development.

2.5.1 Evaluate financial tools and develop incentives and resources for small businesses that lower the barriers to starting a business in Oberlin.	ST-1	SE	PZD; City Leadership; OCIC; OBP
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Objective 2.6: Work with partners to provide workforce development, training for startup businesses, training for Oberlin school students, and encourage entrepreneurship skills.

2.6.1 Support workforce development programs for existing or future businesses.	M	SE	PZD; Oberlin Schools; Existing Businesses; LCJVS; LCCC
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Strategy	Time Frame	5-Point Strategy	Responsible Parties
2.6.2 Continue to maintain a list of registered, licensed contractors for businesses to help with upkeep and maintenance of equipment and operations, and work to identify additional local contractors from diverse backgrounds.	O	SE	PZD
2.6.3 Foster collaboration with Oberlin Schools and Oberlin College to provide opportunities for training to align with businesses and area workforce development needs	M	SE	PZD; Oberlin College; Oberlin Schools; LCJVS; LCCC; OBP; OCIC

GOAL 3: Continue to Provide Quality Community Services. Retain and enhance quality of life in Oberlin through providing individuals, families, businesses and neighborhoods with quality public services and partnerships.

Objective 3.1: Improve the quality of the downtown design experience in keeping with user safety, convenience, and enjoyment, and Oberlin's small town character.

Strategy	Time Frame	5-Point Strategy	Responsible Parties
3.1.1 Evaluate potential improvements to the public realm that can allow for outdoor dining, landscaping, and the safe movement of pedestrians. Enhance the sidewalk environment with streetscape elements, in alignment with the downtown strategic plan.	M	CS	PZD; Public Works

Objective 3.2 Strengthen, diversify and improve safe and convenient mobility options that will allow residents and workers to access key destinations throughout the city via walking, biking, public transportation, or automobile, to suit their needs.

3.2.1 Evaluate parking and the role of the city in assuring areas are visible, safe, accessible, maintained, and inviting to visitors; support a district parking approach where useful and possible; reduce or provide on-site parking in commercial areas, where shared parking agreements are possible; consider reducing or eliminating parking minimums.	ST-2	CS	PZD; Planning Comm.; City Leadership; Off-Street Parking Owners; OCIC; OBP
3.2.2 Evaluate a comprehensive accessible design approach to downtown businesses, including a downtown portable ramp program; shared paved entrance ramps; shared collaborative effort to use the small business loan program in ways that benefit multiple businesses at a time; and citywide disability access initiatives for accessible streets and sidewalks.	ST-2	SE	PZD; Public Works; City Leadership; OCIC; OBP
3.2.3 Work with the Human Relations Commission to consult with people with disabilities to gain insight about design issues in the downtown.	O	SE	PZD; HRC
3.2.4 Construct a multi-use path on U.S. 20 from State Route 58 to Walmart Drive	M	CS	Public Works; City Leadership
3.2.5 Construct a multi-use path to the Oberlin Community Services Building connecting the building to Main Street and downtown.	M	CS	Public Works; City Leadership

Strategy	Time Frame	5-Point Strategy	Responsible Parties
3.2.6 Construct a multi-use path on State Route 58 from Maple Street to Butternut Ridge Road	L	CS	Public Works; City Leadership; New Russia Twp.; ODOT
3.2.7 Pave the multi-use path on the Ramsey Right-of-way from Reserve Avenue to Hamilton Street to allow it to function as a bicycle connection.	ST-3	CS	Public Works; City Leadership
3.2.8 Implement plans to expand the Oberlin Connector service.	ST-2	CS	PZD; City Leadership
3.2.9 Evaluate and implement traffic and pedestrian signalization improvements to city streets including crosswalk enhancements, bump-outs, etc. Special attention given to school routes.	M	CS	Public Works; OMLPS
3.2.10 Work with property owners to clean up and provide parking lots accessible to the public with quality pedestrian connections to sidewalks along business frontages to enhance pedestrian safety and wayfinding.	M	CS	Public Works; PZD; DT Business Property Owners; Off-Street Parking Owners
3.2.11 Upgrade major intersections in the downtown with long-term treatments over time. Utilize crosswalks and intersections as an opportunity to incorporate color and public art into the downtown space.	M	CS	Public Works; OSVEC
3.2.12 Review the Wayfinding Plan of 2017 and resolve cost and design issues to provide signage and wayfinding for parking lots accessible to the public and other key locations in downtown.	ST-2	CS	PZD; Public Works; Oberlin College; Arts Orgs
3.2.13 Incorporate environmental sustainability into city landscape maintenance including use of native plants, minimizing use of pesticides, etc.	O	ES	CMO; Public Works

Objective 3.3: Coordinate regional connectivity with peer cities and organizations.

3.3.1 Continue to partner with regional organizations such as Lorain County Metro Parks to enhance connectivity to the regional trail system through active transportation.	O	CS	Parks & Rec; City Leadership; Public Works; Lorain County; WRLC
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Strategy	Time Frame	5-Point Strategy	Responsible Parties
3.3.2 Continue to develop networks and communication with surrounding Townships and other cities in Lorain County.	O	CS	City Leadership
Objective 3.4: Continue to enhance parks, recreation and open space facilities and programs to serve all neighborhoods, residents and workers.			
3.4.1 Provide more benches at Spring Street Playground.	M	NE	Parks & Rec; Public Works
3.4.2 Continue to evaluate the need, costs and benefits of providing accessible public restrooms around the city.	M/L	NE/CS	Parks & Rec; Public Works; RC
3.4.3 Partner with Oberlin College to evaluate ways to enhance the accommodation of the public during community events on Tappan Square, including restroom accessibility.	ST-3	NE	City Leadership; Oberlin College; RC
3.4.4 Develop a park on the west side of town at Prospect School.	M	NE	Parks & Rec; Public Works; RC
3.4.5 Develop a park on the east side of town at Green Acres.	M	NE	PZD; Parks & Rec; Public Works; RC
3.4.6 Develop a walking path around Hamilton Field with benches and possibly training stations.	M	NE	PZD; Parks & Rec; Public Works
3.4.7 Evaluate the swim pass and other programs at Splash Zone.	M	NE	Parks & Rec; RC
3.4.8 Provide free swimming lessons for all citizens.	M	CS	Parks & Rec; RC
3.4.9 Construct a restroom facility on the west side of Hamilton Fields near soccer field.	M	NE	Parks & Rec; Public Works
3.4.10 Evaluate the garden area on Hamilton Street.	M	NE	Parks & Rec; RC; CMO
3.4.11 Construct a Skate Park - Potential locations include Hamilton Fields near Splash Zone or new park location.	M	NE	Parks & Rec; Public Works; RC

Strategy	Time Frame	5-Point Strategy	Responsible Parties
3.4.12 Continue to implement regulatory and administrative policies to ensure sustainable management of Oberlin's open spaces.	O	ES	Parks & Rec; Public Works; OSVEC
3.4.13 Continue implementation of the Plum Creek Greenway project, adding new trail connections and segments connecting Oberlin neighborhoods to the greenway where feasible.	O	NE	Parks & Rec; Public Works; OSVEC
3.4.14 Continue operation and maintenance of the new wetland and reservoir to ensure that the park continues to function as designed.	O	CS	Public Works
3.4.15 Determine usage for a renovated Morgan Street Waterworks building to include accessible restrooms and rental space; continue renovation to create a public resource.	M	NE	Parks & Rec; Public Works; RC
3.4.16 Implement a Parks and Recreation Master Plan to review and evaluate Oberlin's long term needs for additional open space for conservation and recreation, and identify possible locations as appropriate.	ST-1	NE	Parks & Rec; OSVEC; RC; PZD
Objective 3.5: Support enhancement of Oberlin's urban forest in alignment with the Climate Action Plan.			
3.5.1 Continue and expand city programs and policies to plant additional street trees and trees on city-owned land, strategically focusing on areas where tree cover is limited or threatened by disease or development.	ST-3	ES	Public Works; CMO; PZD
3.5.2 Consider policy tools to preserve healthy trees in the existing urban forest from unnecessary removal, balancing the need for development with the need to maintain the urban forest.	M	ES	Public Works
3.5.3 Incorporate Climate Action Plan goals-into city actions related to urban forestry to create additional carbon sinks and combat the urban heat island effect.	O	ES	CMO; Public Works

Strategy	Time Frame	5-Point Strategy	Responsible Parties
3.5.4 Communicate with and educate private and institutional landowners, and landscapers/ arborists working in the city, about sustainable urban forestry management practices, such as by creating city-sponsored programs to encourage tree planting or discourage the unnecessary removal of healthy trees.	O	ES	Public Works; CMO

Objective 3.6: Continue to provide and improve quality and sustainable city services for refuse management, recycling, and facilities maintenance.

3.6.1 Continue to evaluate recycling program in light of market demand to optimize a robust recycling program for residential and commercial waste products.	O	CS/ES	Public Works; PUC
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Objective 3.7: Support and collaborate with the Oberlin Schools to promote excellent educational opportunities for all families.

3.7.1 Continue and improve upon the Shared Services Partnership with Oberlin Schools.	O	NE	Parks & Rec; Oberlin Schools
3.7.2 Support Oberlin Schools in creating a redevelopment future for the former Eastwood School.	ST-3	CD	PZD; Oberlin Schools; City Leadership
3.7.3 Collaborate with Oberlin Schools on continuing to explore a plan for the PreK-12 campus and related athletic facilities.	M	CD	PZD; Parks & Rec; City Police Dept.; Oberlin Schools
3.7.4 Support the schools in implementing the 2021 School Transportation Plan.	O	CD	PZD; Oberlin Schools; Public Works
3.7.5 Collaboratively work with the Schools on environmental sustainability initiatives.	O	ES	CMO; Oberlin Schools

Objective 3.8: Continue to provide and improve utility services, providing water, stormwater, sewer, and energy options for residents and businesses in accordance with the city's goals for environmental sustainability and resilience, and social equity.

3.8.1 Evaluate the strength and reliability of the wireless internet utility that is available to both the businesses and other community members to encourage commerce and socialization.	ST-2	CS	Oberlin Cable Co-op; PZD
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Strategy	Time Frame	5-Point Strategy	Responsible Parties
3.8.2 Continue to implement and enhance the Electrical Strategic Plan to build in sustainability and resilience, including sustainable technology that will allow Oberlin to isolate in case of regional grid blackouts, and expansions needed to support growth.	0	ES	OMLPS; CMO.
3.8.3 Implement the Stormwater Strategic Plan and update as needed to support growth.	ST-2	ES	Public Works
3.8.4 Develop a Water System Strategic Plan addressing sustainability and resilience in maintaining existing facilities and accommodating future growth	ST-2	CS	Public Works; CMO
3.8.5 Develop a Wastewater System Strategic Plan addressing sustainability and resilience in maintaining existing facilities and accommodating future growth.	ST-1	CS	Public Works; CMO
3.8.6 Continue to develop utility support for future growth along U.S. 20.	ST-2	CD	Public Works; PZD; Private Developers
3.8.7 Incorporate resilience planning principles including adaptation, mitigation and redundancy into utility strategic planning.	0	ES	Public Works; OMLPS; CMO
Objective 3.9: Improve and address Social Equity in Oberlin.			
3.9.1 Develop an Oberlin Social Equity Plan, building on the Provision Social Equity Plan and Social Equity Assessment.	ST-1	SE	Oberlin Leadership; PZD
3.9.2 Continue to address high priority items in the Provisional Social Equity Plan.	ST-1	SE	Oberlin Leadership; PZD
3.9.3 Improve access to the court system and to justice-related assistance;	M	SE	PZD; City Municipal Court
3.9.4 Improve police-community relationships;	0	SE	PZD; City Police Dept.; PAC
3.9.5 Support for improving access to physical and mental health services for all;	ST-2	SE	PZD

Strategy	Time Frame	5-Point Strategy	Responsible Parties
3.9.6 Enhance access to affordable, quality food for all.	ST-3	SE	PZD; CMO
3.9.7 Continuing to strive for diversity of people in city staff and leadership.	0	SE	City Leadership; City HR Dept.; PZD
Objective 3.10: Continue to promote environmental sustainability and resilience, and climate positivity, and reduce climate vulnerability throughout city services and partnerships			
3.10.1 Update the city’s Climate Action Plan, incorporating principles of resilience as well as sustainability.	ST-1	ES	Oberlin Leadership; CMO
3.10.2 Continue to incorporate processes for review of city development and redevelopment decisions, and city policy change, to address environmental and climate concerns, make recommendations, and incentivize implementation, within the city’s authority.	ST-3	ES	PZD; CMO; Planning Comm.; City Leadership
Objective 3.11: Provide a customer-friendly approach to all city services and interactions with residents, developers, property owners and managers, businesses, and organizations.			
3.11.1 Create a streamlined development review approach that optimizes city and applicant time, while providing transparency and opportunity for public input.	ST-3	CD	Oberlin Leadership; PZD; CMO
3.11.2 Take a "customer service" approach to administrative review and code enforcement.	ST-3	CS	PZD; CMO
3.11.3 Pair opportunities for assistance such as grant and loan programs, extended payment programs, and city review assistance, with code enforcement in order to help businesses and low income property owners meet code requirements.	ST-3	SE	PZD

GOAL 4: . Promote Community Arts and Culture. Provide city support and private/college partnerships to strengthen and promote the arts and cultural opportunities in Oberlin, making them accessible to community members and visitors.

Objective 4.1: Support and promote community and college-based arts and culture opportunities through city action and public-private collaboration.

Strategy	Time Frame	5-Point Strategy	Responsible Parties
4.1.1 Encourage public art opportunities to enliven the downtown environment.	O	CS/NE	CMO; OBP; City Leadership; DT Property Owners; Arts Orgs.; OSVEC
4.1.2 Collaborate with Oberlin College, community artists, downtown business owners, high school students, and non-profits to display and promote public art on a regular continuous basis.	ST-1	CS	CMO; OBP; City Leadership; DT Property Owners; Arts Orgs.; Oberlin College; OCIC
4.1.3 Encourage public art opportunities as part of art walks, sidewalk performances, store fronts/window areas, and green spaces.	O	NE	CMO; OBP; City Leadership; DT Property Owners; Arts Orgs
4.1.4 Develop a series of mini-stages/dedicated event spaces in order to encourage pop-ups and small scale events	M	CS/NE	OSVEC; CMO; Public Works; City Leadership
4.1.5 Encourage residents and visitors to engage with existing public art.	O	CS	OSVEC; CMO
4.1.6 Work with the Open Space and Visual Environment Commission to collaborate with arts nonprofits and support the creation of new public art in Oberlin.	M	CS	OSVEC; Arts Orgs; Public Works
4.1.7 Develop a strategy for public art in the public realm to facilitate city collaboration/review, and revise city ordinances as needed and appropriate to remove unnecessary barriers to the creation of public art.	ST-2	CS	OSVEC; PZD; Public Works
4.1.8 Identify and dedicate portions of public property for public art display.	ST-3	CS	City Leadership; OSVEC; Public Works

Objective 4.2: Continue citywide programs including the Big Parade, Juneteenth, Chalk Walk, Second Saturdays and others, and expand programming.

Strategy	Time Frame	5-Point Strategy	Responsible Parties
4.2.1 Evaluate the role of events that could potentially impact the visibility of downtown. Coordinate events with Oberlin College and downtown stakeholders for "Commencement Weekend", "Welcome Back" student events, "Parents' Weekend" activities, "Homecoming", and other special events.	O	CS	OBP; Oberlin College; CMO; OCIC
4.2.2 Plan and promote joint events that intentionally bring customers into individual businesses.	O	CS	OBP; Oberlin College; CMO; DT Business; OCIC
4.2.3 Continue to look for opportunities to implement neighborhood enrichment programs that encourage neighborhood collaboration.	O	NE	Parks & Rec; RC; PZD
4.2.4 Continue to develop partnerships with non-profit and other organizations to enhance the mission of neighborhood enrichment.	O	NE	Parks & Rec; Oberlin Schools; Nonprofits

Objective 4.3: Continue to foster historic preservation.

4.3.1 Promote the value of historic preservation and the history of the city.	ST-2	CS	PZD; HPC; Oberlin Heritage Center
4.3.2 Continue to promote historic preservation resources for property owners such as the Heritage Home Program and others.	O	CS	PZD; HPC; CMO
4.3.3 Support community efforts to highlight Oberlin's unique historic role in the Underground Railroad and Civil Rights eras, identifying sites and developing tour programs and other resources to enhance and promote education and attraction of visitors.	ST-1	NE	Oberlin Heritage Center; HPC; Nonprofits; WBEH Society; OURC
4.3.4 Work with the Historic Preservation Commission to evaluate existing historic markers, identify opportunities for new ones, and apply to the State for new and replacement markers as needed.	M	CS	Oberlin Heritage Center; HPC

Strategy	Time Frame	5-Point Strategy	Responsible Parties
4.3.5 Work with the Oberlin Heritage Center and other organizations to promote historic tours and resources, and to update inventories of historic properties as needed.	M	CS	PZD; OBP; Oberlin Heritage Center
4.3.6 Assure historic sites are as physically accessible to individuals as possible.	M	SE	Oberlin Heritage Center; Nonprofits; City
4.3.7 Advance the role of historic preservation and the role of Oberlin history in the Schools.	M	CS	Oberlin Schools; Oberlin Heritage Center
4.3.8 Evaluate the creation of local historic districts, needs, costs and benefits in light of existing national historic districts.	ST-3	CD	PZD; City Leadership; HPC
Objective 4.4: Conserve Oberlin's unique small-town character and beauty.			
4.4.1 Preserve and enhance historic resources downtown through design guidelines.	M	CD	PZD; Planning Comm.; HPC; OCIC
4.4.2 Develop a Downtown Beautification program that includes preserving historic resources, improvements to facades, lighting, trees/plants, outdoor seating in common areas, and sidewalks, in alignment with the Downtown Plan.	S/M	CD	OBP; OCIC; City Leadership; DT Business Owners
Objective 4.5: Support and collaborate with partners to expand knowledge of the diverse cultures and peoples within Oberlin's shared history.			
4.5.1 Continue to implement improvements to the Underground Railroad Center property including permanent site access, landscaping, tree plantings, and individual family picnic areas.	O	NE	PZD; Public Works; Parks & Rec.; OURC
4.5.2 Evaluate public art opportunities at the Underground Railroad Center property.	ST-3	CS	OSVEC; Parks & Rec; Arts Orgs
4.5.3 Expand historic sites throughout the city with attention to diversity and inclusion.	M	SE	PZD; Oberlin Heritage Center; WBEH Society

GOAL 5: Improve and Expand Communication and Collaboration. Strengthen communication between city government, residents, businesses, Oberlin College, and Oberlin Schools, for the benefit of community information, culture, and collaboration.

Objective 5.1: Continue and expand regular communication through print and web-based media.

Strategy	Time Frame	5-Point Strategy	Responsible Parties
5.1.1 In addition to enhancing other sources of information expand and build on use of the Environmental Dashboard, engaging more participants and publicizing more events and news.	0	ES	Oberlin College; CMO
5.1.2 Continue the bimonthly newsletter.	0	CS	CMO
5.1.3 Continue and enhance a robust city social media presence.	0	CS	CMO
5.1.4 Collaborate with the Oberlin Review to provide regular updates on city activity and programs.	0	CS	CMO

Objective 5.2: Provide a coordinated web presence for city and community information that is accessible to residents, businesses, and visitors.

5.2.1 Provide a quality city website that can be an easy-to-access source of city and government news and information.	ST-1	CS	CMO
5.2.2 Collaborate with businesses, community organizations, Oberlin College, and Oberlin Schools to provide a single source of web-based information on community news, events and opportunities.	ST-1	CS	CMO; Oberlin College; Oberlin Schools; OBP
5.2.3 Establish regular meetings with the various organizations to provide updates and facilitate collaboration.	ST-3	CS	City; Oberlin College; Oberlin Schools; OBP

Objective 5.3: Collaborate with Oberlin Schools to widely promote factual information about school excellence.

5.3.1 Consider regular articles in the city’s newsletter, the Oberlin Review, and other venues to promote positive factual information and stories about school excellence.	ST-1	CD	City; Oberlin College; Oberlin Schools
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Strategy	Time Frame	5-Point Strategy	Responsible Parties
5.3.2 Continue to expand the message of the importance of the schools’ image to the city’s growth and resilience.	ST-3	CD	City; Oberlin Schools; CMO
Objective 5.4: Encourage and support collaborative regular meetings with Oberlin College, Oberlin merchants, and the Oberlin Schools.			
5.4.1 Build active partnerships between downtown businesses, Oberlin College, Oberlin Business Partnership, nonprofits, city, and the many community and local organizations.	ST-1	CS	City; OBP; Oberlin College; Nonprofits
Objective 5.5: In alignment with the Downtown Strategic Plan, develop a unique brand for Oberlin and implement it in signage and streetscape elements, websites, and other resources.			
5.5.1 Expand joint marketing efforts to promote the uniqueness of the atmosphere, and the image as a shopping and arts tourism destination.	ST-2	CS	CMO; OCIC; OBP; Oberlin College; Arts Orgs
5.5.2 Business and property owners should increase promotion and coordination of outreach, events, hours of operation, and other district-wide strategies.	ST-3	CD	OCIC; OBP; DT Business & Property Owners; CMO
5.5.3 Collaborate with businesses to help promote the ongoing environmental sustainability efforts of the City of Oberlin.	ST-3	ES	PZD; CMO; Businesses
5.5.4 Develop marketing and communication strategies related to housing development and living opportunities.	ST-3	CD	CMO; PZD