

CITY OF OAK PARK

STRATEGIC PLAN

2021 - 2026

2022 End of Year Report

January, 2023



INTRODUCTION



The Strategic Plan Reports are an opportunity to share the progress the City is making on our 2021-2026 Strategic Plan.

City administration created an action plan that guides staff over the next five years in achieving the City's established goals and objectives. It is broken down into actionable items with a timeframe for completion and identifies the departments responsible for insuring their completion. The Quarterly Reports that have been delivered this year have provided a highlight of the activities that the City has carried out in the previous three months, in an effort to work toward our established objectives.

For this End of Year Report, which is reflective of the of the 2022 calendar year, it is important to highlight that we have made significant progress in meeting our objectives, which all tie back to our goals, and ultimately our mission and vision statements for the City of Oak Park.

VISION, MISSION, VALUES



OUR VISION

The City of Oak Park will lead the region as the most dynamic city in Metropolitan Detroit, serving as a destination as a vibrant, cutting-edge community.

OUR MISSION

In the City of Oak Park, we strive to provide the highest quality of life for our residents in everything we do.

We pride ourselves on the richness of our cultural diversity and our safe and secure neighborhoods.

We actively encourage residential and business growth.

We are business minded and family-centered.

OUR VALUES

Prioritizing our public's well-being first;

Operating with integrity and maintaining the trust of our residents;

Providing the highest quality programs and services;

Serving as good stewards of our financial and physical resources;

Delivering honest, responsive government;

Attracting innovation, community development and business enterprise.

GOALS



GOAL 1:

Deepen sense of place and community identity

GOAL 2:

Foster an engaged, informed community

GOAL 3:

Cultivate organizational excellence

GOAL 4:

Provide efficient, resilient government

GOAL 5:

Ensure a safe and comfortable environment for everyone

GOAL 6:

Encourage environmentally sustainable practices

QUARTERLY REPORT



GOAL 1: DEEPEN SENSE OF PLACE AND COMMUNITY IDENTITY

Through the expansion of dynamic commercial and industrial corridors, preservation of the integrity of our neighborhoods, and events and amenities that celebrate Oak Park's diversity

Objective: Attract and retain a mixture of robust businesses into the City

- The Corridor Improvement Authority is working on material to further promote the Façade Improvement Program
- The Economic Development Department is working on forming a partnership with another existing Chamber of Commerce since SOAR dissolved
- The Economic Development Director attended many conferences and events this year to further promote all of the City's available properties and has been actively working to attract mixed use development on 11 Mile
- The Economic Development Department hosted an at-home and small business event in August and November, partnered with MIWorks for an event in September, continues to promote Oakland County and other resources, and is working with the Library, and cities of Southfield and Lathrup Village to host a business financing networking event in January.
- The Economic Development department has been hard at work this year bringing in new businesses and development. A few notable projects include:
 - * Forgotten Harvest opening it's new Oak Park location on 8 Mile, the Opus Group (and it's tenant, Tire Wholesalers) breaking ground on their 8 Mile location, and Savy Sliders brining a new location to Greenfield. These three new developments make the final piece to developing the former Detroit Artillery Armory site.
 - * The Nine: A three story, transit-oriented housing development on Nine Mile broke ground in September

Objective: Improve the overall appearance of commercial corridors and industrial districts

- The island at Coolidge and Lincoln is now landscaped
- With funding from the CIA, benches and waste receptacles have been installed throughout the commercial corridor
- Plans have been created for future improvements to the 11 Mile Water Tower District
- The City hosted a pilot pocket park on Gardner, and events in the district, while engaging the public's opinion of the project throughout the month of October. We continue to seek funding opportunities
- The CIA budgeted \$120,000 this FY for improvements in the 11 Mile Water Tower District

QUARTERLY REPORT



Objective: Combat blight issues in residential neighborhoods

- Oak Park's second annual Oak Park Clean Up Day, hosted by the Recycling Commission and the Department of Public Works, was held September 11 and focused on the Nine Mile Linear Park. DPW also supported the East Oak Park Block Club in their clean up days, with supplies and garbage bag pickup

Objective: Preserve and increase the City's tree canopy

- The Department of Public Works added a form to their City webpage where residents can "request a tree"
- The City planted 70 new trees as part of the OAK STEM grant award

Objective: Celebrate Oak Park's diversity through events and programs that attract people throughout the region

- The Juneteenth Committee is now a sub-committee of the Arts and Cultural Diversity Commission (ACDC), and is beginning to plan the 2023 celebration
- ACDC hosted the second annual film festival September 17-19 and are discussing ways to elevate the event for 2023
- The Recreation Department hosted a variety of events this year (not an inclusive list):
 - * Trunk or Treat
 - * Fowling Tournament
 - * Mother/Daughter Princess Tea
 - * Daddy Daughter Dance
 - * Summer Entertainment series
 - * Senior Picnic Lunch
 - * Senior Ice Cream Social
 - * Bootification Awards
 - * Holiday Decoration Awards
 - * Summer Blast
 - * Independence Day Parade & Fun Fest
- The Library hosted a variety of events this year (not an inclusive list):
 - * Live concerts
 - * Family Movie Nights
 - * Comedy/Magician Show
 - * Author meet and greet events
 - * A tour in partnership with the Detroit Historical Society
- The Communications department continues to market City events through the quarterly magazine and social media, through paid advertising in the Woodward Talk and Ferndale Friends, and we began incorporating event information into the monthly utility bills (also included in e-bills), and the department is developing a weekly "event rundown" graphic for social media

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Objective: Offer affordable mobility options

- The City's has continued its partnership with MoGo this year. They set up informational tables at the Farmers Market, as well as the State of the City Address, and hosted a bike skills class
- The City launched its pilot e-scooter program in July. We worked with Bird to help ensure a smooth roll out. The scooters have been pulled during the cold months, but will return in the Spring for the duration of the pilot program, which will run through next winter. We will continue to solicit feedback from residents during the duration of the pilot program, so that we may evaluate the impact of e-scooters on the community and determine if a long term permitting process for e-scooters is right for Oak Park.

Objective: Expand housing options

- The Economic Development and Planning Department is working on securing a contract for a housing study, which will provide an overview of the housing needs throughout the City, look at mixed use options on 11 Mile Rd., and analyze the need and options for senior housing

Objective: Invest in public art experiences

- This summer, the City's first permanent public art exhibit was fully installed in the City's Nine Mile Linear Park

Objective: Provide programming that responds to the needs of all demographics of the community

- The Recreation Department continues to offer a variety of programs for all ages of Oak Park residents (not an all-inclusive list):
 - * Youth Basketball
 - * Youth Soccer
 - * Kick Ball
 - * Martial Arts
 - * Dodgeball
 - * Yoga
 - * Seniors in Motion
 - * Tai Chi
 - * Zumba
 - * Hustle Class
 - * Ballroom Dance
 - * Summer Day Camp
 - * Senior Meals on Wheels
 - * SMART transportation
 - * Senior drop-in classes
 - * Senior health classes
 - * Senior day trips, lunch trips, theatre trips & extended trips
 - * Senior gardening workshops
- The updated Parks and Recreation Master Plan, which was completed and approved in December, provides an analysis and recommendations on filling identified gaps. The Recreation Department will utilize this information when planning future programming.
- The Library and Recreation department continue to work with the Oak Park High School to provide an E Sports program

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- The Library offered a large variety of programs, events and services this year that provide something for all ages of Oak Park residents (not an all-inclusive list):
 - * Words on Wheels book delivery
 - * Area Agency on Aging Seminars
 - * Tot Time: Story & Play
 - * Teen Book Box
 - * Teen Book Club
 - * Story Time with Oak Park elementary classes
 - * Monthly take-home crafts
 - * ESL conversation group
 - * Computer classes
 - * Extreme Water Color Painting
 - * Summer Reading Challenge

Objective: Foster social interaction and a sense of ownership at all of the City's public spaces

- This year's State of the City Address was held at the new 9 Mile Linear Park, in an effort to encourage residents to visit and experience the new space
- The Recreation department was able to soft-launch the mobile recreation program with help from a Community Foundation of Southeast Michigan Ralph C. Wilson Jr. grant, utilizing a SMART van, arts and craft supplies, recreation equipment, games and a small staff. Every park was scheduled throughout the 6 week program. The program will be further developed for next summer.
- The City's second annual film festival was hosted in various locations, including a night of outdoor films in the Water Tower Social District
- The City activated the Water Tower Social District throughout the year, with a pilot road closure of Gardner and planned programming, through the month of October.

Objective: Identify best uses for City property to ensure equitable access to quality public spaces

- The Parks and Recreation Master Plan Update and Comprehensive Assessment has provided the City with a 10 year vision for our parks and recreation system, that will guide the City in prioritizing and planning improvements to our parks and recreation system
- The Dog Park is scheduled to open this Spring. We have continued to experience delays with some of the equipment
- The City continues to identify opportunities for small pocket parks. Throughout the month of October we tested out the closure of Gardner at Kingston, for a potentially permanent pocket park. It was determined at this time we will not be permanently closing the street, but the activation of the area proved successful.

QUARTERLY REPORT



GOAL 2: FOSTER AN ENGAGED, INFORMED COMMUNITY

Through meaningful, timely communications, and ample opportunities for resident engagement with their government and each other

Objective: Ensure effective, meaningful communication with the community

- The Communications department has been utilizing the monthly utility bill mailers to distribute important information, programs and events; this also includes online bill pay.
- The Communications department and the Department of Public Works worked together on a comprehensive communications strategy regarding refuse pickup changes
- Utility bill assistance is communicated quarterly via social media and a full page of every magazine
- The Communications department is looking into ways to encourage residents to sign up for email notifications, such as through an easy-to-use QR code and sign up sheets at City events
- The Communications department and the Public Safety department are working on a communications and outreach plan for recruitment
- Public Safety was active in the neighborhoods this summer with the Ice Cream Truck, and visiting summer block parties along with several "Coffee with a Cop" events, and engagement with the schools, including fire training

Objective: Cultivate a culture of civic involvement

- This year saw a lot of public engagement, primarily around our "Elevate Oak Park" Parks and Recreation Master Plan process, the 11 Mile Parking lot improvements and the Bird pilot program.
 - * 15 public meetings (11 public engagement sessions) for the Parks and Recreation Master Plan Update
 - * 1 open house for the 11 Mile parking lots - activating the 11 Mile parking lots throughout the month of October and soliciting feedback
 - * Bird e-scooter survey has been released to solicit feedback on the pilot program
- The Library is working with Oak Park Nova and OPHS to involve teen volunteers in a career readiness program
- The Communications department and the Clerks office have increased efforts to recruit new board and commission members through the City magazine and social media

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GOAL 3: CULTIVATE ORGANIZATIONAL EXCELLENCE

Through the development of a workplace culture that focuses on continuous improvement, accountability, engagement and healthy lifestyles

Objective: Provide high quality, friendly, responsive customer service

- The development of the Resident Services Coordinator (RSC) role has aided the City in meeting this objective. The RSC attends all City Council meetings and assists the public with public comment and staff follow up, attends City events and provides pertinent information to residents, oversees the Citizen Request Management system (Community Resource Center), and connects residents to resources
- Reports from Community Resource Center will help us to become more proactive in delivering information the community needs and ensure we are upholding customer service standards
- We are in the process of upgrading the Citywide phone system, ensuring ease of use for residents and staff

Objective: Provide a workplace environment that supports healthy lifestyles

- The City has increased the incentive for health assessments with our Wellness Center
- The City is having discussions regarding the expansion of the Wellness Center

GOAL 4: PROVIDE EFFICIENT, RESILIENT GOVERNMENT

Through a commitment to financial sustainability, innovation and best practices

Objective: Secure grants to help fund City projects and capital expenses

- The City secured a green infrastructure grant for \$100,000 for the 11 Mile parking lots
- The DNR is currently reviewing our bid documents for \$100,000 Connector Park grant
- The City is participating in a task force of Oakland County communities along 9 Mile to conduct a study of the corridor, and received a SEMCOG planning grant, with a match covered by Oakland County for a total of \$100,000
- The Library has received over \$3,000 in donations for books and programs, and they have secured sponsorship of various programs from nonprofit organizations throughout the year
- The Recreation Department secured approximately \$70,000 in sponsorship dollars to fund Oak Park events over the last year. These sponsorship

Objective: Partner with neighboring jurisdictions, as appropriate to accomplish common goals and maximize efficiencies

- Together, with neighboring communities on the 9 Mile Corridor from Hazel Park to Farmington Hills, and Oakland County, we created a 9 Mile task force, and applied for a grant to conduct a study that will analyze how we can provide a connected and consistent complete street throughout the corridor, building upon what the City has already accomplished

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GOAL 5: ENSURE A SAFE AND COMFORTABLE ENVIRONMENT FOR EVERYONE

Through continued investment in public safety service and sustainable infrastructure throughout the City

Objective: Ensure adequate street lighting throughout the City

- Additional pedestrian lighting was installed in the 9 Mile Linear Park
- Street lights are evaluated on a quarterly basis

Objective: Provide high quality public safety services

- Public Safety strategically directs resources in specific areas where speeding continues to be an issue.

Objective: Sustain and expand a safe and comprehensive transportation network for all users

- Public Safety, with the assistance of the Traffic Safety Committee, contracts with the Traffic Improvement Association (TIA) to gather and analyze traffic data at possible dangerous intersections
- Public Safety deploys two speed trailers daily, and follows up with selective enforcement
- The City uses the PASER rating system to strategically invest annually in the City's street network
 - * Road Reconstruction Projects FY 22-23: Northfield (Church-Gardner) and, Cloverdale (Parklawn-Greenbriar)
 - * Annual joint and crack sealing program (maintenance): \$150,000 annually
 - * Annual Concrete Repair and Replacement Program: \$500,000 annually
- The City's sidewalk program is scheduled to continue in 2024

Objective: Consistent, strategic investment in water sewer infrastructure

- The City uses Water and Sewer Asset Management Study to guide strategic investment in our water and sewer infrastructure
 - * Annual sewer lining/repairs (maintenance): \$600,000 this year
 - * Water Main Replacements FY 22-23 include: Leslie (Marlow-Beverly), Cloverdale (Parklawn to Greenbriar), Oak Park Blvd. (Greenfield-Church)
- As part of the DWAM grant, we were awarded \$240,000 to further develop and expand our water and sewer assets in a GIS system.

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GOAL 6: ENCOURAGE ENVIRONMENTALLY SUSTAINABLE PRACTICES

Through a commitment to sustainable practices within City facilities and projects, and the promotion of such practices to businesses and residents

Objective: Increase environmentally sustainable practices in all City buildings

- Transitioned the up lighting at City Hall and Public Safety to LED
- Each department has at least one staff person with Adobe Sign so that everyone is able to seek digital signature of documents

Objective: Promote environmentally sustainable practices to residents and businesses

- The Economic Development department introduces and promotes the Oakland County PACE program to new developers

Objective: Incorporate green infrastructure in all City projects, wherever possible

- Preliminary plans for the 11 Mile Parking lots include bioswales and EV charging stations