



# **COMPREHENSIVE PLAN 2008-2028**

## **COMMUNITY AGENDA**

**for**

## **THE CITY OF OXFORD**

December 2007

As Adopted

Northeast Georgia Regional Development Center  
Planning Department





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## 1. INTRODUCTION

### 1.1 Purpose

The Community Agenda represents the heart of the community's Comprehensive Plan, providing a road map to help the community achieve its desired future. The document is based on the findings of the Community Assessment, information gathered at public meetings, and analysis and review by planners at the Northeast Georgia Regional Development Center.

The Community Agenda outlines the community's vision, identifies the key issues and opportunities facing the community, sets forth a set of supportive policies to help guide local decision makers, and defines a short-term work program outlining the actions through which the community will begin achieving its goals over the next five years.

### 1.2 Scope

The Community Agenda was prepared under the Rules of the Georgia Department of Community Affairs, Chapter 110-12-1 - Standards and Procedures for Local Comprehensive Planning (effective May 1, 2005), specifically Chapter 110-12-1-.05 - Community Agenda.

The Community Agenda includes the following three components:

- Community Vision that includes a vision statement and a description of future development patterns
- Community Issues and Opportunities that define and prioritize concerns and areas for improvement facing the community
- Implementation Program that defines the community's supportive policies and outlines a five-year action plan within the Short-Term Work Program

Local elected and appointed officials will use the Community Agenda as a reference in making land use, transportation, economic development, housing, and capital investment decisions. The Future Development Map provides a representation of the community's vision and illustrates the general location of desired land uses. The guiding principles, goals, and policies also help guide rezoning decisions and represent the basic goals of the plan.

It is important to understand that the plan is a living document and intended to be updated regularly (at minimum, five-year intervals as mandated by the Georgia Department of Community Affairs) to reflect changes in local conditions.



## 2. COMMUNITY VISION

The community vision element of the Community Agenda reflects the City's long-term goals and desired future with respect to future development. The vision paints a picture of what the community desires to become and describes favored development types and patterns.

### 2.1 General Vision Statement

The City of Oxford is a unique place formed out of a commitment to education and fellowship, creating one of Georgia's most recognizable small communities. Alongside historic Oxford College of Emory University, the City provides residents and students with a warm atmosphere and an evolving identity, touching on its early days as a Methodist experiment in education and religion, and present strengths in community and preservation.

The following statements reflect the desired future for the City of Oxford, as indicated by community members:

- The City of Oxford will become a beacon of sustainable community living, fostering ecological, social, and economic balance and well-being through deliberative planning for new development alongside preservation of historic resources.
- The City of Oxford's government will provide quality, affordable services to all residents and construct and maintain attractive, functional facilities.
- The City of Oxford will nurture community by creating walkable and bikeable linkages between neighborhoods and parks, and to central destinations, encouraging families and students to live, work, play, shop, and interact locally.

### 2.2 Guiding Principles for Community Agenda

#### Community Pride and Public Involvement

All decisions regarding Oxford's future, especially those related to planning, development, and governance, shall be made with direct regard to fostering and sustaining a sense of pride in the community, whose members shall be integrally involved in this process. To avoid blight, code writing and enforcement should be performed with this in mind.

#### Coordination, Leadership, and Unity

The City of Oxford will work with Oxford College, the City of Covington, and Newton County, as well as various other regional, state, and federal groups and agencies, to accomplish the goals and achieve the vision set out in this plan. Comprehensive and efficient service provision, inter-governmental communication, coordinated implementation of broad objectives and specific strategies, and the understanding that working relationships are critical to maximizing the level of service a government provides its constituents will bring unity and success to the forefront of public administration in the City of Oxford.

#### Thriving Downtown with a Small-Town Feel

Using strict standards derived from public involvement, the City will develop a Town Center that creates a small and comfortable central live-work-play-shop district. Small local shops, flat-living, reduction of automobile dependency, and preservation of existing low-density and conservation areas will be made possible through focusing growth (economic and population) in the center of town.



### **All-Ages Community**

Oxford will accommodate and appeal to people of all ages, from children and young families to older residents with their own needs for specialized housing and services. Development types will vary, including a range of housing that accommodates people of all ages, allowing individuals and families to remain in Oxford as long as they would like, rather than being forced to move elsewhere for lack of appropriate qualities.

### **Balanced Transportation System**

All modes of transportation, including bicycling, walking, driving, riding public transit, and others, shall be given equal weight and credibility in decision-making. Given Oxford's history, size, physical attributes (topography, climate, etc.), and demographics, a balanced transportation system is not only possible, but essential to retaining the City's small-town, personal atmosphere. A distribution of trips across the modal spectrum will not only increase public health and social interaction, it will decrease congestion and the environmental impacts of transportation.

### **Protected and Conserved Natural, Cultural, and Historic Resources**

City leaders, civic and religious organizations, and the community at large shall contribute to protect Oxford's many resources. Environmental, cultural, and historic preservation are critical steps that must be taken to ensure that the City's unique and sustaining characteristics are available to function completely now and for generations to come. New development shall not be permitted to destroy or compromise the community's ability to serve as an oasis for excellence in the built and natural environments.

## **2.3 Community Character Areas**

Community character areas attempt to address the overall pattern of development within an area rather than focusing on the specific use of individual parcels. Areas are defined in terms of desired development characteristics and appropriate types of land uses. The purpose of the community character area is to:

- Link the City's vision, goals, policies, and regulations
- Define the mixing and integration of appropriate and complimentary uses
- Provide guidance to developers and policymakers regarding the qualitative aspects of desired development patterns
- Provide land use compatibility and transition standards
- Coordinate the goals and policies of all other components of the Comprehensive Plan with land use decisions

The core of The City of Oxford's vision places the community at the forefront of sustainable development, providing balance to social, economic, and environmental factors, while establishing government service and facility provision at very high levels.

The Future Development Map outlines the general intent for accommodating growth while maintaining a positive relationship between the natural and built environments, past, present, and future. As a whole, the map illustrates the relationship of land use to special attention areas, supportive infrastructure, and community facilities into the future. The arrangement of land development patterns indicates long-term strategies for controlling growth and preserving environmental, cultural, and historical resources.

The various Character Areas represent the City's desired development patterns on the Future Development Map. The map reflects the Comprehensive Plan's goals and policies as well as current development patterns and expected trends. Each of the map designations illustrates the predominant types of land uses proposed within the general areas. The map, along with the supportive goals and policies should be considered together as a guide for land use, transportation, economic development, housing, community facilities, and other government decisions.



The following table provides an overview of each of the character areas. Important to note is that entries in the Zoning Compatibility column are based on a broad range of land types and locations, and that not all zoning classifications will necessarily be appropriate in all places within a character area.

Character Area	Description of Character Area	Zoning Compatibility	Appropriate Land Uses
Historic Oxford	Original Town area, including campus. Residences of varying sizes and styles, Oxford College, public-use facilities, and commercial and office/professional space	R30, R20, OP, C, PI	Residential, Public, Commercial, Office, Mixed-use, Recreation
Town Center	Focal point/activity center with retail, service, office, higher-density housing, and public/open space.	C, OP, PI, any residential (Single- and Multi-Family)	Residential, Public, Commercial, Office, Mixed-use, Recreation
Town Neighborhood	Traditional residential development with civic space scattered throughout.	R30, R20, R15, PI	Residential, Public, Recreation
Estate/Rural Neighborhood	Low-density areas, typically on the periphery of the City, that feature little divergence from the prevailing residential character.	R30, AR, PI	Residential, Agriculture, Public, Recreation
Rural	Primarily undeveloped or developed at extremely low densities, this area is typically wooded or agricultural.	AR, PI	Agriculture, Residential, Public, Recreation

**HISTORIC OXFORD**



**Description of Character**

The overall character of the area is intended to present the historic town of Oxford, with an extent and identity similar to the original town plan as developed in 1837 by Edward Lloyd Thomas. Mature hardwoods and preserved structures (including private residences, the Old Church, and Oxford College’s many distinctive buildings) provide both aesthetic and historical interest. The entire area is designated as a Heritage Landmark of the United Methodist Church and certain homeowners have elected for voluntary local historic designation.





Much of the community's vision for this area focuses on preserving and enhancing what exists at present, not making significant additions or modifications to the prevailing physical and social fiber. This district represents and includes the most identity-inspiring, unique aspects of the City of Oxford and Oxford College, and residents would like to see these qualities maintained for the enjoyment and fulfillment of future generations. A variety of architectural styles and sizes, public-use facilities such as Oxford's City Hall and the United States Post Office, and the historic Methodist Cemetery, as well as College facilities such as residence halls, class and office buildings, and peripheral uses, frame this district in a context more historic and preservation-minded than evolving and growth-accommodating.

Modifications and development in Historic Oxford must be mindful of potential effects on both the historic nature and the future experience. While a mixture of uses within the Historic Oxford area is appropriate, land use patterns, streetscapes, and natural environments should remain largely unaltered. Preservation of the district's rich architectural and civic history must be paramount.

#### **Appropriate Land Uses**

- Residential - low-to-moderate densities, blending with and complementing historic character
- Public and institutional
- Offices - small-scale, low number of employees
- Commercial - retail and services, small-scale, low number of employees
- Recreational facilities

#### **Compatible Zoning Categories**

- **R30** – Single-Family Residential - Low Density
- **R20** – Single-Family Residential - Low-to-Medium Density
- **OP** – Office-Professional
- **C** – Commercial
- **PI** – Public-Institutional

#### **Quality Community Objectives**

The following Quality Community Objectives will be pursued in the Historic Oxford area:

- **Heritage Preservation:** The traditional character of the community should be maintained through preserving and revitalizing historic areas, encouraging new development that is compatible with the traditional features of the community, and protecting other scenic or natural features that are important to defining the community's character.
- **Open Space Preservation:** New development should be designed to minimize the amount of land consumed, and open space should be set aside from development for use as public parks or as greenbelts/wildlife corridors. Compact development ordinances are one way of encouraging this type of open space preservation.
- **Transportation Alternatives:** Alternatives to transportation by automobile, including mass transit, bicycle lanes and routes, and pedestrian facilities, should be made available in each community. Greater use of non-automobile transportation should be encouraged.
- **Infill Development:** Communities should maximize the use of existing infrastructure and minimize the conversion of undeveloped land at the urban periphery by encouraging development or redevelopment of sites closer to the downtown or traditional urban core of the community.



**Implementation Strategies**

Goal	Implementation Measures
Housing	<ul style="list-style-type: none"> <li>Residential Infill Development – Ensure that new infill development is compatible with its neighborhood (DCA model code available).</li> </ul>
Natural and Cultural Resources	<ul style="list-style-type: none"> <li>Seek National Register of Historic Places status for historic structures where appropriate.</li> <li>Require infill and material changes to historic properties or districts to follow design standards to maintain historic integrity and significance.</li> <li>Provide information to interested property owners regarding available state and federal incentives for the rehabilitation of historic structures.</li> <li>Provide information on funding opportunities for the rehabilitation and reuse of historic resources.</li> <li>Facilitate habitat preservation and active living by greenway and/or trails networks.</li> <li>Protect riparian areas by enforcing buffers.</li> <li>Protect tree canopy.</li> <li>Pocket Parks – Establish open spaces owned and managed by local people, providing free, open access to greenspace and protecting wildlife and landscape.</li> </ul>
Community Facilities	<ul style="list-style-type: none"> <li>Evaluate, maintain, and repair municipal utility systems.</li> <li>Site schools at locations convenient to residential areas and to encourage safe and active transportation.</li> </ul>
Transportation	<ul style="list-style-type: none"> <li>Transportation Enhancements Program – Seek funding for transportation choices projects, including sidewalks, bike lanes, multi-use trails, and streetscape improvements.</li> <li>Create a network of trails and greenways to positively impact the community by providing transportation, recreation, and educational opportunities.</li> <li>Traffic Calming – Develop physical improvements to decrease traffic speeds and volumes in residential areas, increasing bicycle- and pedestrian-friendliness.</li> </ul>
Land Use	<ul style="list-style-type: none"> <li>Require appropriate buffers and landscaping between incompatible uses.</li> <li>Sign Regulations – Control the aesthetic impact of signage on the community by restricting the location, size, and appearance of advertizing signs (DCA model code available).</li> <li>Design Standards – Ensure that new development and improvements to existing properties is compatible with the existing/historic character.</li> <li>Consider form-based concerns when reviewing new development to ensure compatibility.</li> <li>Direct growth to suitable locations while preserving sensitive or otherwise critical areas through transfer of development rights.</li> </ul>



## TOWN CENTER



### Description of Character

Oxford's Town Center will feature a mixed-use environment that combines residential and commercial uses within a community-based node. The area is designed to provide limited convenience shopping and services for City of Oxford residents, students, and visitors. Inclusion of residential development at higher densities than typically found in Oxford will depend on community desires and availability of the necessary supportive infrastructure.

The identified area represents property delineated by residents during the participatory process – a portion of the original town of Oxford (1837 Thomas plan) – and an additional belt of land along the east side of Emory Street that includes space currently zoned for commercial use. Much of this quarter lies within the study area defined by a 2006 effort to study the possibility of incorporating such a space into Oxford's fabric.

Town Center residences, offices, and commercial establishments will be less reliant on automobile traffic than those in other areas and should be internally linked with bicycle and pedestrian networks; parking should be limited in order to make efficient use of land and to encourage access by other modes than driving. Small public open spaces consisting of plazas, pocket parks, and squares will be integral, as will other spaces that facilitate interaction, including spacious sidewalks and food and drink establishments that feature outdoor seating.

### Appropriate Land Uses

- Residential - moderate-to-higher densities (where applicable), blending with or complementing historic character
- Public and institutional
- Offices - mixed in with other uses to facilitate steady day/evening activity throughout
- Commercial - retail and services
- Recreational facilities
- Mixed-use - designed to allow village-scale commercial/residential/office development intended to serve residents, students, and visitors

### Compatible Zoning Categories

- **R30** – Single-Family Residential - Low Density
- **R20** – Single-Family Residential - Low-to-Medium Density
- **R15** – Single-Family Residential - Medium Density
- **RZT** – Single-Family Residential - High Density
- **RD** – Two-Family Residential
- **RM** – Multiple-Family Residential

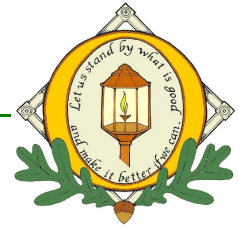


- **OP** – Office-Professional
- **C** – Commercial
- **PI** – Public-Institutional

### Quality Community Objectives

The following Quality Community Objectives will be pursued in the Village Center area:

- **Housing Choices:** A range of housing size, cost, and density should be provided in each community to make it possible for all who work in the community to also live in the community, to promote a mixture of income and age groups in each community, and to provide a range of housing choice to meet market needs.
- **Appropriate Businesses:** The businesses and industries encouraged to develop or expand in a community should be suitable for the community in terms of job skills required, linkages to other economic activities in the region, impact on the resources of the area, and future prospects for expansion and creation of higher-skill job opportunities.
- **Employment Options:** A range of job types should be provided in each community to meet the diverse needs of the local workforce.
- **Open Space Preservation:** New development should be designed to minimize the amount of land consumed, and open space should be set aside from development for use as public parks or as greenbelts/wildlife corridors. Compact development ordinances are one way of encouraging this type of open space preservation.
- **Heritage Preservation:** The traditional character of the community should be maintained through preserving and revitalizing historic areas, encouraging new development that is compatible with the traditional features of the community, and protecting other scenic or natural features that are important to defining the community's character.
- **Transportation Alternatives:** Alternatives to transportation by automobile, including mass transit, bicycle lanes and routes, and pedestrian facilities, should be made available in each community. Greater use of non-automobile transportation should be encouraged.
- **Traditional Neighborhoods:** Traditional neighborhood development patterns should be encouraged, including use of more human scale development, compact development, mixing of uses within easy walking distance of one another, and facilitating pedestrian activity.
- **Infill Development:** Communities should maximize the use of existing infrastructure and minimize the conversion of undeveloped land at the urban periphery by encouraging development or redevelopment of sites closer to the downtown or traditional urban core of the community.
- **Sense of Place:** Traditional downtown areas should be maintained as the focal point of the community or, for newer areas where this is not possible, the development of activity centers that serves as community focal points should be encouraged. These community focal points should be attractive, mixed-use, pedestrian-friendly places where people choose to gather for shopping, dining socializing and entertainment.



**Implementation Strategies**

Goal	Implementation Measures
Economic Development	<ul style="list-style-type: none"> <li>● Upgrade and revitalize downtown buildings, streetscape, and parking.</li> <li>● Chooses businesses to recruit and support - establish a process for identifying businesses that best suit the community.</li> </ul>
Housing	<ul style="list-style-type: none"> <li>● Require multiple access points to increase interconnectivity and minimize traffic impacts on the road network.</li> <li>● Develop incentives to set aside useable open space within new residential developments.</li> <li>● Create balanced developments by adopting inclusive land use practices that require a predetermined percentage of affordable housing.</li> </ul>
Natural and Cultural Resources	<ul style="list-style-type: none"> <li>● Seek National Register of Historic Places status for historic structures where appropriate.</li> <li>● Provide information to interested property owners regarding available state and federal incentives for the rehabilitation of historic structures.</li> <li>● Provide information on funding opportunities for the rehabilitation and reuse of historic resources.</li> <li>● Facilitate habitat preservation and active living by greenway and/or trails networks.</li> <li>● Protect riparian areas by enforcing buffers.</li> <li>● Protect tree canopy.</li> </ul>
Community Facilities	<ul style="list-style-type: none"> <li>● Evaluate, maintain, and repair municipal utility systems.</li> <li>● Site schools at locations convenient to residential areas and to encourage safe and active transportation.</li> <li>● Incorporate recreation areas into new residential developments as a means of distributing park space within the vicinity of new residents.</li> <li>● Assess the feasibility of implementing an impact fee program.</li> </ul>
Transportation	<ul style="list-style-type: none"> <li>● Implement context-sensitive design principles in streetscaping, building situation, traffic management, etc.</li> </ul>



Goal	Implementation Measures
Land Use	<ul style="list-style-type: none"> <li>• Consider form-based concerns when reviewing new development to ensure compatibility.</li> <li>• Compact development – Construct buildings vertically rather than horizontally, and configure them on a block or neighborhood scale that makes efficient use of land and resources.</li> <li>• Mixed-use Zoning – Allow different types of uses (such as housing, shopping, and offices) to locate within the same district, provided these uses are reasonably related and compatible.</li> <li>• Town Center/Village Zoning – Concentrate activities such as general retail, service commercial, professional office, higher-density housing, and appropriate public and open space uses easily accessible by pedestrians.</li> <li>• Design Guidelines/Standards – Provide guidance or develop regulations concerning the appropriateness of buildings, properties, and land uses to create an architecturally and physically cohesive area of specified character. Establish a basis for Planning Commission and City Council evaluation of proposals.</li> <li>• Minimum Density Requirements – Establish minimum thresholds for residential units per acre, where appropriate, to ensure compact, efficient, thriving development.</li> <li>• Minimize unusable commercial space and impervious surfaces by allowing flexibility in parking regulations and shared parking where appropriate.</li> </ul>

**TOWN NEIGHBORHOOD**



**Description of Character**

The prevailing feature of this character area will be traditional neighborhood developments with moderate residential density, pedestrian orientation, and street connectivity. Bordering both the Town Center and Historic Oxford character areas, the Town Neighborhood areas maximize infrastructure efficiency and concentrate development to allow preservation or lower densities in more sensitive and rural spaces.

Higher residential densities than typically found in the Historic Oxford area are encouraged, and development in the Town Neighborhood character area will occur where supportive infrastructure and potential for infill exist. Typical dwelling densities will be one unit to ¼-to-one acre. Neighborhood-appropriate public-institutional activity is also encouraged to facilitate walking, bicycling, and community interaction, provided it is developed within the character and context of the neighborhood. Recreation, education, public administration, healthcare, or other similar uses will support increased population densities.



Small, neighborhood-scale parks and networks of greenways, pedestrian and bicycle paths, and extensive sidewalks will be important to this classification. Street connectivity should be incorporated within and between developments.

#### **Appropriate Land Uses**

- Residential - varying densities
- Public and institutional
- Recreational facilities

#### **Compatible Zoning Categories**

- **R30** – Single-Family Residential - Low Density
- **R20** – Single-Family Residential - Low-to-Medium Density
- **R15** – Single-Family Residential - Medium Density
- **PI** – Public-Institutional

#### **Quality Community Objectives**

The following Quality Community Objectives will be pursued in the Neighborhood Residential area:

- **Housing Choices:** A range of housing size, cost, and density should be provided in each community to make it possible for all who work in the community to also live in the community, to promote a mixture of income and age groups in each community, and to provide a range of housing choice to meet market needs.
- **Open Space Preservation:** New development should be designed to minimize the amount of land consumed, and open space should be set aside from development for use as public parks or as greenbelt/wildlife corridors. Compact development ordinances are one way of encouraging this type of open space preservation.
- **Transportation Alternatives:** Alternatives to transportation by automobile, including mass transit, bicycle lanes and routes, and pedestrian facilities, should be made available in each community. Greater use of non-automobile transportation should be encouraged.
- **Traditional Neighborhoods:** Traditional neighborhood development patterns should be encouraged, including use of more human scale development, mixing of uses within easy walking distance of one another, and facilitating pedestrian activity.



**Implementation Strategies**

Goal	Implementation Measures
Housing	<ul style="list-style-type: none"> <li>Residential Infill Development – Ensure that new infill development is compatible with its neighborhood (DCA model code available).</li> </ul>
Natural and Cultural Resources	<ul style="list-style-type: none"> <li>Seek National Register of Historic Places status for historic structures where appropriate.</li> <li>Require infill and material changes to historic properties or districts to follow design standards to maintain historic integrity and significance.</li> <li>Provide information to interested property owners regarding available state and federal incentives for the rehabilitation of historic structures.</li> <li>Provide information on funding opportunities for the rehabilitation and reuse of historic resources.</li> <li>Facilitate habitat preservation and active living by greenway and/or trails networks.</li> <li>Protect riparian areas by enforcing buffers.</li> <li>Protect tree canopy.</li> <li>Pocket Parks – Establish open spaces owned and managed by local people, providing free, open access to greenspace and protecting wildlife and landscape.</li> </ul>
Community Facilities	<ul style="list-style-type: none"> <li>Evaluate, maintain, and repair municipal utility systems.</li> <li>Site schools at locations convenient to residential areas and to encourage safe and active transportation.</li> </ul>
Transportation	<ul style="list-style-type: none"> <li>Transportation Enhancements Program – Seek funding for transportation choices projects, including sidewalks, bike lanes, multi-use trails, and streetscape improvements.</li> <li>Create a network of trails and greenways to positively impact the community by providing transportation, recreation, and educational opportunities.</li> <li>Traffic Calming – Develop physical improvements to decrease traffic speeds and volumes in residential areas, increasing bicycle- and pedestrian-friendliness.</li> </ul>
Land Use	<ul style="list-style-type: none"> <li>Require appropriate buffers and landscaping between incompatible uses.</li> <li>Sign Regulations – Control the aesthetic impact of signage on the community by restricting the location, size, and appearance of advertizing signs (DCA model code available).</li> <li>Design Standards – Ensure that new development and improvements to existing properties is compatible with the existing/historic character.</li> <li>Consider form-based concerns when reviewing new development to ensure compatibility.</li> <li>Direct growth to suitable locations while preserving sensitive or otherwise critical areas through transfer of development rights.</li> </ul>





## ESTATE/RURAL RESIDENTIAL



### Description of Character

Preserving rural character while accommodating limited residential growth is the predominant theme of this area. The aim is to encourage preservation of land currently used at lower intensities and/or environmentally critical areas, and to discourage incompatible uses. This area will feature large residential lots with limited infrastructure access (sewerage is typically not available and water access varies).

Open space and master-planned developments are encouraged to preserve greenspace and retain the rural characteristics of the land designated as Estate/Rural Residential. These areas may also accommodate recreation and public or institutional uses.

The intent is to provide a lower level of service to the area, in terms of transportation and infrastructure expansion, in order to reduce development pressures and retain existing rural qualities. Street connectivity should be incorporated within and between new developments.

### Appropriate Land Uses

- Residential - low densities
- Limited agricultural operations
- Public and institutional
- Recreational facilities

### Compatible Zoning Categories

- **R30** – Single-Family Residential - Low Density
- **AR** – Single-Family Residential - Low Density
- **PI** – Public-Institutional

### Quality Community Objectives

The following Quality Community Objectives will be pursued in the Rural Residential area:

- **Heritage Preservation:** The traditional character of the community should be maintained through preserving and revitalizing historic areas of the community, encouraging new development that is compatible with traditional features of the community, and protecting other scenic or natural features that are important to defining the community's character.



- **Open Space Preservation:** New development should be designed to minimize the amount of land consumed, and open space should be set aside from development for use as public parks or as greenbelts/wildlife corridors. Compact development ordinances are one way of encouraging this type of open space preservation.
- **Environmental Protection.** Environmentally sensitive areas should be protected from negative impacts of development, particularly when they are important for maintaining traditional character or quality of life of the community or region. Wherever possible, the natural terrain, drainage, and vegetation of an area should be preserved.

**Implementation Strategies**

Goal	Implementation Measures
Natural and Cultural Resources	<ul style="list-style-type: none"> <li>● Encourage voluntary resource preservation through conservation easements.</li> <li>● Protect critical lands by developing conservation subdivisions.</li> <li>● Facilitate habitat preservation and active living by greenway and/or trails networks.</li> <li>● Protect riparian areas by enforcing buffers.</li> <li>● Protect rural and environmentally sensitive areas from the encroachment of incompatible uses by directing all new development to appropriate areas as defined on the Future Development Map.</li> <li>● Seek National Register of Historic Places status for historic structures where appropriate.</li> <li>● Provide information to interested property owners regarding available state and federal incentives for the rehabilitation of historic structures.</li> <li>● Provide information on funding opportunities for the rehabilitation and reuse of historic resources.</li> <li>● Protect tree canopy.</li> </ul>
Transportation	<ul style="list-style-type: none"> <li>● Design streets to maximize efficiency (minimize pavement width) and safety, and to accommodate all users.</li> </ul>
Land Use	<ul style="list-style-type: none"> <li>● Cluster development to encourage land use efficiency, natural resources protection, and transportation choices.</li> <li>● Design developments to be context-sensitive.</li> <li>● Consider form-based concerns when reviewing new development to ensure compatibility.</li> <li>● Concentrate growth in suitable locations while preserving sensitive or otherwise critical areas through transfer of development rights.</li> </ul>



## RURAL



### Description of Character

The overall character of the area can be classified as primarily rural, agricultural, or conservation space designated for preservation over the duration of the planning horizon.

Extremely low residential densities may be supported within this area, but the intent is to deter development while preserving natural and agricultural resources – residential structures should not comprise the main or significant use of any one parcel. Rather, while houses may exist on land that is predominantly set for open space or agriculture, the predominant use will assume a more rural nature.

Parks, greenways and multi-use paths, habitat preservation areas (including conservation easements, which can also be invoked to protect agricultural land), and other civic or private open spaces are encouraged.

### Appropriate Land Uses

- Residential - extremely low densities
- Agricultural operations
- Public and institutional
- Recreational facilities

### Compatible Zoning Categories

- **AR** – Single-Family Residential - Low Density
- **PI** – Public-Institutional

### Quality Community Objectives

The following Quality Community Objectives will be pursued in the Rural Residential area:

- **Heritage Preservation:** The traditional character of the community should be maintained through preserving and revitalizing historic areas of the community, encouraging new development that is compatible with traditional features of the community, and protecting other scenic or natural features that are important to defining the community's character.
- **Open Space Preservation:** New development should be designed to minimize the amount of land consumed, and open space should be set aside from development for use as public parks or as greenbelts/wildlife corridors. Compact development ordinances are one way of encouraging this type of open space preservation.



- Environmental Protection.** Environmentally sensitive areas should be protected from negative impacts of development, particularly when they are important for maintaining traditional character or quality of life of the community or region. Wherever possible, the natural terrain, drainage, and vegetation of an area should be preserved.

**Implementation Strategies**

Goal	Implementation Measures
Natural and Cultural Resources	<ul style="list-style-type: none"> <li>Encourage voluntary resource preservation through conservation easements.</li> <li>Protect critical lands by developing conservation subdivisions.</li> <li>Facilitate habitat preservation and active living by greenway and/or trails networks.</li> <li>Protect riparian areas by enforcing buffers.</li> <li>Protect rural and environmentally sensitive areas from the encroachment of incompatible uses by directing all new development to appropriate areas as defined on the Future Development Map.</li> <li>Seek National Register of Historic Places status for historic structures where appropriate.</li> <li>Provide information to interested property owners regarding available state and federal incentives for the rehabilitation of historic structures.</li> <li>Provide information on funding opportunities for the rehabilitation and reuse of historic resources.</li> <li>Protect tree canopy.</li> </ul>
Land Use	<ul style="list-style-type: none"> <li>Concentrate growth in suitable locations while preserving sensitive or otherwise critical areas through transfer of development rights.</li> </ul>

**ENVIRONMENTALLY SENSITIVE**



**Description of Character**

These represent identified natural areas that require protection from either the encroachment of development or excessive intensity of development. The areas represent 100- and 500-year floodplains along stream corridors, wetlands identified on the National Wetlands Inventory map, and bodies of water (while the City has no land in a small water-supply watershed, nearly its entire extent is defined as a groundwater recharge area).



**Appropriate Land Uses**

The Environmentally Sensitive classification acts as an overlay to the Future Development Map and illustrates the physical location of critical spaces. The underlying character area will determine the land uses allowable adjacent to these areas (taking into account all pertinent buffers, setbacks, and other applicable regulations, laws, and ordinances). All development should be compatible with the areas and developed to minimize impacts.

**Compatible Zoning Categories**

The City has adopted environmental regulations consistent with Georgia’s Environmental Planning Criteria and has developed zoning districts compatible with the identified environmentally sensitive areas.

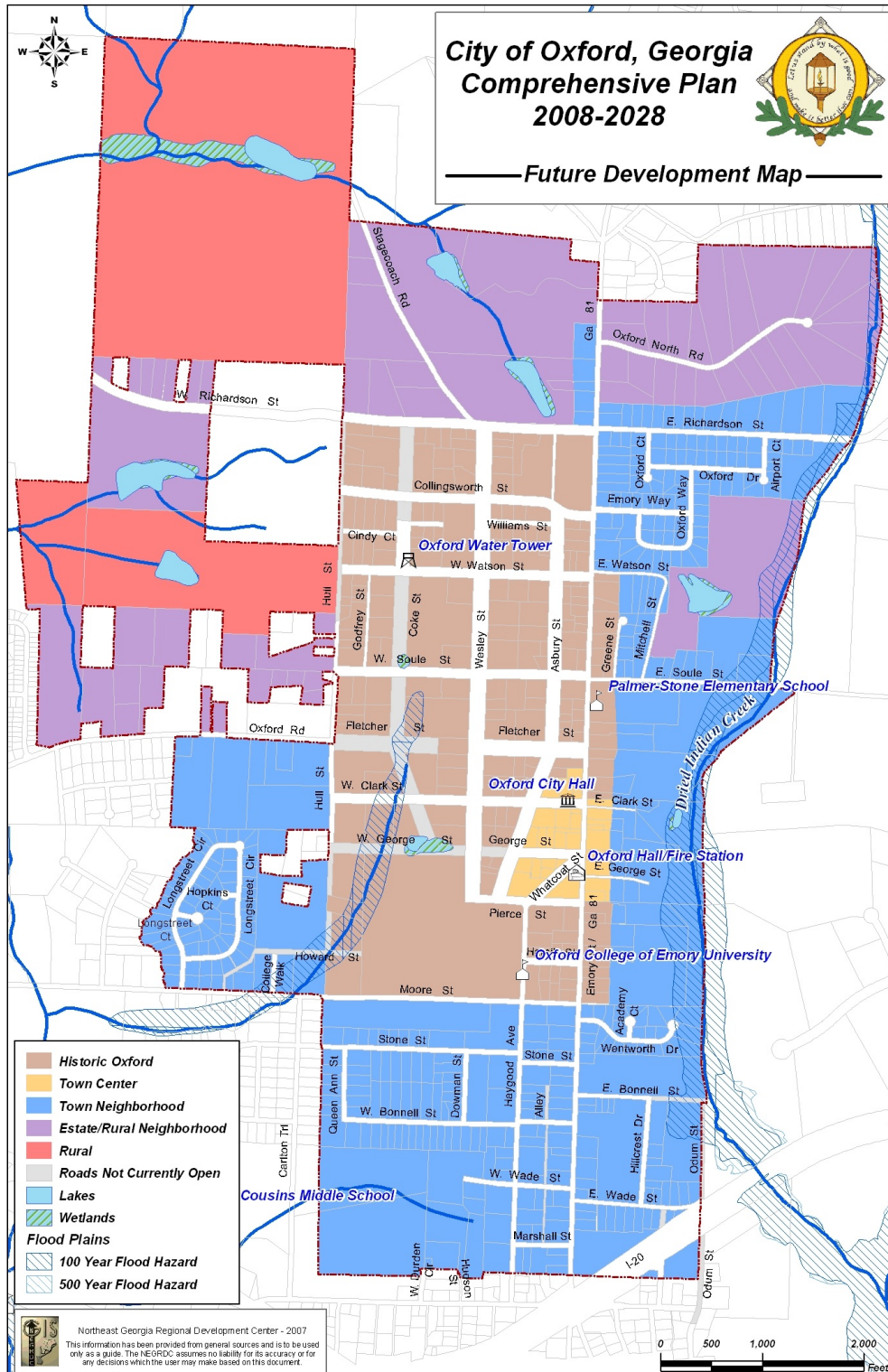
**Quality Community Objectives**

The following Quality Community Objectives will be pursued in the Environmentally Sensitive areas:

- **Heritage Preservation:** The traditional character of the community should be maintained through preserving and revitalizing historic areas of the community, encouraging new development that is compatible with traditional features of the community, and protecting other scenic or natural features that are important to defining the community’s character.
- **Open Space Preservation:** New development should be designed to minimize the amount of land consumed, and open space should be set aside from development for use as public parks or as greenbelts/wildlife corridors. Compact development ordinances are one way of encouraging this type of open space preservation.
- **Environmental Protection.** Environmentally sensitive areas should be protected from negative impacts of development, particularly when they help to maintain traditional character or quality of life of the community or region. Wherever possible, the natural terrain, drainage, and vegetation of an area should be preserved.

**Implementation Strategies**

Goal	Implementation Measures
Housing	<ul style="list-style-type: none"> <li>● Enforce all environmental protection criteria and standards.</li> </ul>
Natural and Cultural Resources	<ul style="list-style-type: none"> <li>● Enforce all applicable local, state, and federal laws, regulations, and ordinances.</li> </ul>





### 3. ISSUES AND OPPORTUNITIES

#### 3.1 Population

**Aging Population** – The City of Oxford is home to a large number of residents over 65 years of age. The proportion of this demographic relative to the city’s population will increase due to the high current population between 45 and 64 years of age (18%). This group will require specialized housing and services, which often include smaller, more accessible units and public transportation.

**Income** – Disparities in income levels have led to varying conditions between neighborhoods, both socially and in physical attributes. Just as the requirements of a community’s older residents may differ from those of younger generations, service delivery, land use and development patterns, and crime rates can vary by income. This may also have implications on the geographic distribution of organization and empowerment in a community. Leaders should focus on educational and social opportunities for low-income populations while ensuring consistency in service delivery to other groups.

**Oxford College** – Oxford College of Emory University contributes positive educational, cultural, and employment opportunities to Oxford residents, though its presence skews demographic data, creating analysis difficulties. It is important to note that the 700 students attending Oxford College account for more than one-third of the official 2000 US Census population for the City of Oxford. This can significantly affect demographic analysis, service provision, and other aspects of life in this small community. Because the College has an on-campus residency requirement for nearly all students, neighborhoods are unlikely to suffer the effects of student-dominated residential areas experienced by many communities with similarly large portions of higher-learning populations.

#### 3.2 Economic Development

**Employment** – Currently, most workers residing in Oxford commute to other communities for employment purposes (79% in 2000). Oxford supports very little employment at the present time, with the main exceptions being Oxford College, Palmer-Stone Elementary School, and the City government. The proposed Town Center project, a mixed-use development with associated greenspace along Emory Street from Pierce Street to Clark Street in the central-city area, would help to provide a limited number of City residents with jobs, generate tax revenue, and spur reinvestment in the State Route 81 corridor. Further help could come from annexation and/or creation of employment-based property. Local chambers of commerce and other development-oriented organizations should be utilized as a resource in economic development efforts.

**Tax Revenues** – Oxford’s public and civic institutions, such as the city government, four churches, Palmer-Stone Elementary School, and Oxford College, hold approximately 200 acres within the City, limiting the potential for taxable development and the revenue it brings. Given the vast disparity between high-revenue generating land uses such as commercial and industrial and low-revenue generating residential and public/institutional property, Oxford has a weak tax base. This is somewhat ameliorated by the fact that, while property taxes are relatively low, City utilities are charged at higher rates. Through the public involvement process for this comprehensive planning effort, participants have indicated a desire to increase revenues with minimal retail, service, and office development, though residents feel strongly about preserving the City of Oxford’s small-town atmosphere.

**External Funding** – Awards from federal and state government agencies and non-governmental philanthropic organizations typically require significant time and skill in grant writing. Additionally, while some opportunities are only available to governments, others require non-profit application; in these cases, Oxford College, as part of Emory University, could partner with the City to leverage outside funding.



### 3.3 Housing

Housing Stock – City leaders point to an aging housing stock and an increase in rental properties, leading to blight and disinvestment (or a risk thereof) in parts of Oxford. Some of these areas could see redevelopment, eradicating sub-standard housing at project sites and encouraging investment in adjoining and neighboring properties. The City also has an opportunity to incentivize home ownership. Affordable housing is critical to diversity and balance, and should not be associated or synonymous with sub-standard housing.

Mix and Variety – Community participation in the comprehensive planning process shows a desire for a more varied array of housing options in the City. While most participants argue against more apartment dwellings and other rental units, housing for both elderly residents and young families was noted as lacking. Solutions offered by community members include townhouse and condominium living that would serve all ages as well as a high-rise building and cluster housing specialized toward retirees and other seniors. Offering a mix and variety of housing sizes, types, and prices provides an opportunity for a more balanced housing supply, and therefore, a better-equilibrated community.

### 3.4 Natural & Cultural Resources

Trees and Land Conservation – The City of Oxford has an aging and threatened stock of trees. Utilities (specifically power lines) and invasive species (such as kudzu, privet, and ivy) are compromising the community’s tree canopy, while age has already begun to claim significant street trees as well as those in more natural areas. Programs such as Tree City USA and the City’s Trees, Parks, & Recreation Board, alongside invasive species management and preservation of wooded corridors through extension of the City’s trail system will enable increases in quantity and quality of trees in the City of Oxford. Burying utility lines, while not necessarily preventing destruction of existing canopy, provides the opportunity for replacing street trees, particularly along Emory Street/State Route 81. In addition to specific tree canopy issues, planning participants see an opportunity for increased conservation of Oxford’s natural areas, either for parkland or more pristine preservation purposes.

Air Quality – Newton County is listed as a non-attainment area by the United States Environmental Protection Agency for Particulate Matter 2.5 and Ozone (8-hour). With its small size and lack of industry, Oxford does not likely contribute significantly to the problem, nor could the City be expected to ameliorate significantly the situation. However, Oxford officials should work with the County, other municipalities, and state, regional, and federal agencies to better understand the City’s impacts on and from air quality concerns. Further, city residents can act personally to curb automobile emissions by reducing trips and vehicle-miles-traveled. Bicycling and walking are currently relatively safe transportation options within the City, and Oxford is eligible for Section 5311 Rural Transit funds.

Water Availability – Newton County was included in September 2007 in a “level 4” drought designation, which bans outdoor watering, by the Georgia Environmental Protection Division. This points to a decrease in availability of water for residential and commercial use in the near and long terms, and could have significant ramifications on the City’s ability to support growth. City and College leaders must ensure that their community conserves as much water as possible throughout and beyond the duration of this drought and plan for similar situations in the future to work toward sustainable consumption levels no matter the supply status.

History and Architecture – Given Oxford’s historic nature and abundance of significant architectural examples from various points in its past, the City has an opportunity to preserve, enhance, and promote such resources for posterity.





### 3.5 Community Facilities and Services

Utilities – To pay off debt to MEAG (the public corporation that provides the City with the electricity it sells to residents) and to keep property taxes low, City leaders indicate that Oxford’s electricity rates are uncommonly high, particularly for lower-usage brackets. Aging and/or insufficient infrastructure, especially water lines and the stormwater management system, will need to be assessed and replaced or repaired as needed.

Parks and Recreation – Insufficient parks, open space, and other recreational facilities, plus outdated equipment in the City’s only play area, limits the opportunity to remain in Oxford for leisure purposes. The existing and expanding trail system will increase recreation opportunities in Oxford, as would investment in both natural (passive) and programmed (active) spaces. Efforts to expand leisure options in the City should be spearheaded by the City’s Trees, Parks, & Recreation Board with strong public involvement.

Educational Facilities – Palmer-Stone Elementary School, as one of the few remaining walkable neighborhood schools in Newton County, is a critical resource for the Oxford community, and its continued presence in Oxford should be ensured. Additional land behind the school may be available for purchase should the School District decide that this is necessary. Participants in comprehensive plan public meetings also noted a desire for a public library branch in Oxford, which could bring the possibility of increased literacy, cultural and educational opportunities, and lifelong learning programs to the City.

Government Offices and Civic Space – Residents, through the comprehensive plan’s public involvement efforts, noted a preference for a central community center and city hall that would house government offices, community meeting space, and a public safety (police/fire/EMS) station. While Oxford Hall and City Hall currently serve these purposes, participants wish to combine them into one space that would inspire community pride (something they feel is lacking from current facilities) and increase interaction among residents and between the City and Oxford College.

### 3.6 Intergovernmental Coordination & Impacts

Industry and Other Activity – Industrial and commercial areas located adjacent to the City, such as asphalt and cement plants and a quarry, concern citizens and elected officials both for the current effects and potential future development of these and other sites. The Covington Municipal Airport, whose property borders the city, also brings noise, visual, and air quality impacts to Oxford. Officials should keep abreast of any activity related to these sites and use their office to represent citizen concerns at each opportunity.

Transportation – A lack of local control over the State Route 81 right-of-way and difficulty influencing Georgia Department of Transportation officials in decision-making have contributed to imperfect conditions along the corridor for the City. Sidewalks are narrow and poorly maintained, and Oxford has been unable to influence the State to employ engineering and enforcement practices that would tackle increased speeding and traffic. This situation could be addressed by the City assuming control of SR 81, though related costs might be prohibitive and state interest in entering into such an agreement is unlikely.

Education – Local officials cite insufficient communication between the Newton County School District’s Board of Education and the City Council. One example of this is local concern for and uncertainty about the future of Palmer Stone Elementary School, which could eventually cease operations in Oxford. Regular reports from representatives of each organization to the other, plus increased notification on the part of both agencies about important events, meetings, and decisions will engender a working relationship between the two groups. Designating a liaison or emissary to the School District would help the City increase its presence in decision-making and sharing information while decreasing potential for missed opportunities by making a single person responsible for such duties.



Taxes – The City of Oxford is incapable of influencing significantly the decisions made by the Newton County Board of Commissioners, though rising county-level taxes concern City officials. Frequent and clear communication between the City Council and the Board of Commissioners is essential for both bodies to represent their constituents and relay citizen concerns from one level of government to another.

### **3.7 Transportation**

Infrastructure – Oxford’s roads require periodic maintenance and repair, and streets in some sections of the City are not sufficiently lit. Utilizing SPLOST and general funds to bring roads and sidewalks into adequate condition and install lighting where necessary will help combat crime and other inappropriate activity that can contribute to blight.

Walking and Bicycling – Though the City’s residents enjoy relatively quiet streets with low traffic volumes and speeds, little infrastructure or service for transportation outside the automobile currently exists. Oxford has begun implementing a multi-use trail system for bicyclists and pedestrians, though further opportunities for incorporating non-automobile modes into the transportation system should be addressed, such as a comprehensive sidewalk network and on-street bicycle lanes where appropriate. Public involvement efforts unearthed a deep desire of many residents to transform Oxford into a leader in walkability and bikeability.

Public Transportation – Another popular option for inclusion into the City of Oxford’s transportation system is public transportation. Planning meeting attendees indicated a desire for a senior shuttle, transit connecting to Atlanta and the MARTA network, and an Oxford-Covington circulator system. The City should examine the possibility of Section 5311 Rural Transit service, which would be useful to the transportation-disadvantaged (including seniors, lower-income residents, and people with disabilities) as well as residents who would prefer not to drive.

Center-City Traffic – Volumes and speeds along Emory Street/SR 81 concern Oxford residents. In addition to traffic-calming and bicycle/pedestrian safety measures along Emory Street, attendees of comprehensive plan meetings look forward to completion of a bypass around Oxford to ease traffic problems in town.

### **3.8 Land Use, Planning, & Development**

Standards and Management – Leadership is not confident in the City’s record preventing the blight and disinvestment referred to in the “Housing” and “Transportation” sections of this document, both in terms of the strength of its code and the availability of staff to enforce it. Investing limited resources in ordinance development and enforcement will materialize the community’s desire to achieve quality physical growth.

Annexation – Oxford appears to have taken seriously the notion of incorporating more land into its city limits, though unincorporated islands and certain adjacent unincorporated properties are ripe for annexation. Service delivery may need to be addressed, and could function as an incentive in some cases.

Land Use/Transportation Connection – A lack of basic goods and services, as well as employment opportunities, within walking and cycling distance results in automobile dependency, which has been linked to obesity, asthma, and other problems associated with sedentary lifestyles. With Oxford’s small size, conveniently located center-city commerce will create shopping and employment opportunities close enough to most residences for bicycling and walking. The Town Center project provides a blueprint for this type of development, which will also bring residents’ sales-tax dollars into the City’s coffers and help to create an identity for the center.

Efficient Land Use – In order to preserve greenspace, maximize public investment in infrastructure, and encourage small-scale commercial activity, residents see an opportunity to work toward efficient land use patterns such as mixed-use development that focuses growth in predetermined areas.



## 4. IMPLEMENTATION PROGRAM

### 4.1 Goals and Policies

#### Economic Development

**Goal:** Increase Oxford's tax base to decrease residents' property tax burden, while maintaining the City's small-town atmosphere, historic sense of place, and natural beauty.

#### Supportive Policies:

- Target reinvestment in declining, existing neighborhoods to further encourage private sector redevelopment and accommodate future growth.
- Encourage limited development in the town's center as a vibrant hub for culture, government, living, small offices, and daily-needs shopping.

#### Natural & Cultural Resources

**Goal:** Preserve and enhance existing resources (both natural and cultural) for future generations.

#### Supportive Policies:

- Ensure adequate supplies of quality water through protection of ground and surface water sources.
- Incorporate protection and conservation of resources into the decision-making process.
- Connect, maintain, and enhance greenspace in new development and existing neighborhoods.
- Reduce the impact of development on the natural topography and existing vegetation by limiting land disturbance activities and clear cutting.
- Locate new development in suitable locations to protect areas of natural and cultural importance.

#### Community Facilities & Services

**Goal:** Provide high quality, well-maintained community facilities and services in a cost-effective manner.

#### Supportive Policies:

- Focus infrastructure investment in designated growth areas.
- Consider infrastructure capacity when making development decisions.
- Provide for capital improvements concurrent with growth demands.
- Prevent a decline in current levels of service of community infrastructure by repairing and improving existing systems.
- Incorporate recreation areas into new residential developments as a means of distributing park space within the vicinity of new residents.
- Encourage investment in community schools, such as Palmer-Stone Elementary, that promote healthy neighborhoods, transportation choices, and increased cooperation between the City and the Board of Education.

#### Housing

**Goal:** Provide a diverse mix of housing opportunities within quality neighborhoods to all residents, minimizing the adverse impacts of housing construction on the natural environment.

#### Supportive Policies:

- Promote interconnectivity within and between neighborhoods.



- Plan for and accommodate a variety of residential types and densities to accommodate residents of various incomes and ages.
- Eliminate substandard housing while increasing options for quality affordable housing and encouraging homeownership.
- Promote the inclusion of open space, sidewalks, and bicycle facilities (such as parking racks and bike lanes) within development.

### **Land Use**

**Goal:** Ensure that redevelopment and new projects are compatible with and enhance the City's existing land use patterns, and that sustainable development theories and practices are factors in land use decisions.

#### **Policies:**

- Promote development patterns that increase the efficiency of transportation and service delivery, while minimizing environmental and cultural impacts and preserving local history.
- Promote mixed-use development by updating land development ordinance and considering form-based concerns.
- Promote development that does not foster automobile-dependence.
- Support complementary infill and cluster development and redevelopment.

### **Transportation**

**Goal:** Provide a safe, comprehensive, efficient, and effective transportation system that integrates a variety of transportation modes, increasing mobility options for all residents.

#### **Supportive Policies:**

- Coordinate transportation and land use planning activities across all levels of government.
- Encourage street connectivity to increase safety, land use efficiency, and modal choices.
- Encourage the incorporation of sidewalks and bicycle facilities (such as parking racks and bike lanes).
- Promote the development of public transportation options, including connections to existing transit systems.
- Continue to plan and fund improvements in the City's multi-use trail system.

### **Intergovernmental Coordination**

**Goal:** Coordinate planning, economic development, transportation, recreation, and administrative efforts between the City of Oxford, Newton County, the City of Covington and the County's other municipalities, and state and regional offices, as well as Oxford College.

#### **Supportive Goals:**

- Share mutually beneficial services and facilities with neighboring jurisdictions.
- Develop solutions for shared regional issues (ex: growth management, watershed protection).
- Pursue joint processes and information sharing for collaborative planning and decision-making.

## **4.2 Analysis of Consistency with Service Delivery Strategy**

Newton County's existing Service Delivery Strategy, which includes the City of Oxford, is scheduled for recertification in February 2008. County efforts to update and amend this document should be made in concert with the Oxford City Council and Planning Commission to ensure consistency with this Comprehensive Plan.



**4.3 Short-Term Work Program**

<b>Short Term Work Program City of Oxford 2008-2012</b>									
<b>City of Oxford Implementation</b>	<b>Plan Element</b>	<b>08</b>	<b>09</b>	<b>10</b>	<b>11</b>	<b>12</b>	<b>Cost Estimate</b>	<b>Funding Source</b>	<b>Responsible Party</b>
Complete plans for new city hall	CF	X					\$75,000	City, SPLOST	City
Construct new city hall	CF		X				\$850,000	City, SPLOST	
Conduct annual review of progress with implementation of comprehensive plan	CF	X	X	X	X	X	\$0 Policy	City	City
Determine efficacy of hiring a city manager – hire if feasible	CF		X	X	X	X	\$0-\$80,000 per year	City	City
Issue contracts for management of projects identified in the STWP to supplement city staff and council as needed	CF	X	X	X	X	X	Varied by project	City	City
Develop annual project plan and tie to budgetary process	CF	X	X	X	X	X	\$0 Policy	City	City
Continue Planning and Implementation of Town Center, including limited retail.	ED	X	X	X	X	X	Varied by project	City, Private, State	City
Conduct study to determine benefit of annexing existing or potential industrial zones to diversify tax base.	ED	X	X	X			\$0 (if done in house)	City	City
Adopt new zoning and land use classifications to support the comprehensive plan	LU	X					\$0 Policy	City	City
Organize all documents related to city property	LU	X	X	X	X	X	\$0 (if done by staff)	City	City
Ensure copies of all easements on property within the city limits of Oxford are filed at city hall.	LU	X	X	X	X	X	\$0 Policy	City	City, County
Consider efficacy of sharing in County GIS system .	LU	X	X				\$0 if no change; unknown for share	City	City, County, NEGRDC



Short Term Work Program City of Oxford 2008-2012									
City of Oxford Implementation	Plan Element	08	09	10	11	12	Cost Estimate	Funding Source	Responsible Party
Annex unincorporated islands	LU	X	X	X			\$5,000 (legal)	City	City
Identify any desired adjacencies for annexation; annex if applicable	LU	X	X	X	X	X	\$5,000 (legal)	City	City
Conduct study of existing housing stock and analyze implications for tax base – consider ways to balance.	HO	X	X				\$0 (if done in house) or per contract	City	City
Conduct study of existing tools available to cities to tie environmental building and material standards to the development permitting process.	HO	X	X				\$0 (if done in house) or per contract	City	City
If desired (see above), implement Oxford-specific environmental building and material standards to the development permitting process	HO		X				\$0 Policy	City	City
Determine boundaries and conditions for higher density housing in immediate proximity to Town Center.	HO	X					\$0 Policy	City	City
Consider and implement tool(s) for encouraging home ownership and discouraging increasing rental trends	HO	X	X	X			\$0 Policy	City	City
Implement internal process of building permitting and inspection, if feasible.	HO		X	X	X	X	\$0 Policy Covered by fees	City	City
Consider tools for encouraging and assisting home owners in upgrading environmental safety and efficiency of existing homes.	HO	X	X	X	X	X	TBD	City	City
Continue to meet the requirements of membership in the Tree City USA program annually.	NR	X	X	X	X	X	\$4,300 minimum annually	City	City



<b>Short Term Work Program                      City of Oxford                      2008-2012</b>									
<b>City of Oxford                      Implementation</b>	<b>Plan                      Element</b>	<b>08</b>	<b>09</b>	<b>10</b>	<b>11</b>	<b>12</b>	<b>Cost                      Estimate</b>	<b>Funding                      Source</b>	<b>Responsible                      Party</b>
Develop and implement program for removing invasive plant species from public lands and incentives for property owners to do the same	NR	X	X	X	X	X	\$0 if in house	City	City
Adopt Conservation Subdivision Ordinance	NR	X	X				\$0 Policy		
Complete identification, marking, and developing material about all historic properties in Oxford	NR	X	X	X	X	X	\$3,000	City	City
Seek grant funding for transcription of historic council minutes	NR	X	X	X			\$1,000	City	City
Develop public space (in new city hall) for highlighting Oxford's history	NR	X	X	X	X	X	Part of new city hall	City	City
Make arrangements for proper archival care of Oxford's historic documents	NR	X	X	X	X	X	TBD	City	City
Conduct assessment of city roads and develop schedule of paving and repair – implement annually	CF	X	X	X	X	X	Varied by project	City, LARP	City
Conduct annual assessment of city signage and repair, replace, or install new signs as necessary	CF	X	X	X	X	X	\$1,500 per year	City	City
Repaint road lanes and stop bars	CF	X		X		X	\$4,000	City	City
Install speed tables at trail crossings on Soule, Clark, Moore, and Stone Sts.	CF	X	X				\$20,000	City	City
Square off intersections of Hull St. with W. Clark St. and W. Soule St.	CF		X				\$30,000	City	City
Promote better circulation pattern and parking to ease traffic around Palmer Stone Elementary School	CF	X	X	X			Unknown \$100,000+	BOE, City, GaDOT	City, BOE, GaDOT
Sign maintenance agreement of Hwy. 81 with GaDOT	CF	X					\$0 Policy	City	City, GaDOT



Short Term Work Program City of Oxford 2008-2012									
City of Oxford Implementation	Plan Element	08	09	10	11	12	Cost Estimate	Funding Source	Responsible Party
Conduct regular maintenance of curbs and gutters along Hwy. 81	CF	X	X	X	X	X	\$5,000 per year	City, GaDOT	City, GaDOT
Repair/replace existing sidewalks and implement annual program of expanding sidewalk network (5' width)	CF	X	X	X	X	X	\$20,000-\$50,000 per year	City, GaDOT	City, GaDOT
Continue efforts to discourage further development of the Covington Municipal Airport	CF	X	X	X	X	X	\$2,000 per year (legal)	City	City
Continue to work towards re-routing of Hwy. 81 out of Oxford	CF	X	X	X	X	X	\$0	City, Covington, Porterdale, County, GaDOT	City, Covington, Porterdale, County, GaDOT
Install pedestrian-activated stop signs/crosswalks on Hwy. 81 at proposed trail crossing (Collingsworth/Emory Way) and at Hammil St.	CF	X	X	X	X	X	Unknown	City, GaDOT	City, GaDOT
Widen Moore Street from Hwy. 81 to Haygood to two lanes	CF	X					\$200,000	City	City
Assess all city waterlines and implement program of line repair and replacement as necessary	CF	X	X	X	X	X	Varied by project	City	City
Develop education program to encourage water conservation	CF	X	X	X	X	X	\$1,000 per year	City	City
Complete Moore/Cook waterline loop	CF	X	X	X			\$140,000	City	City
Continue to supply water to new customers within service area	CF	X	X	X	X	X	Varied by project	City	City
Per 2007 decision, ensure all customers who are within proximity to sewer lines tap in and pay fees	CF	X	X				\$2,000 legal fees	City	City
Continue to expand sewer system	CF			X	X	X	Varied by project	City	City

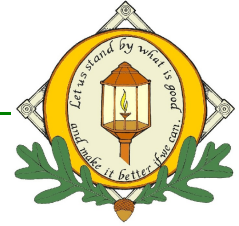




<b>Short Term Work Program                      City of Oxford                      2008-2012</b>									
<b>City of Oxford                      Implementation</b>	<b>Plan                      Element</b>	<b>08</b>	<b>09</b>	<b>10</b>	<b>11</b>	<b>12</b>	<b>Cost                      Estimate</b>	<b>Funding                      Source</b>	<b>Responsible                      Party</b>
Purchase additional sewerage capacity as needed.	CF			X	X	X	Unknown	City	City
Maintain all sewer right of ways	CF	X	X	X	X	X	\$4,000 per year	City	City
Conduct cost analysis of putting electric lines in key areas underground	CF	X	X				\$5,000	City	City, MEAG
Begin annual program of burying electric lines if feasible	CF			X	X	X	Varied by project	City	City, MEAG
Implement education program of electricity conservation	CF	X	X	X	X	X	\$1,000 per year	City	City
Analyze current rate structure and determine whether or not rates should be reduced or increased and to what degree, if any	CF		X				\$0 if done in house	City	City, MEAG
Conduct research and host workshops for citizens about alternative energy sources	CF		X	X	X	X	\$1,000 per year	City	City
Consider consolidation of accounts (not meters) of customers with multiple meters	CF	X	X	X	X	X	\$0 Policy	City	City
Adopt policy of alerting Trees, Parks, and Recreation Board when annual trimming around lines is to be done.	CF	X					\$0 Policy	City	City, MEAG
Conduct annual assessment of electricity system and perform routine maintenance and strategic upgrades as necessary	CF	X	X	X	X	X	Varied by project	City	City
Conduct analysis of solid waste management system to correct any inefficiencies and determine to what extent rates should be increased or decreased.	CF	X					\$0 if done in house	City	City



Short Term Work Program City of Oxford 2008-2012									
City of Oxford Implementation	Plan Element	08	09	10	11	12	Cost Estimate	Funding Source	Responsible Party
Conduct study of alternative systems for solid waste management (e.g. pay per use, privatization, local composting of biomass, etc.	CF	X	X				\$0 if done in house	City	City
Expand recycling program (number of customers and variety of materials collected) – may include privatization.	CF	X	X	X	X	X	Unknown	City	City
Provide adequate space and equipment for police department	CF		X	X	X	X	(part of new city hall plan)	City	City
Conduct assessment of current police department and implement improvements as necessary	CF	X		X		X	Varied by project	City	City
Address the need for code enforcement.	CF	X	X	X	X	X	\$0	City	City
Determine higher crime areas and implement concerted efforts to mitigate the problems	CF	X	X	X	X	X	Varied by project	City	City
Assess current street lighting and determine areas for additional lighting	CF	X	X	X	X	X	\$2,000 per year	City	City
Develop and implement formal program for use of community service workers	CF	X	X	X	X	X	\$0 – paid by fines	City	City
Develop adequate space for city court (in new city hall)	CF	X	X	X			(Part of new city hall plan)	City	City
Adapt maintenance facility to accommodate fire department -- move	CF	X	X				\$20,000	City	City
Conduct assessment of current fire department and implement improvements as necessary	CF	X		X		X	Varied by project	City	City



<b>Short Term Work Program                      City of Oxford                      2008-2012</b>									
<b>City of Oxford                      Implementation</b>	<b>Plan                      Element</b>	<b>08</b>	<b>09</b>	<b>10</b>	<b>11</b>	<b>12</b>	<b>Cost                      Estimate</b>	<b>Funding                      Source</b>	<b>Responsible                      Party</b>
Conduct analysis of alternatives to current service for providing fire protection and implement alternative if warranted	CF		X	X	X	X	\$0 if in house	City, County	City, County
Implement Emergency Medical Technician service (city to provide space only; county to run)	CF		X	X	X	X	Unknown	City, County	City, County
Continue to build a variety of active and passive parks	CF	X	X	X	X	X	\$10,000 average per year	City	City
Specifically, develop park with outdoor basketball court	CF		X				\$50,000	City, County	City, County
Specifically, develop parks with playscapes	CF		X		X		\$50,000 per park	City, County	City, County
Continue to contribute towards completion of the multi-use trail system in Oxford.	CF	X	X	X	X	X	\$5,000-\$10,000 per year	City, Newton Trails	City, Newton Trails
Continue to maintain and promote more regular use of Old Church	CF	X	X	X	X	X	\$0 (by Hist. Shrine Society)	City	City
Encourage installation of Newton County library service center as part of the Town Center plan	CF				X	X	Unknown	City, County Library	City, County Library
Develop welcome center in new city hall as part of the Town Center plan	CF				X	X	(Part of new city hall plan)	City	City
Assist Palmer Stone Elementary School in developing and implementing plans to accommodate growth and ensure continued presence of the school in the city	CF	X	X	X	X	X	Varied by project	BOE	City, BOE
Replace 11,100 linear feet of water pipe along Airport Rd., Oxford Way, Emory St. Oxford Dr., Airport Way, Soule St., Dowman St., Stone St., and Bonnell St.	CF		X	X	X	X	\$500,000	City, State	City

