

Oxford, MS

SDAT





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INTRODUCTION

In November 2009, officials in Oxford, Mississippi submitted a proposal to the American Institute of Architects (AIA) for a Sustainable Design Assessment Team (SDAT) to assist the city and its citizens in addressing key issues facing the community. The issues included urban design, connectivity, historic preservation, transportation, gateways, green infrastructure and land use planning. The AIA accepted the proposal and, after a preliminary visit by a small group in July 2010, recruited a multi-disciplinary team of volunteers to serve on the SDAT Team. In November 2010, the SDAT Team members returned to Oxford for an intensive community process. They worked closely with local officials, community leaders, technical experts and citizens to study the community and its concerns. The team used its expertise to frame a wide range of recommendations, which were presented to the community in a public meeting at the conclusion of the 3-day process. This report provides a narrative summary of the team's findings and recommendations.

The Sustainable Design Assessment Team (SDAT) Program

The Sustainable Design Assessment Team (SDAT) program focuses on the importance of developing sustainable communities through design. The mission of the SDAT program is to provide technical assistance and process expertise to help communities develop a vision and framework for a sustainable future. The SDAT program brings together multidisciplinary teams of professionals to work with community stakeholders and decision-makers in an intensive planning process. Teams are composed of volunteer professionals representing a range of disciplines, including architects, urban design professionals, economic development experts, land use attorneys, and others.

Today, communities face a host of challenges to long-term planning for sustainability, including limited resources and technical capacity, ineffective public processes and poor participation. The SDAT approach is designed to address many of the common challenges communities face by producing long-term sustainability plans that are realistic and reflect each community's unique context. Key features of the SDAT approach include the following:

- Customized Design Assistance. The SDAT is designed as a customized approach to community assistance which incorporates local realities and the unique challenges and assets of each community.
- A Systems Approach to Sustainability. The SDAT applies a systems approach to community sustainability, examining cross-cutting issues and relationships between issues. In order to accomplish this task, the SDAT forms multi-disciplinary teams that combine a range of disciplines and professions in an integrated assessment and design process.

- **Inclusive and Participatory Processes.** Public participation is the foundation of good community design. The SDAT involves a wide range of stakeholder viewpoints and utilizes short feedback loops, resulting in sustainable decision-making that has broad public support and ownership.
- **Objective Technical Expertise.** The SDAT Team is assembled to include a range of technical experts (planners, architects, economists and others) from across the country. Team Members do not accept payment for services in an SDAT. They serve in a volunteer capacity on behalf of the AIA and the partner community. As a result, the SDAT Team has enhanced credibility with local stakeholders and can provide unencumbered technical advice.
- **Cost Effectiveness.** By employing the SDAT approach, communities are able to take advantage of leveraged resources for their planning efforts. The AIA contributes up to \$15,000 in financial assistance for each project. The SDAT team members volunteer their labor and expertise, allowing communities to gain immediate access to the combined technical knowledge of top-notch professionals from varied fields. Finally, the SDAT process employs a compressed schedule and the application of innovative public participation techniques to leverage resources effectively and produce timely results.
- **Results.** Many communities want to become more sustainable but are immobilized by conflicting agendas, politics, personalities, or even the overabundance of opportunity. Further, many communities have not yet taken stock of their current practices and policies within a sustainability framework; others have identified issues of concern but desire assistance in laying out a plan of action to enhance community sustainability. The SDAT program helps communities get objective advice in the public interest to move beyond these challenges.





What is the SDAT Program?

Communities that have participated in the SDAT program include the following:

Alexandria Township, NJ	Syracuse, NY	Windsor, CA	Virginia Beach, VA
Oklahoma City, OK	Northeast Michigan	Tampa, FL	SE TN Valley, TN
Northampton, MA	Lawrence, KS	Detroit, MI	Port Angeles, WA
Pittsfield, MA	Hagerstown, MD	Fort Worth, TX	Los Angeles, CA
Forest City, NC	Tucson, AZ	Leon Valley, TX	Orange, MA
Cache Valley, UT	Englishtown, NJ	Morristown, NJ	Indianapolis, IN
Reno-Tahoe-Carson Region, NV	Dubuque, IA	Parma, OH	Hilo, HI
New Orleans, LA	Culver City, CA	Kauai, Hawaii	Eagle River Valley, CO
Longview, WA	Central City, LA	Fellsmere, FL	Beatrice, NE
Guemes Island, WA	Albany, NY		

The SDAT program is modeled on the Regional and Urban Design Assistance Team (R/UDAT) program, one of AIA's longest-running success stories. While the R/UDAT program was developed to provide communities with specific design solutions, the SDAT program provides broad assessments to help frame future policies or design solutions in the context of sustainability and help communities plan the first steps of implementation. Through the Design Assistance Team (DAT) program, over 500 professionals from 30 disciplines have provided millions of dollars in professional pro bono services to more than 180 communities across the country. The SDAT program leverages the pivotal role of the architectural community in the creation and support of sustainable livable communities.

The following report includes a narrative account of the Oxford SDAT project recommendations, with summary information concerning several principle areas of investigation. The recommendations are made within the broad framework of sustainability, and are designed to form an integrated approach to future planning efforts in the city.



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SUMMARY CONCLUSIONS

The following report captures the SDAT Team's key recommendations across several important issues facing the city of Oxford:

- Historic Preservation
- Community Planning
- Urban Design and Gateways
- Green Infrastructure
- Transportation

While each team member authored a specific section of the report, there are clear themes evident across the entirety of our findings. The following summary captures the cross-cutting issues that Oxford faces, and the team's assessment and core recommendations regarding them.

A City of Assets

Southern Charm & Character

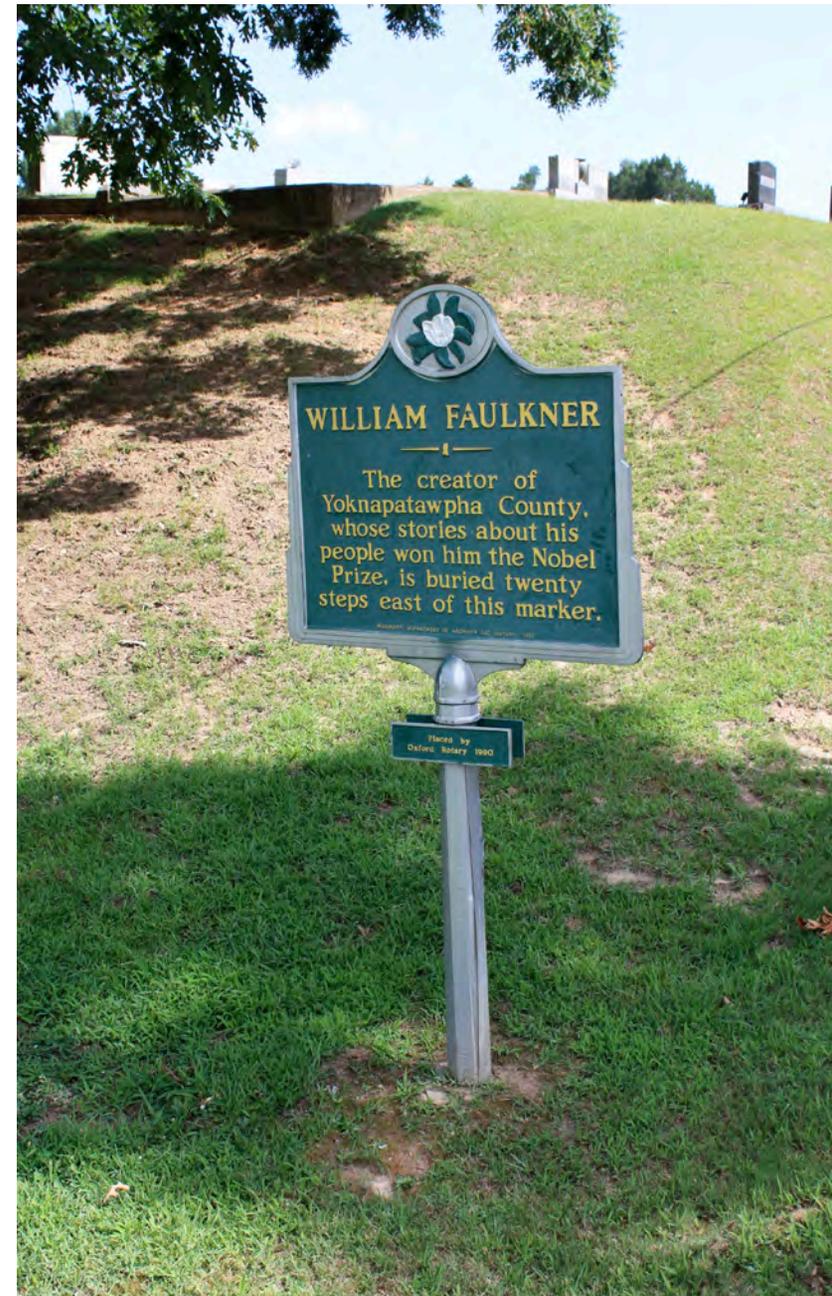
The SDAT Team found that the Oxford community has a wealth of community assets and several defining features. From a physical standpoint, Oxford's Courthouse Square represents a tremendous asset, and provides a defining public realm which contributes significantly to local identity. The character of the Square establishes a community scale that is human and reinforces Oxford's small town, family-friendly identity. The Square's physical qualities and its range of retail amenities available to residents in the vicinity of downtown are impressive. The Square also contributes to establishing a pedestrian character for local streets, which extends outward to adjacent neighborhoods. As Daniel Carey observes, "The Square is the heart of Oxford, and it is vitally important." In 2008, Oxford was designated a Bicycle Friendly Community by the League of American Cyclists for its work on bicycle facilities planning, making it a leader in the region.

Civic Identity and Culture

Oxford is blessed with a strong local identity and a cultural tradition linked to prominent figures and institutions. The City was home to Nobel Prize-winning writer William Faulkner, and still hosts an annual literary conference in his name. The community was also home to such notable figures as LQC Lamar. Oxford has tremendous contemporary institutions of culture as well. It is home to the University of Mississippi. Without question, the University plays a defining role in the life of the community, contributing to its vibrant downtown and making a host of cultural and institutional contributions to the life of Oxford. The Ole Miss football season was described as a singular cultural experience that impacts the entire community, in both positive and negative ways. On the positive side, the University's athletic program provides an important source of civic pride and community identity that brings people together. On the negative side, the scale of the 'event' that is represented by football games has several consequences for the City.

An Outstanding Quality of Life

Oxford's community scale and cultural assets provide its citizens with an enviable quality of life. The City has been recognized for its family-friendly environment, neighborhood tradition, and its sense of place. USA Today named Oxford one of the top six college towns in America. In addition to the University's strong position as a leading educational institution in the region, Money magazine identified Oxford one of the top six retirement towns in America. The City is also ranked as one of the Best 100 Small Towns in America. The community provides a host of rich amenities and culture that are beyond the reach of most jurisdictions its size, positioning it as a leading city that is an attractive place to live for many people. Maintaining its small town character and exceptional quality of life is a key goal for the city as the region grows.





Key Themes of the Process

The Regional Context – Use Collaborative Planning to Curb Sprawl

The SDAT Team found regional growth and land use policy to be an overriding issue in the Oxford area. Within city limits, new development has been largely pushed to greenfields on the fringe. Therefore, the community is far more auto-dependent than it otherwise would be. For instance, daily amenities such as the city's grocery stores are on the fringe of the community, and are unreachable for most pedestrians. As Daniel Carey points out, "Even in this moribund economy, Oxford faces pressures from new construction and increased density...and that will continue for the foreseeable future." The recreational parks most recently developed were clustered in a complex on the outskirts of the city, making accessibility an issue. New school discussions have focused on building on the fringe as well. The local school board, as well as the recreation board, are both independent agencies from the city, placing a premium on the need for more collaborative planning. On the regional level, there is no zoning in the county, and there are no impact fees due to the threat and past experience with litigation over private property rights. Beyond the City's core, the community is largely car dependent, and affordable housing is almost non-existent, driving sprawl patterns. As the City's application states, "Oxford like many cities is experiencing sprawl." Oxford is located in Lafayette County, which has a population of 44,000, the majority living in or around the City of Oxford. The county has no land use regulations so it has no means to manage growth. The city can provide water and sewer outside the city limits, but has no effective means to manage growth outside its boundaries. The relationship between the city and county has been contentious, and several attempts to move the county toward greater land use controls have met stiff opposition and have been characterized by "big government" claims. However, the team found this issue to be mostly an artificial conflict based on misperception. The team recommends that the City and County forge a more collaborative public process to engage the community in visioning around what it would like the region to look like in 20 years, and allow that vision to drive future decisions about the tools and policies necessary to achieve the community's aspirations for its future. The City and County, and their residents, have shared interests surrounding future growth and development impacts, and these common interests should facilitate more collaborative approaches to future planning, particularly around jurisdictional borders but also in the context of regional issues.

Forging Effective Town-Gown Partnerships

Oxford locals refer to the city as Camelot, because “half the population never ages,” a reference to the large student population at the University of Mississippi. In 2008, the estimated city population was 19,000. The student population at the University of Mississippi was 15,000. The current on-campus housing only provides for between 3,000-5,000 students, so most of them are forced to live off campus in city neighborhoods. Alcoholic beverages are banned on campus, which has had a positive impact on the downtown, as students have patronized local restaurants and bars, providing the necessary consumer base for a vibrant downtown district. However, the drinking culture has been viewed by residents as a negative influence, and complaints about rowdy behavior in the downtown and in neighborhood residential districts where rental housing predominates has been identified as an ongoing issue. As Sue Schwartz writes, “In short, the concerns around student housing can be summed up as public safety, “neighborly-ness” and long term viability of product type.” The team did not find Oxford’s experience with these issues to be noticeably different from other college towns, and is recommending a host of formal structures and policies that can forge more effective town-gown relationships.

Addressing Housing Needs

At least 50 percent of the existing housing stock in Oxford is rental. The housing stock faces significant surge capacity issues given the student population and the importance of the football season. The team was told that the city’s population spikes to 50-60k during the workday, and during football season, it tips 100k, with most temporary residents staying in seasonal rental housing that exists for weekend home games only. There is no identifiable affordable housing in the city currently. There is some limited workforce housing on the fringe of the city, but the housing market is such that most new buyers have an incentive to purchase homes out in the county or region, driving sprawl. The Team heard that there were issues related to absentee landlords (football renters), student housing (nuisance issues), and a seasonal population. The city has also become a magnet for retirees, so new homeowners are largely older residents that require infrastructure. Because the permanent residents, and the new owners, are predominantly seniors, the issue of aging in place is also an important consideration for the future.



Transportation and Connectivity - Gateways

Oxford's gateways were identified as key strategic zones to focus on. The city's gateways are currently seen as growth centers and the City is concerned about how it can build an effective framework and criteria to shape the gateways in a proactive, beneficial manner. They are currently auto-centric corridors, and the most developed (route 6) is defined by strip development and is viewed as an eyesore and a potentially dangerous pedestrian environment. The city's other major gateway, route 7, is scheduled to be widened, and the fear was expressed that "7 will look just like 6 in 10 years," with strip development and no community character. A third gateway, Lamar, is also a central interest for the City. City officials represented the conflict as one between an "interstate mentality" and a "small town, friendly mentality." Both roads are under the jurisdiction of MDOT, the state transportation agency, and locals expressed frustration about partnering with MDOT. The city's land use controls are limited on its gateways – while the city has zoning, the county does not. As Selteta Reynolds writes, "Few land use controls and a reluctance to impose strong transportation impact measures have led to a prevalence of wide roads and few controlled intersections outside the town center." The SDAT Team is recommending a host of urban design and transportation interventions to address gateways in a proactive manner and set a tone for the physical character of the rest of the city.

Integrating Sustainability

The Team heard much dialogue about the City's approach to sustainability and its struggle to integrate sustainable strategies into everyday operations, as well as long-term planning strategies. In the most immediate sense, concerns were expressed regarding stormwater runoff issues throughout the city, especially in its historic core. However, a more general issue was raised regarding how sustainable thinking should be integrated into city planning. As Jay Womack writes, "Sustainability can mean something different to everyone, from activities such as recycling and using environmentally friendly products, to joining together to help alleviate global warming. And because Sustainability can take on many forms, it can often be a daunting task as to where to start. For Oxford, and others, it should start by first defining sustainable design, which in this case could be – utilizing practices that minimize the negative impacts from buildings and site development on the environment and the people that inhabit those places." The team is recommending a number of potential strategies for the city to pursue in this area.

Preserving Meaning and Identity

Finally, the Team observed intense community interest in preserving the existing character of the downtown historic district and the assets that contribute to Oxford's unique identity. As Daniel Carey writes, "Oxford has the requisite tools to administer a strong historic preservation program: professional staff, committed volunteers and a healthy mix of 'carrots and sticks' with respect to incentives and guidelines." The team is recommending several key steps to strengthen the City's approach to preservation. As Carey observes, "Oxford should strive to maintain its unique sense of self above all other competing goals because it is, in fact, Oxford's uniqueness that is its most valuable (and its most threatened) commodity. The preservation and sensitive stewardship of Oxford's historic districts should be recognized and respected as the core to any long-range planning for the City."



HISTORIC PRESERVATION

Background

In a judicious move to protect the history, architectural integrity and character of Oxford (Courthouse Square, North Lamar, South Lamar, Jefferson Madison and Depot Districts), the City of Oxford established the Courthouse Square Historic Preservation Commission and the Oxford Historic Preservation Commission in 2007 and 2004, respectively. These commissions and their associated ordinances enable the City to protect historic properties and manage development and infill design which might otherwise put undue pressure on fragile resources and streetscapes.

There are more than 2200 active historic preservation commissions throughout the United States, and the authority to designate and safeguard landmarks has long been established and confirmed by courts at all levels (local, state and federal). But as is true with any ordinance, its effectiveness is tied to consistent enforcement. With respect to Oxford and its relatively new ordinances, this is a critical time for staff and commissioners to take the long view and establish strong precedents. Decisions made by planning staff and commissions will stand for years, so both the process for making those determinations (due process) and the decisions themselves must be fairly considered not just for the expedience of today, but for decades to come. Decisions must be prudent and defensible, and they must keep the City's stated goals of historic preservation paramount in mind. Fortunately, Oxford has the requisite tools to administer a strong historic preservation program: professional staff, committed volunteers and a healthy mix of 'carrots and sticks' with respect to incentives and guidelines.

Assessment

Even in this moribund economy, Oxford faces pressures from new construction and increased density, and that will continue for the foreseeable future. Employing appropriate height, scale, massing, materials, and setback guidelines are central to ensuring that the city retains its charm and character. This means that the staff and commissions must deliberate and make decisions consistent with the language of the ordinances. And, as the case warrants, the Board of Aldermen must uphold those decisions—even when politically unpopular.

Both staff and commissions must make scores of seemingly small, day-to-day decisions about windows, doors, siding, roofing, and other issues that, over time, accumulate into a body of work that represents the good (*or not good*) stewardship of historic districts. That is why each decision—small or large—matters and should be approached thoroughly and objectively. Those involved should take the long view - considering so many drops of water in a bucket - where each one seems insignificant at the time but, considered together, they can affect the integrity of not just one building but the entire historic district.

Educating property owners, developers, architects and contractors about the reasons for, and best practices of historic preservation is an important outreach element that the City must actively pursue through workshops, demonstrations, websites, and other means. Showing what is considered acceptable and what is considered not acceptable is important because historic preservation and design review are visually oriented. Training for staff and commissioners is also an important element of a successful program, so professional development opportunities should be pursued when possible.

The City of Oxford is a leader in historic preservation. However, as a regulatory body with built-in limitations, it needs the added support of an outside, non-profit advocacy group to lend its voice and expertise to the resolution of preservation issues. Government is part of the solution—but not the sole solution—to a good preservation program.

The Square is the heart of Oxford, and it is vitally important. But the neighborhoods that surround the Square are important organs as well. Each depends on the other in a symbiotic way. Therefore, the Square should not be 'overharvested' with tourism and entertainment; likewise, a strong middle class housing component is necessary to attract the kinds of services that make an attractive downtown thrive in a 24-7 environment. One example to consider is the French Quarter in New Orleans. That district, even before Hurricane Katrina, was becoming a caricature of itself with a profundity of tee-shirt shops, bars and novelty stores and an inverse proportion of residents. When 'entertainment districts' take precedence over residential needs and 24-7 services and businesses, then the balance is lost and gentrification creates a zone available to only a few. Without a healthy mix, that model will—eventually—wither and die and, with it, the charm and character that established it in the first place.

Over-touristing can kill the proverbial goose that laid the golden egg. To ensure open public debate on this and other preservation issues, an effective non-profit advocacy group is important to have in Oxford. Government has limitations, but the private, non-profit sector can fill important gaps—like education, advocacy, and perhaps in real estate through the use of a revolving fund or endangered properties fund (not unlike what the Historic Savannah Foundation uses to save historic buildings). For more detailed information on how Revolving Funds work—or can work for Oxford—please contact Daniel Carey in Savannah.



Vision

Oxford should strive to maintain its unique sense of self above all other competing goals because it is, in fact, Oxford's uniqueness that is its most valuable (and its most threatened) commodity. The preservation and sensitive stewardship of Oxford's historic districts should be recognized and respected as the core to any long-range planning for the City. In other words, the preservation, protection and promotion of Oxford's heritage is—or should be—the vision for the city's future and not just an add-on when it is deemed convenient. History, architecture, human scale, pedestrian-access, and livability are what distinguish Oxford from most other cities in Mississippi. Preservation is a planning tool used to identify important historically significant and architecturally significant areas that includes protections to sustain those resources and guard against insensitive development. In other words, in historic districts the normal rules of development do not apply. A preservation plan gives developers a set of expectations and the predictability they need to operate sensitively and successfully. The November 2010 issue of *Invitation Oxford* was dedicated to "The Square: The Way We Were/What Could Be" and featured several articles on preservation and the future of Oxford. That article was, by coincidence, the basic theme of the SDAT team's presentation last fall and should be required reading for preservation commissioners, planning commissioners, staff and elected officials. It should be used as one reference point to guide the City's thinking and planning for the next decade.



Recommendations

NOTE: Distinctions have not been made among short-, medium- and long-term recommendations because all of the following recommendations should be implemented immediately and be in place for the long-run. None are so expensive or onerous to warrant long-range budgeting or planning. These are relatively simple steps that should be established as good policies and best practices in administering the City's preservation program.

- **Take Advantage of the National Network of Preservationists.** Join the National Alliance of Preservation Commissions and become active members by taking advantage of their bi-monthly newsletter (The Alliance Review); the NAPC—L listserv targeted to assist local preservation commissions; send commission members to CAMP (Commission Assistance and Mentoring Program); send commission members to the National Preservation Conference in the fall of each year (sponsored by the National Trust for Historic Preservation); and send commission members to the biennial Forum sponsored by NAPC in cities around the country.

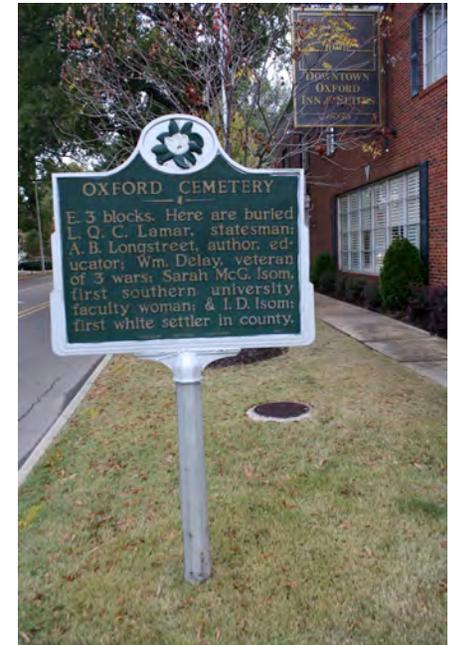
These educational tools and conferences do require an investment and some travel money, but the prices are very competitive and commissions are only as good as their members—and without adequate training and professional development commissioners may not adequately perform and put the City at risk with their decisions. Not every commissioner needs to attend every conference or seminar, but there should be a plan for continuing education for both commissioners and staff. Ultimately, NAPC and the National Trust are the umbrellas and network of preservationists around the country that can help Oxford with its programs.

- **Be firm in upholding and enforcing the ordinances.** Clear, consistent and defensible decisions must be made month-to-month and year-after-year to establish the record and credibility of the commission. Procedural due process and substantive due process must be adhered to in administering the ordinance and commission meetings since they are quasi-judicial in nature. The tighter the operations and practices of the commission, the less likely the City will wind up in court. It may be advisable for the City Attorney to— from time to time—sit in on commission meetings to review procedure and ensure that meetings are being conducted properly.

- **Initiate an awards program recognizing the 'best of' restoration, rehabilitation and new infill construction.** Awards are an easy way to set the bar of what is outstanding work while simultaneously educating the public about why preservation is relevant.

- **Regularly review available 'carrots and sticks' with respect to incentives and regulations that help manage and encourage preservation activity.** Perform an objective external audit of your preservation program every five to ten years to see if everything is operating as it should (NAPC can assist with this...as can the SHPO office in Jackson).

- **Regularly survey and inventory Oxford's building stock because new resources become eligible as each year passes** (when following the 50-year rule espoused by the National Park Service). Recent Past resources (mid-20th century, e.g.) should not be overlooked for their significance. There are state and federal grants available to help with this, and volunteers and interns (properly trained) can also help.





- **Take the preservation program into the schools via programs like Box City (accessed through the Center for Understanding the Built Environment (CUBE) in Kansas City, KS).** Just once or twice a year, the preservation program should get in a classroom and talk about preservation in a way that is interesting and relevant to middle-school and high school students. In addition, there should be learning opportunities for Realtors, architects, contractors, and others about preservation. Such training serves two purposes: 1) it improves the quality of work and 2) it de-mystifies preservation to the uninitiated and makes their getting involved much easier.



- Parking and ADA issues were raised during the SDAT visit, and they are legitimate concerns, but because the Square is a National Register Historic District there are arguments that can be made to sensitively address those compliance issues without compromising the integrity of the architecture or streetscape. In other words, National Register-listing allows for a certain latitude in fulfilling mandated codes so be careful not to apply suburban-model standards and solutions to historic downtown areas. The National Trust for Historic Preservation has an excellent series of Preservation Books that cover a variety of topics—like ADA compliance—and it is strongly recommended that the City invest a couple of hundred dollars in getting a set of these Preservation Books (if they have not already).

The Bottom Line

“Keep the feel.” “Keep Oxford Oxford.” “Consider the 24-7 residents.” The team heard these statements on a number of occasions...almost as pleas for retaining Oxford as it is or maybe was. Preservation is a great tool to do that—not in a nostalgic way—but as a planning tool that shapes a city or, at least, keeps it from being misshapen by insensitive forces. If the City does its part by investing in the continued care and feeding of its preservation program and if that work can be complemented by a non-profit advocacy/education group to do the things governmental entities can’t do, then Oxford will keep being Oxford.







COMMUNITY PLANNING

The Good News - Oxford Plans

The Team found that Oxford is a city that is actively planning for its future. The city's Vision 2020, and its comprehensive plan, reflect a public commitment to defining a shared future and working together to achieve it. The team found elements of both planning efforts articulated clear goals for the community. For instance, the following elements of the Vision 2020 process describe well-articulated priorities for the community.

Vision 2020 Priorities

Protecting the integrity and character of established neighborhoods.

Providing for the quiet and convenient enjoyment of our neighborhoods.

Enhancing efficiency by encouraging planned development and redevelopment within the city limits.

Providing appropriate housing for Oxford's student population.

Providing for attractive landscaping of the community.

Accommodating the unique and special development and policy needs of the downtown and the area adjacent to the University campus.

Stimulating and guiding positive economic and commercial development.

Providing appropriate flexibility to stimulate private initiative and individual creativity in design, while protecting the public interest.

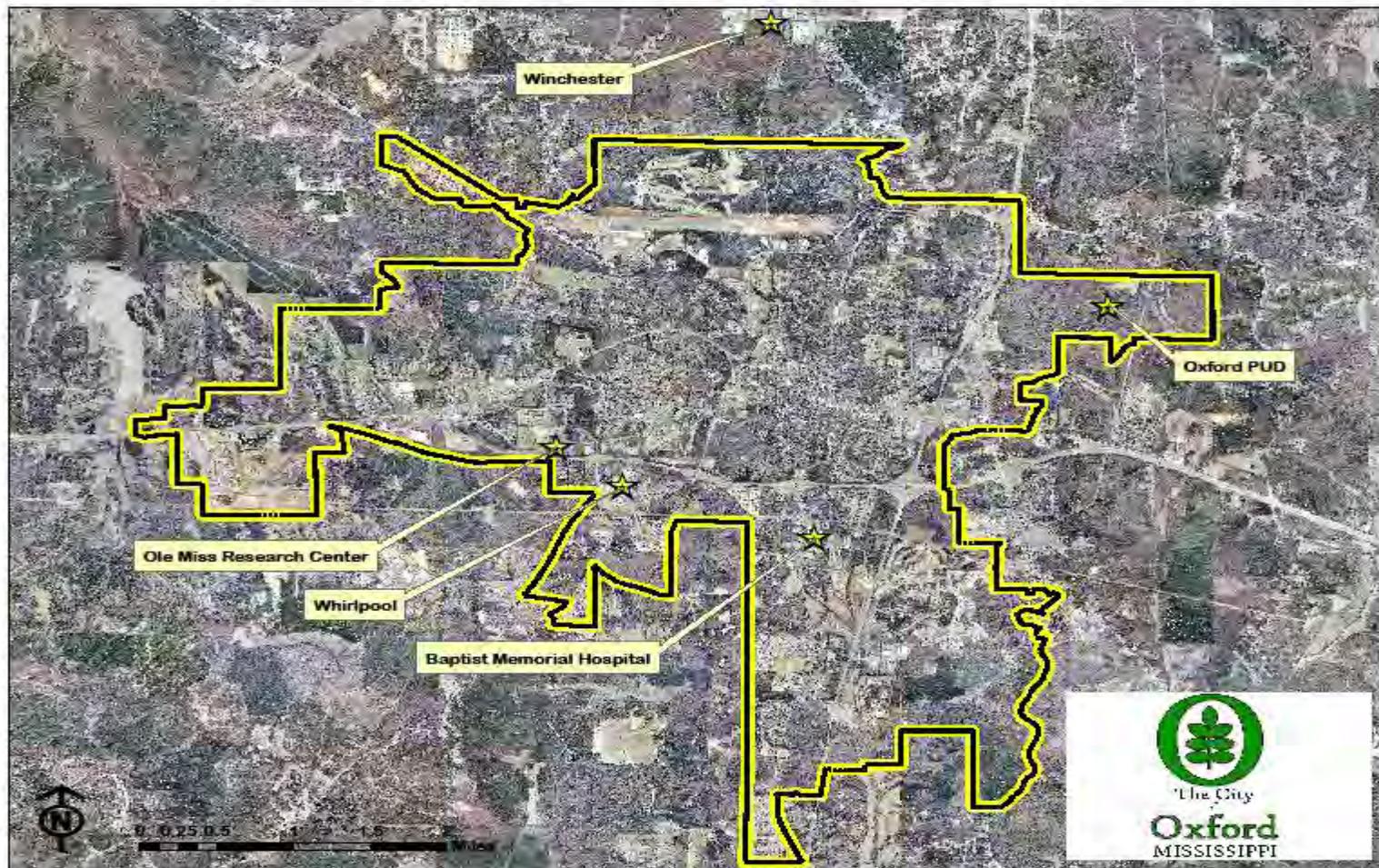
Providing and maintaining a reliable and appropriate infrastructure

Allowing for the development of housing alternatives in order to meet the housing needs and the preferences of all segments of our community's population, and accommodating new building technology

The SDAT Team felt that these documents can serve as effective guiding principles for the City. As a result, the Team recommends the City put in place a requisite process for implementation and measurement towards progress of the priorities the community identified. Community indicator processes and public measurement systems have become popular tools for municipalities across the country during the past 20 years. Adding these tools to Oxford's current efforts will allow it to track progress and adjust public strategies accordingly to have the most effective outcomes. Measurement systems can range from simple metrics and an annual public 'Scorecard' on key issues to robust data collection and community indicator processes that collect information across a host of issues and measure collective progress. In many communities, university data centers can play an important role in working with municipalities to measure data on important public issues.

Seek Partnerships on the Big Opportunities

While long-term issues require patience to realize gains and progress, taking small steps and incrementally leveraging each action toward implementation of a larger goal is an important community process. Given Oxford's scale, development impacts all of Oxford no matter where in Oxford it takes place, and it represents an opportunity for the entire community. Potential projects should be viewed in terms of their relationship to the larger community, as they can be bigger than the sum of their parts and have larger impacts that spread public benefits to other efforts. Particularly regarding larger developments in the community, the opportunity for transformative impact should be explored through additional partnerships and collaboration. The Whirlpool site, the Ole Miss Research Center, and Baptist Memorial Hospital site all offer large opportunities for Oxford to think not only about those specific parcels, but beyond their borders to harness synergies that may exist by making connections to the larger community.



Housing

The SDAT Team believes that housing issues are central to Oxford's sustainable future. During the Team's visit, housing issues were discussed in detail by residents and stakeholders.

Student Housing

Oxford Mississippi is the proud home of the University of Mississippi. The student body represents 15,000 people. The students, faculty, research facilities and renowned athletic program contributes to the vibrant community the city is known for. However, the growing student population and Ole Miss' limited on-campus housing options create a strong demand for housing options off campus.

Why this issue is important for Oxford

The student housing issue came up several times during discussions with the community. While the general feeling was that student housing is not a severe issue, the Team feels it would be prudent for the University and the City to hold further discussions among stakeholders to get the community's input on the situation and begin to work on the issue in partnership. The main concerns surrounding student housing were represented to the Team as revolving around public safety, "neighborly-ness" and the long-term viability of the housing product.



Neighborhood Issues

The SDAT Team heard considerable input from the community surrounding real and perceived issues concerning off-campus housing and the growing tension between neighbors and students over quality of life issues in neighborhoods. The most oft cited issues concerned problems with noise, trash, and parking. These are not uncommon issues for college towns to experience. However, without a concerted community process in place to address quality of life issues as they arise, tensions can build and lead to significant distrust and poor town-gown relationships. Many colleges and universities have codes of conduct that regulate student behavior off campus, and strong town-gown partnerships can address issues and build common understanding about neighborhood expectations. Some university towns also utilize community liaisons at the school to help address issues that may arise between students and their neighbors. Regardless of whether these resources exist, the Team recommends that the City and University establish a Community Advisory Board model to manage neighborhood issues. Community Advisory Boards have been established to address a host of similar issues in other jurisdictions. These Boards normally include neighborhood residents, student residents, and representatives from the appropriate university and city departments. Having a Community Advisory Board in place will provide the structure for ongoing dialogue about neighborhood issues, as well as follow up and accountability when issues arise. Furthermore, these structures normally lead to better communications between neighbors and students, increased mutual understanding, and enhanced relationships that can foster partnerships with benefits for the whole community.



Public Safety Issues

The Team also heard input about several neighborhood safety issues. They included overcrowding, the physical conditions of some housing units, and related concerns. Additionally, some stakeholders expressed concerns that students are subject to exploitation because they do not have sufficient understanding of their rights and responsibilities as renters. Oxford has attempted to address the overcrowding issue recently by amending their definition of “family” in their code to no more than 3 unrelated individuals in a residential unit. This action will be effective if there is sufficient attention to enforcement.

In terms of physical conditions in addition to minimum housing standards, many colleges and universities establish additional guidelines that provide incentives for apartment complexes and landlords to meet additional criteria, such as being listed in the university’s materials for prospective students. Often these guidelines address more than physical conditions. They can include criteria on public safety (exterior lighting, security cameras) and access to the campus (shuttle buses, walking distance, etc).

A resource that is very helpful with University – Town issues is the “Town and Gown Network” which can be located at <http://towngown.colostate.edu/>



Housing Affordability

Another frequently mentioned issue concerning housing in Oxford was affordability. Many communities struggle to find ways to provide affordable housing for low-income families. However, in Oxford's case the prevailing market housing prices are such that even moderate income families, young professionals and other mid-range income households have a difficult time finding housing price points they can afford. Compounding the price issue is the tightening of mortgage lending requirements, which makes it even harder for middle class and working class families to purchase a home. Although the term "affordable housing" can evoke some negative images, it may be helpful to think in terms of the following question: "where is the nurse at the hospital going to live?" The team felt that a targeted workforce housing strategy that provides resources to expand housing supply for these demographics is needed.

Why this issue is important for Oxford

This situation impacts Oxford in several ways.

- Employees end up living further away from their employers; "driving until you qualify"
- Longer commutes, congested roads and increased greenhouse gas emissions.
- Increased wear and tear, and congestion on Oxford's roads means higher costs for maintenance and demand for new roads or widening of existing roads.
- Wildly fluctuating gasoline prices may make the commute to Oxford difficult to unaffordable, making it hard for employers to retain employees.

From public discussion, it appears Oxford has some strategies for housing options for lower income families and the pertinent issue remains middle-income households. Many communities facing similar challenges have been successful with employer assisted homebuyer programs. They vary in approach but are commonly found with hospitals and universities, or with strong support of business communities. Even public universities have found mechanisms to provide this type of program. Many report this can become a powerful recruiting tool for new employees.

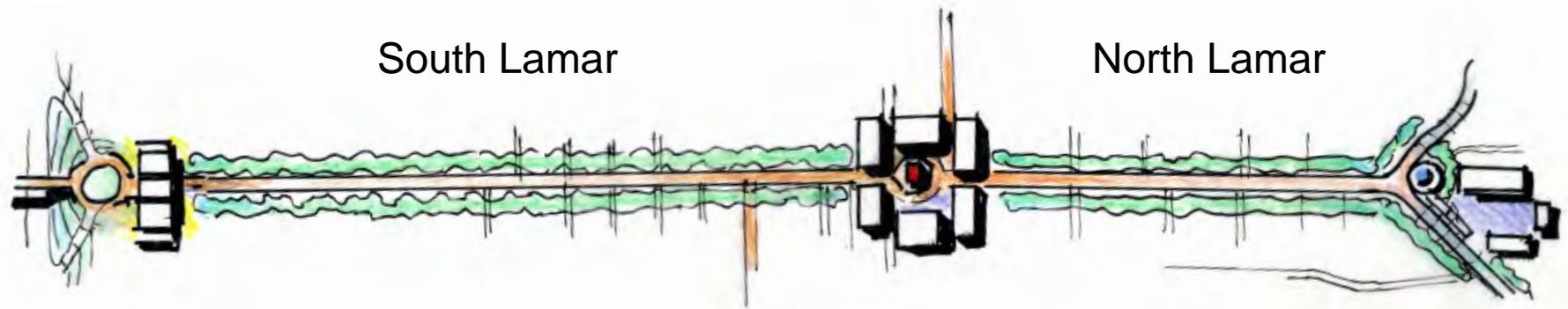
Samples of employer assisted housing programs can be found at:

Funding Partners for Housing Solutions (Colorado) www.fundingpartners.org

Wisconsin Housing Works www.wisconsinhousingworks.com







Defining Oxford's Physical Character Through Gateways

By applying a range of urban design interventions to its existing gateways, Oxford can take control of its major streets and help define a more community-friendly character for them. These gateway corridors provide the City with an important opportunity to define its identity, reinforce the existing strong sense of place in Oxford, and articulate the physical character of its future community. Like the Town Square, these gateways can provide the City with a foundational design scheme that sets the tone for the rest of the city and provides a platform for a more livable community. Lamar provides a perfect case for the City to implement a series of urban design elements to define a different, more friendly character for the gateway. The City should seek to partner with MDOT and the County in establishing effective transitions, where possible, but it should not hesitate to take the lead in defining gateways that enhance the community character regardless of these partnership opportunities.



Existing Conditions on Lamar



GATEWAY TO SOUTH LAMAR

Create Identity Features at the Main Entry Points to Oxford

The image above represents one concept for the gateway to South Lamar which illustrates how the City can create a strong identity at the main entry points to key corridors. By designing key features that announce Oxford and reinforce the community identity, the City set the tone for the physical character of the corridor.

Summer on the Plaza



Use Urban Design to Create Community Places

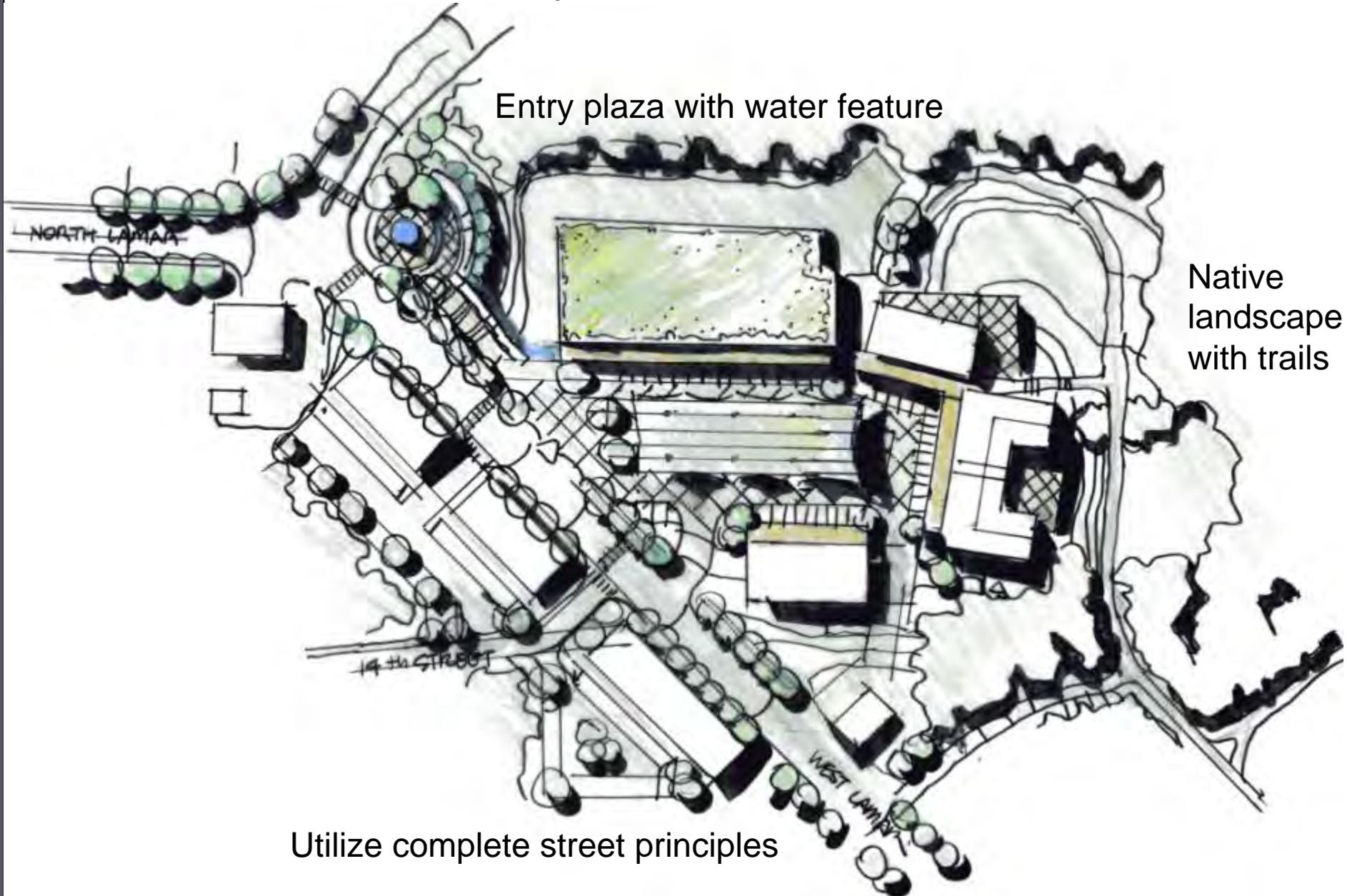
The team recommends that the city view key corridors as a 'community living room' by creating public spaces that help reinforce the character and identity of the public realm in Oxford. These gateway corridors present opportunities to create gathering places for families and to activate edges as public spaces that invite a interaction and help create community. The image above represents one concept for a plaza during the summer season. The opposing image demonstrates how public space can transition with the season, and continue to reinforce local identity.

Winter on the Plaza



URBAN DESIGN

Create a new incubator development at Lamar Blvd that utilizes...



Create a Catalyst Project that Establishes Community Character

The team recommends that the City establish an incubator development at Lamar Boulevard that can encompass the character and design aesthetic the community wants to establish throughout the area. This project should be the foundation for the kind of physical realm the city wants to create for the corridor. The project should incorporate complete street principles in its street design, allowing for a range of uses to the street space and creating an inviting environment for multiple types of users. It should incorporate sustainable design features such as native landscaping, green roofs, innovative stormwater strategies, and energy efficiency. It should also provide the public with a community gathering space that invites a collective experience and encourages interaction and a vibrant public life.



OXFORD FLOWER MARKET

Engage the Community in the creation of vibrant public space

The above image represents one concept for a public plaza with programming for the "Oxford Flower Market", a vibrant public gathering place. The opposing image provides an another idea, suggesting a public plaza with an Oxford Bar-be-Que program.





A Monumental Entry Feature at Jackson and Highway 6

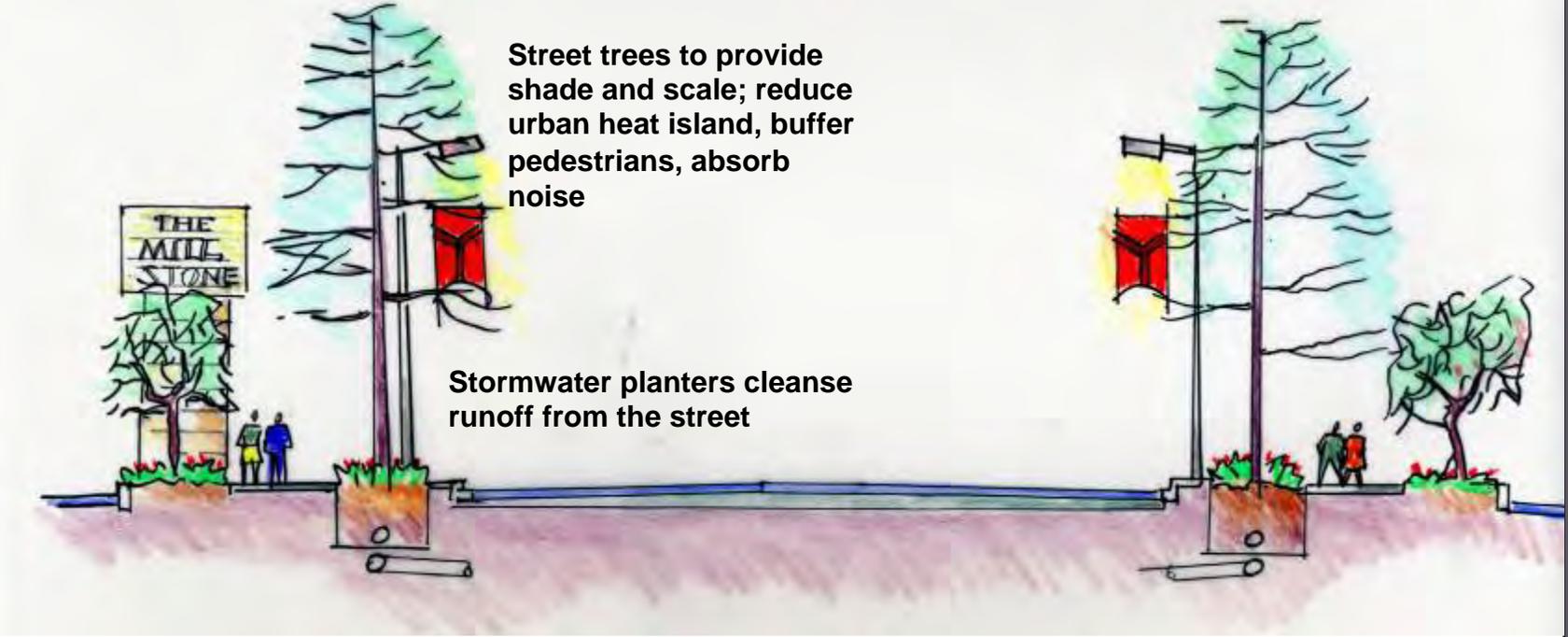
Utilize Green Infrastructure and Placemaking Elements for Key Gateways

The above image represents one concept for a “monumental” gateway design at Jackson and Highway 6, utilizing the iconic relationship to William Faulkner. The opposing images represent a range of green infrastructure and streetscape elements to enhance the gateway experience. The SDAT Team recommends that the City apply a series of design interventions to fully articulate these key corridors as connection points between key districts. Oxford can utilize a full toolbox of design elements to achieve well articulated corridors, including the following elements:

- **Special Streetscape Elements.** Adding elements such as street trees, flower boxes, public art, street furniture, paving, lighting, and landscaping will contribute to the value of the area and enhance the user experience by changing the character and feel of each corridor.
- **Paving, Lighting, and Seating.** The use of well-designed, pedestrian-scale lighting can change the character of a corridor and help establish a more welcoming environment for a range of transportation options. Paved walkways signify a welcoming experience for pedestrians, and seating can provide an attractive amenity that helps increase multiple uses of the corridor beyond automobiles, creating less congested streets and a more livable experience for all users.
- **Landscaping.** Adding special landscape elements to existing corridors can help distinguish them from other streets, communicate their important connecting purposes, and contribute to the public space available in the community. In some cases, special landscaping can be utilized to control stormwater runoff as well, providing long-term savings to street maintenance.
- **Signage.** Using special signage along connecting corridors is a simple way to brand them, give them an identity, and communicate their placemaking role to the community.



Looking east down Jackson Ave





GREEN INFRASTRUCTURE

Assessment

As the team discussed during its presentation to the community, it can sometimes take “Magic Glasses” to see the ‘Green’ in ‘green design’. However, for most organizations that are interested in understanding and becoming knowledgeable about ‘green design’ principles, a good place to begin is the United States Green Building Council (USGBC). This organization is based on professional experience from multiple sources and backgrounds. The USGBC could be a place where Oxford can connect to the highest-quality green building education in the market – especially USGBC’s essential LEED curriculum, developed by the organization behind the LEED rating systems and delivered by the industry’s leading experts with real-world experience implementing and innovating with LEED.

A professional development plan for Oxford, with USGBC’s LEED curriculum at its core, may be the surest path to green building success. By exploring LEED course offerings and then moving on to the rating system track Oxford may begin its own internal ‘green’ education program. Then, the city could round out its green building knowledge by exploring third-party offerings from USGBC’s Education Providers at www.usgbc.org/courses. This knowledge could be passed to others within the community and even Ole Miss. Oxford would truly be the leader in green education in the region with a focused program on green education.

Being a leader in ‘green’ techniques can be important when dealing with today’s real-world examples of building development and its associated site amenities. Too often, buildings are developed that un-necessarily use resources and/or generate waste that is not disposed of in an environmentally friendly way. However, with the inclusion of ‘green design’ techniques, these numbers can be reversed and even save money for the end user.

Vision

Sustainability can mean something different to everyone, from activities such as recycling and using environmentally friendly products, to joining together to help alleviate global warming. And because Sustainability can take on many forms, it can often be a daunting task as to where to start. For Oxford, it should start by first defining sustainable design, which in this case could be “utilizing practices that minimize the negative impacts from buildings and site development on the environment and the people that inhabit those places.” In many cases, sustainable design can reduce:

- pollutants emitted by buildings,
- energy consumed by buildings,
- embodied energy outputs (the energy needed to get materials and resources from one place to another),
- soil erosion and pollutant loading of local streams, rivers, and lakes,
- agents that contribute to global warming.

With this in mind, specific categories that pertain to sustainable design for Oxford will be broken into the following six areas:

1. Sustainable Site Development
2. Energy Efficiency and Renewable Energy
3. Conservation of Materials and Resources
4. Safeguarding of Water
5. Indoor Environmental Quality
6. Preservation of Open Space

Sustainable Site Planning

Sustainable Site Planning encompasses more than just in-fill development within the City or the County; it is an opportunity to encourage community stewardship that embodies environmentally conscious choices when developing a piece of land. This design etiquette would especially take into consideration public transportation, urban heat island effect, sustainable stormwater management, and ecological restoration of natural areas throughout the area. The attributes of each of these items or categories can easily be accomplished within a range of projects from residential to commercial to institutional development and re-development.

Public Transportation

In most cities, public transportation plays a vital role in getting citizens to and from places in their daily lives. By capitalizing on this resource and making it more available and easier to use for local residents and students, single-occupancy car trips could be minimized, congestion within downtown eased, and the need for additional surface parking within the downtown core diminished. In particular, Oxford's compact form and connected streets to residential neighborhoods and the university make bicycle use an important and functional strategy. By simply incorporating bike racks into the streetscape, designating bike lanes on roads, and even implementing a 'ride your bike to work day' for city employees, bicycles could become a primary mode of transportation for many people. A strategy for car use could be the implementation of designated carpool stalls in preferred locations around the square. In time, preferred parking spaces for alternative fuel vehicles could become part of the urban fabric and on-street parking vocabulary.





Urban Heat Island

Urban heat island is another issue that affects our environment. Often times thought of as an artifact contributed only by urban densities, urban heat island is also a significant factor in suburban development patterns. Urban Heat Island – the effect of heat that is reflected back into the atmosphere by dark surfaces such as roofs, parking lots, and roads – can increase ambient air temperatures by a few degrees on any given day. By reducing, shading, and/or eliminating these dark surfaces, cities and their suburban counterparts can decrease this effect.

For Oxford, the continuation of a tree planting program on city streets and in parking lots is vital to reducing urban heat island. By planting trees that will achieve a size equal to the oaks in many of its neighborhoods, Oxford will help reduce its contribution to urban heat island. Crape myrtles, serviceberrys, and other varieties should be located in places appropriate to their size and character and should not be used as street trees.

Another opportunity, but more costly than shading roads and parking lots, would be the inclusion of green roofs on new buildings within Oxford. A single green roof can help reduce ambient air temperatures above the roof by as much as 80 degrees on a normal summer day. A green roof can also contribute to stormwater management by absorbing up to 75% of the rain that falls on it, while also extending the roof's life by decades. A white roof will also help alleviate urban heat island but it will not provide an amenity to people and animals like a green roof would.



Stormwater Management

Storm water management is another important aspect of sustainable site design and may form the umbrella under which many other design decisions are made or affected. Too often, rain water is seen as a waste product, not a valuable resource to the project or place where it falls. To help understand rain management it may be easier to create two design precepts – (1.) make the site more permeable and (2.) reinvest in Oxford's native landscapes.

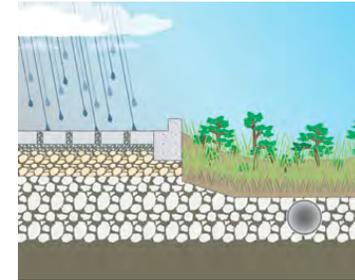
(1.) Make the Site More Permeable - When we say 'make the site more permeable' we are referring to the three largest items on any project – the roof, parking lots and roads, and the landscape. With the advent of conventional development practices, most, if not all rain water ends up somewhere other than back in the ground. No longer helping to recharge local aquifers, streams, rivers, and lakes, this water has been taken out of the ecological cycle for plants and animals. Without thinking about rain in a positive manner, we have forgotten rainwater's inextricably complex yet conceptually simple link to everything – rain falls from the sky as a natural resource for use by everyone. To break the cycle of conventional land development and acres of impermeable surfaces surrounding our daily lives, a few simple tools can be employed to make a site more permeable – rain gardens, bioswales, permeable pavers, and green roofs.

A rain garden and a bioswale are functionally the same technique; they are depressed zones in the landscape that accept runoff from an adjacent surface or roof and infiltrate the runoff into the ground through soils that have been augmented with sand and organic matter to make them more permeable. This is especially important when the adjacent surface is a parking lot. Between rain events, a parking lot can gather oil, gasoline, sediments, detergents, and particulate matter that is harmful to most plants. When a rain garden or bioswale is used, the 'first flush', or most contaminated water, is cleansed through natural processes inherent in soil and open-graded rock. Rain water that has passed through a rain garden or bioswale is almost always cleaner than before it first entered it and is thus better for the environment and local streams and rivers.

Permeable pavers are another strategy to reduce runoff and infiltrate rain. Imagine every drop of rain that falls on a parking lot disappearing through the surface; this is exactly how permeable pavers work. They are interlocking concrete pavers that have been built with a small notch in each corner that, when backfilled with clean stone chips, allows water to pass freely through the notch. Placed over several layers of open-graded rock that supports the pavers while also accepting water, rain now has the ability to move in multiple directions, even evaporating back up through the surface. Rain that migrates downward is cleansed, over time, by naturally occurring microbes between each rock.

Additional benefits to permeable pavers can be seen in the reduction of urban heat island, mentioned earlier, are longer lasting over conventional asphaltic materials, hold up better to heavy loads, and do not need to be resealed like an asphalt parking lot.

Green roofs are another strategy to make a site more permeable. Like a parking lot, a roof can shed nearly 100% of the rain that falls on its surface. When designed with a certain thickness of 'growing media', a green roof can absorb up to 75% of the rain that falls on its surface. A green roof can also become a place for wildlife to inhabit, is an extension of the occupied space of a building, can be a seed source for the landscape, and can even produce food for underserved areas that do not have access to fruits and vegetables. On a school, a green roof can easily be incorporated into curriculum enhancements. Imagine if students could walk onto their school's roof for a biology course, to pick vegetables from an edible garden, or just watch insects pollinating plants. What was once deemed wasted space is now a living laboratory for children.





(2.) Reinvest in Native Landscapes - Ah, the lawn; the landscape item that has become synonymous with home ownership. As new subdivisions are created, the lawn is that ubiquitous material deemed necessary for a neat and tidy landscape. Unfortunately, that particular landscape item is very harmful to the environment and is not 'green' in terms of being environmentally friendly. In fact, turf grass is one of the most unfriendly items we invest in. With a very shallow root system, turf is not able to hold or infiltrate most of the rain that falls on itself. For Oxford, this means that residential yards, which are pitched toward the street, can and do contribute a significant amount of run-off during a rain event, which often ends in localized flooding and problems for the city. As rain moves across turf lawns, it invariably picks up and moves phosphorous, nitrogen, and heavy metals that negatively impact local waterways, an issue for Oxford and its downstream neighbors.



Turf's shallow root base is also incapable of providing much-needed nutrients to trees and other plants located within its boundary, often shortening the life of trees by decades. In particular, trees located in parkways or confined spaces that are landscaped with turf is limiting the trees ability to put on new root growth, which not only provides nutrients but holds the tree upright during a storm.

By reinvesting in native landscapes, Oxford can begin to showcase plants that once inhabited the area. The importance of native landscapes is that they have roots that, in time, reach down 10 to 20 feet into soils, providing nutrients and water for trees and other plants and animals. Native plants are also able to hold soil in place so that it is not washed into city storm water infrastructure, provides invaluable wildlife habitat, and changes with the season to provide an ever-evolving landscape. A great place to invest in native landscapes would be each of Oxford's schools. Imagine taking just a few areas around each school and planting native landscapes. With the help of students at each school, a native garden that attracts butterfly's, dragonflies, hummingbirds, and more, could be part of their outdoor time during and after school.



Another serious and health-correcting benefit derived from native landscapes is the reduction of air-borne pollen that triggers hay fever and asthma attacks. Because every plant in a native landscape is pollinated by an insect, which is why they are teeming with life, its pollen is not air-borne. On the other hand, turf grass pollen becomes air-borne and is a significant contributor to asthma.

By incorporating design techniques such as rain gardens, bioswales, permeable pavers, green roofs, rain barrels, and native landscapes, Oxford can take a large step forward in becoming a community that infiltrates, recycles, and honors the rain that falls within its city and county limits.

Energy Efficiency and Renewable Energy

A building that optimizes energy performance can often save 40 to 50% of the energy used by a standard building, saving money and helping the environment. This can easily be accomplished by optimizing a building's insulation, orienting the building to take advantage of solar gains, maximizing the use of natural daylight and harvesting it where applicable, and allowing for the use of natural ventilation where appropriate. By selecting techniques such as occupancy sensors, demand controlled ventilation, lighting controls, reduced plug loads, night cooling, and energy management systems for new and existing buildings; they will become much more energy efficient. Utilizing renewable, or green energy, is another opportunity to make Oxford's buildings less dependent on non-renewable energy sources, which may also offset energy costs for the building owner. Techniques that could be employed include solar thermal (using the sun to heat water for building occupants), solar electric (photovoltaic panels to create energy for the building), biomass, geothermal, wind, and water currents, provided these technologies are available and do not adversely affect the historical nature of Oxford's buildings.



Conservation of Materials and Resources

Something that is germane to most cities is the disposal of waste materials created by construction, demolition, remodeling, and/or redevelopment activities. Too often construction debris is dumped into a local landfill; these places are filling up and are becoming harder to create since land values are escalating through development needs. One way to circumvent the need to dedicate land for a landfill is to divert and recycle construction waste. This can easily be accomplished through recycling programs that identify and separate out recyclable items like concrete, glass, plaster, paper, and wood. Another opportunity would be the inclusion of easily identifiable areas within new and existing buildings where areas are dedicated for collection and pick-up of materials that can be recycled. For organic material, which can make up 60 to 70% content of a garbage can, Oxford could collect and compost it or dispose of it through vermiculture practices – the art of using worms to eat organic materials like fruit, vegetables, coffee grounds, and even clean paper. Again, this could easily be incorporated into the schools as a program to get students active in composting education. In terms of construction practices, Oxford could create an educational database to help identify materials for carpenters, plumbers, the City, etc. that utilizes resources that are produced, manufactured, extracted, and/or recycled from vendors within a fixed radius of the City. The database could also include materials that are made from by-products from another manufacturing process, post-consumer recycled product, or rapidly-renewable materials like wheat chaff, bamboo, woods chips, etc. This would not only help save significant resources and embedded energy costs; it would also help support organizations that practice 'green' manufacturing principles.



Safeguarding Water and Water Efficiency



This action item can apply to both the indoor and outdoor environment of a building. At the outdoor level, simple techniques such as high-efficiency irrigation systems can reduce potable water consumption by 50 to 75% or more. Using harvested rain from roofs can reduce this number by almost 100% if the roof catchment and cistern is large enough. At the residential scale, rain barrels can be utilized by home owners to collect and recycle rain for potted flowers, vegetable gardens, and even tasks such as cleaning tools, washing your car, and mixing concrete. If every household in Oxford used just one 55-gallon rain barrel, hundreds of thousands of gallons of water would be diverted from the city system.

At the City level, cisterns could again be used to collect and recycle rain for irrigation. Parks and park-like spaces such as golf courses that have large expanses of turf grass could reduce their need for potable water by investing in native landscapes in those areas not necessary for active recreation. The City could also work with local artists to paint rain barrels for display around the square, which in turn could be sold at an auction to raise additional funds for environmental-based venues. At Ole Miss, cisterns could be installed to collect thousands of gallons of water for use in irrigation systems.

Safeguarding potable water at the interior level could start with the promotion of water conserving plumbing fixtures. This strategy alone could save nearly 50% of all potable water used inside Oxford buildings. Looking forward, the City could be proactive and develop ordinances that allow and encourage non-potable water (rain) to be collected and used to flush toilets, again alleviating a significant amount of potable water from being cleaned and piped just to be flushed down toilets.

Indoor Environmental Quality



On a daily basis, we can spend upwards of 90% of our time indoors. Unfortunately, the air we breathe indoors can often be 100 times more polluted than the air outside. To help reduce pollutants in our interior spaces, it is very important to understand recirculation patterns and how to distribute good air into the zone where most people breathe – between 3 and 7 feet above the floor. By providing operable windows, ventilation systems that introduce fresh air at the floor so that it can drift upwards, and bringing fresh air into the building after working hours, Oxford's indoor spaces will be healthier.

It is also important to consider adhesives, sealants, carpets, composite woods, and paints that contain low VOC's (volatile organic compounds), when developing a new building. Places of particular importance are schools or buildings that will house children for extended periods of time.

Open Space Preservation

Oxford is blessed with ample open space in and around the City. However, without preservation guidelines in place, open space can be in jeopardy of being lost through private purchases and development and thus taken out of the public realm. Existing natural areas can also be in jeopardy of losing their ecological balance. The old adage 'let nature take its course' is very hard on our natural areas since they do not know how to take care of themselves. They have relied on the intervention of people, namely Native Americans, to help keep them strong and biologically rich. Without your help, Oxford's natural areas will no longer be able to support wildlife or people. They will lose their plants that hold the soil, which will erode into local rivers. They will become so overgrown that they become impenetrable for walking and sightseeing. All of which is due to the lack of human intervention. The good news is that this can be subverted through the selective removal of small trees within the woodland and the reintroduction of fire, a management tool used by Native Americans before the turn of the century.

Once wide open and full of wild things like turkey, quail, deer, and other game animals, the woods are slowly becoming overgrown and have lost much of the ground floor grasses and flowers that support wildlife and people. With proper stewardship, these natural areas could then be connected with walking/bicycle trails and made part of a dedicated park system to benefit all of Oxford.

Short-Term Recommendations

Based on experience with cities similar to Oxford in size, scale, and interest to change, the best place to start is often with education/outreach programs that revolve around small projects meant to instill positive environmental awareness with community members. Programs that may be a good place to start include:

- o rain barrel sales
- o rain garden education and implementation
- o composting programs at various schools and businesses
- o native plant sales
- o environmental awareness programs
- o encouragement of local/grass roots efforts by citizens to develop outreach programs within their own neighborhoods
- o Earth Day celebrations
- o Arbor Day celebrations
- o electronic recycling programs
- o have City staff become LEED Accredited
- o have the City become a member of the United States Green Building Council (USGBC)

Mid-Term Recommendations

Mid-term projects often times need an economic engine to get them started. In time hopefully, they become self-sustaining and have paid for themselves, maybe even providing the user group a return-on-investment. Action items could include:

- o Retrofitting City buildings with water conserving fixtures
- o Retrofitting City buildings with energy conserving fixtures
- o Collaboration of professionals, the City, and School Board to build a new school that incorporates 'green' design principles
- o Creation of buy-back programs for residents to update old appliances with energy conserving appliances
- o Development of programs that include Old Miss and its campus, students, and professors
- o Dialogue with County staff and residents to become more active in Oxford programs

Long-Term Recommendations

Long-range projects often require a strong vision with City leadership to enact the project. Finding a 'Champion' to usher forth the program is essential and needed to keep the programs moving forward. This leadership role could come from someone within the City and should be started as soon as possible to garner community support. Action items could include:

- o Creation of City ordinances that encourage 'green' development
- o Update of City infrastructure (storm water, sewer, electricity, data) with 'green' infrastructure practices as they are replaced
- o Redevelopment of properties with 'green' strategies similar to those described above



TRANSPORTATION

The transportation system, including streets, sidewalks, alleys, and trails, are as fundamental to the character of a place as its architecture, its parks, and its people. The decisions that town leaders make about how many parking spaces to provide, how many lanes a street ought to have, or whether to provide sidewalks, have immediate consequences to how a place is perceived and ultimately, how people choose to travel. This section outlines recommendations that may help Oxford to preserve the things that its residents value through transportation choices.

Oxford's primary transportation challenges over the short and long-term are three-fold:

1. Preserve the transportation elements that underpin its identity as a walkable small town.
2. Avoid over-building roads on the edges in the transition from town to county.
3. Leverage partnership opportunities with the County, University, and State to fund transportation investment while holding these partners accountable to the transportation goals and policies already in place.

As a university town surrounded by rural Lafayette County, Oxford has a multi-faceted identity. It is a sophisticated, walkable small town grounded in the Square and the University with a strong sense of place. Its residents have a strong sense of civic pride with a tradition of volunteerism. Oxford also has strong rural roots, set in a disperse community that is heavily reliant on driving. Few land use controls and a reluctance to impose strong transportation impact measures have led to a prevalence of wide roads and few controlled intersections outside the town center.

The twin goals of creating a safe, walkable town center that is central to the town's character while making it easy to drive by minimizing congestion are often at odds. However, they are not impossible to reconcile. This section presents analysis tools and project examples that may guide Oxford's leaders as they endeavor to protect the town's character and improve its transportation system for all users.



Great Places Building Blocks

While it has been a leader in both the state and the nation in rural Complete Streets policy, Oxford has struggled to realize a truly multi-modal vision. For example, even though Oxford had one of the first Complete Streets policies in Mississippi, it was never adopted. Rather, surrounding towns benefited from Oxford's investment by co-opting its policy. Instead of focusing on policy, this section outlines some key building blocks of great places using examples in Oxford of where they might be better implemented.

Great Places have Compact Intersections

Pedestrians are most vulnerable when they are crossing the street. Generally, a majority of pedestrian collisions occur at intersections, and there is an indisputable relationship between the severity of the collision and the speed of the vehicle. Pedestrian collisions are likely to be fatal when the driver is traveling faster than 30 miles per hour, particularly for older pedestrians. At a very basic level, places that are comfortable and safe for pedestrians of all ages have slow speeds and short crossings that are well-marked.

One of the most important places to prioritize pedestrian safety is in Oxford's historic Square, both within the Square itself and on each of the approaches. While angled parking and clearly-marked crosswalks help to delineate the pedestrian space and provide a good buffer between the sidewalk and the road, the Square could still use significant intersection improvements to shorten its crosswalks.



The current design prioritizes wide turning radii and vehicle accommodation over pedestrian safety and comfort. The modest islands are not adequate to slow vehicles, and they could be more than a landscape feature. They should provide meaningful benefit by offering a place to wait as people attempt to navigate the crosswalk to the Courthouse. Other improvements to consider:

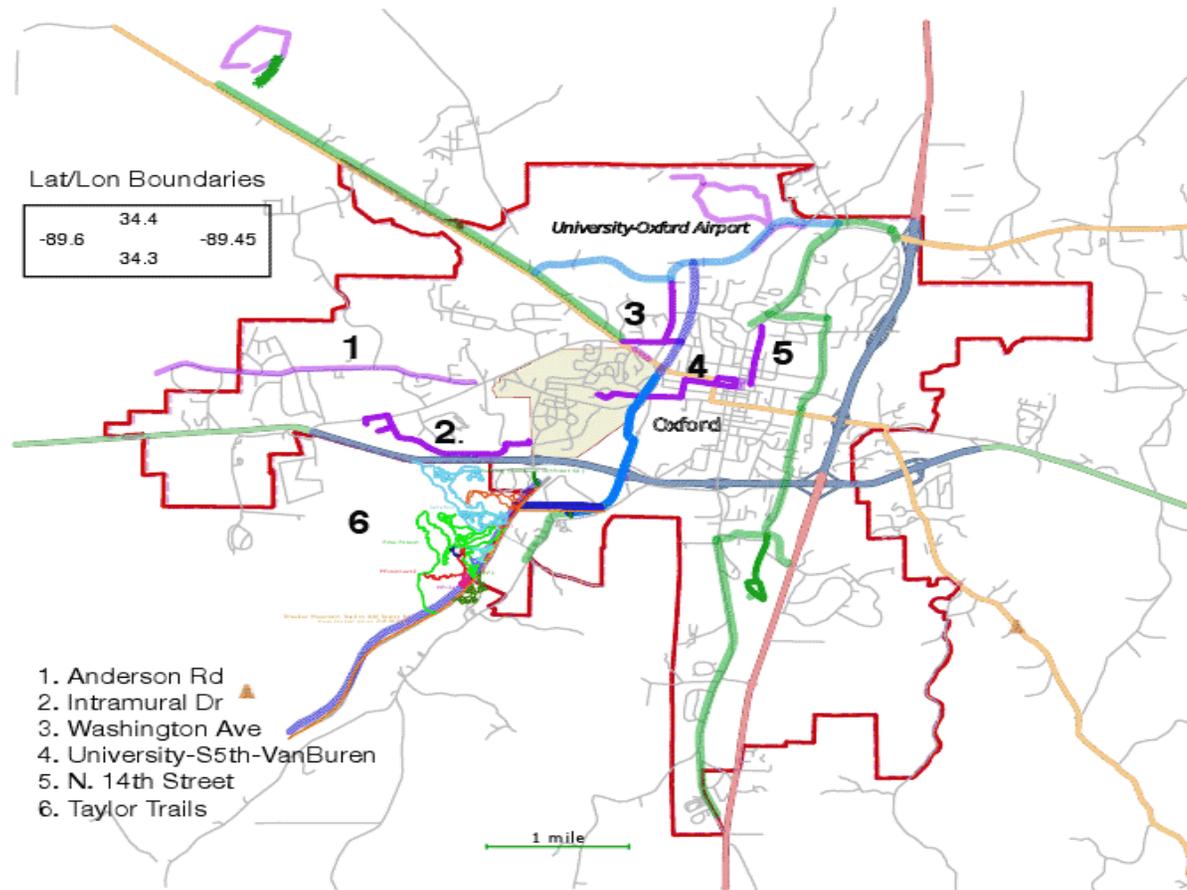
- Upgrade the painted curb extensions to hardscape features
- Install medians or splitter islands at each approach
- Consider raised crosswalks

In order to accommodate larger vehicles such as tour buses, it may be appropriate to install mountable curbs in some locations.



Great Places use Universal Design

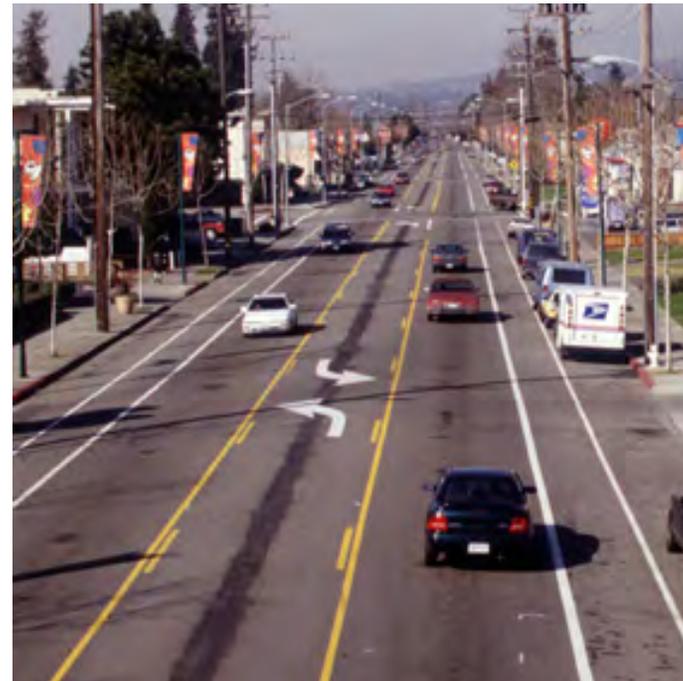
Great transportation systems should accommodate users from the ages of eight to eighty. The “8-to-80” idea can be implemented in many ways, but at the most fundamental level, it entails compliance with the Americans with Disabilities Act Accessibility Guidelines (ADAAG), the design direction that governs the public right-of-way. Often, this set of accommodations, which includes curb ramps, audible signals, and walkways, is thought to benefit primarily people with mobility or visual impairments. However, these improvements benefit a much wider array of people. They make it safer and more comfortable for older adults, families with strollers, young children, and anyone who may be temporarily injured.



Great Places Have Narrow Streets

Throughout the U.S., many roads are currently “overbuilt,” meaning they have too many lanes for the amount of vehicle traffic they serve. This is often a direct result of a peculiarity in transportation analysis that focuses only on accommodating the amount of traffic expected during the peak hour or even 15 minutes of a typical weekday. While this approach may ensure that congestion is manageable during that small window of time, it has the unintended consequence of providing a street that is too wide for a majority of the day. When there are too many lanes on a street, the fastest driver sets the speed limit. There are often wide gaps between cars, and faster drivers can easily pass others on the road. As discussed earlier, speeding has immediate consequences to safety. Wide roads where drivers can travel at 35 or 40 miles per hour may not be desirable in town centers, residential areas, or anywhere pedestrians and cyclists are expected or encouraged.

In response to overbuilt roads, many cities have retrofit streets to be both more efficient and more appropriate to their surroundings. So-called “road diets” or “lane channelization” projects typically reduce a four-lane roadway (two lanes in each direction) to a three-lane roadway (one lane in each direction plus a turn lane). The introduction of a turn lane to these streets reduces collisions anywhere from 30 to 60 percent. Key reductions are rear-end collisions, typically caused when a driver stops in a through lane without warning to execute a left turn. Pedestrian collisions are also reduced, because driver and pedestrian sight lines are improved. At crosswalks on four-lane streets, pedestrians can usually accurately judge whether or not the driver in the first lane will stop. However, drivers in the second lane often cannot see the pedestrian in the crosswalk until it is too late to stop. These “double jeopardy” or “multi-threat” collisions are significantly reduced when the pedestrian must only cross one lane of through traffic in each direction.



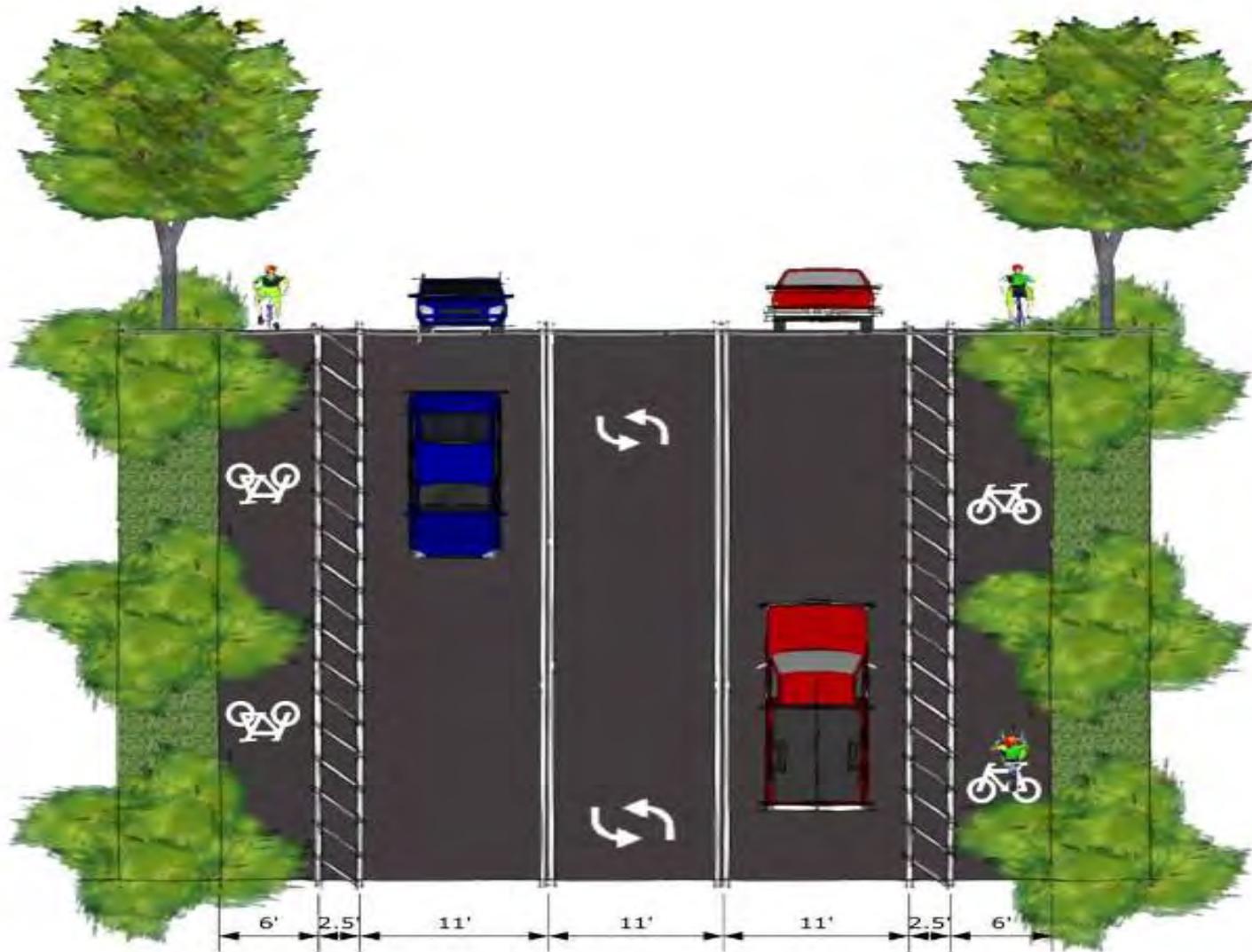
City of San Leandro: Before and After

Road diets are ideal for streets that carry between 12,000 and 18,000 vehicles per day, although they have been successful on streets that carry up to 25,000 vehicles per day. These three-lane configurations slow traffic to more appropriate speeds while carrying the same amount of traffic. Once the lanes are reduced, the extra space (usually between 10 and 14 feet) can be used in a variety of ways:

- Add bicycle lanes
- Widen sidewalks
- Add planted medians
- Add angled or parallel parking

A perfect candidate for this treatment is University Avenue, particularly between the Square and Ole Miss. University Avenue's potential as a connector is unrealized in its current condition. It could provide a strong, attractive gateway and be a centerpiece of a network that would encourage students and visitors to bicycle or walk for short trips rather than drive.



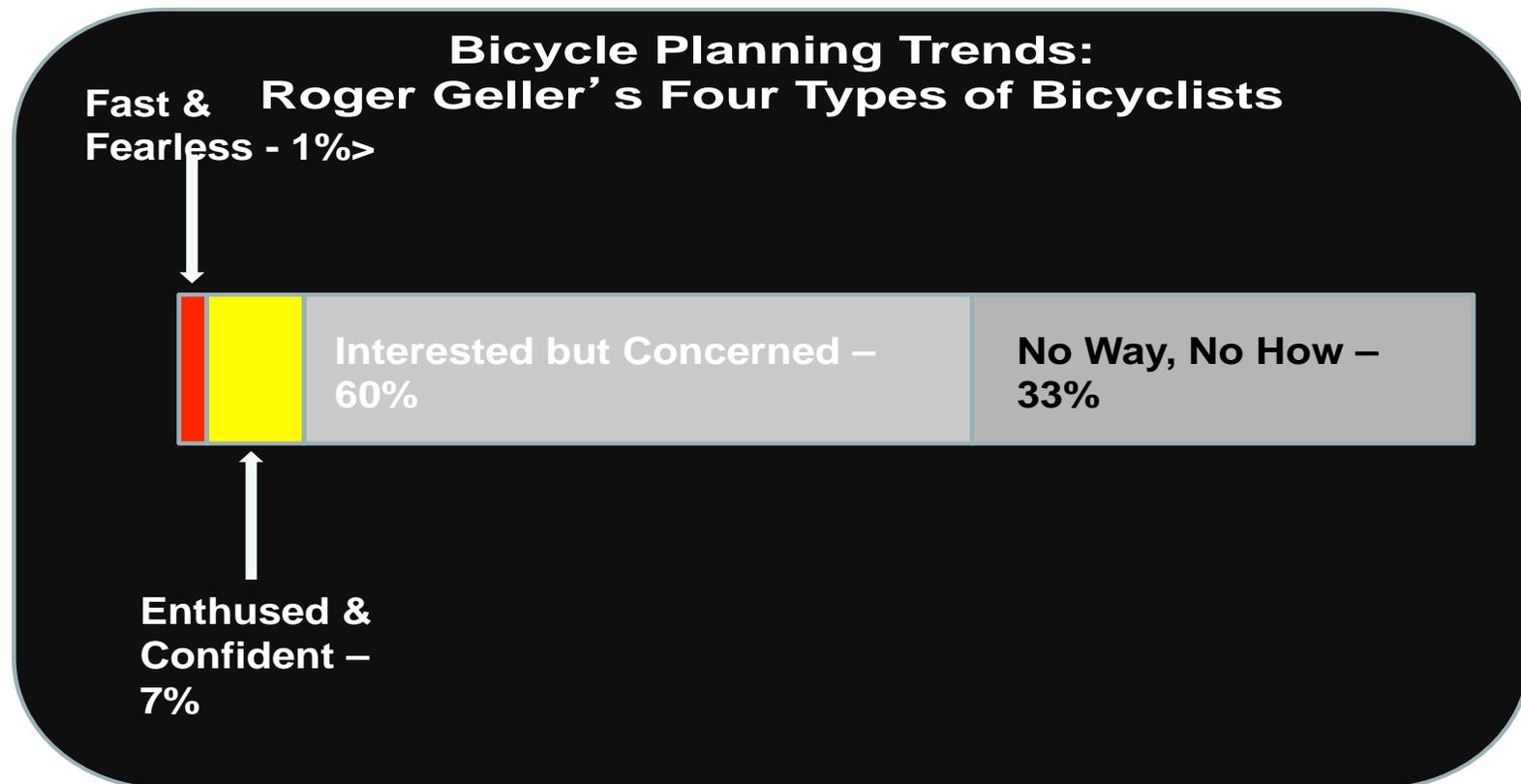


The graphic illustrates one potential use of the additional space gained from a road diet: a dedicated bike lane with a painted buffer between cyclists and traffic. Buffered bicycle lanes address one of the key hesitations for casual or beginner cyclists – the proximity to traffic – and they provide a visual narrowing of the street for drivers which leads to lower speeds.

Great Places are Bikeable

As a compact university town, Oxford has the potential to be extremely attractive by bicycle. Encouraging safe cycling for trips less than three miles could significantly reduce congestion, eliminate the need for additional parking, and improve the overall health and livability of the town. Presently, most places in the U.S. provide minimal bicycle accommodations such as dedicated lanes, meaning only the most intrepid experienced cyclists are comfortable riding on the streets with traffic. A majority of Americans own bicycles but rarely ride them or only use them for trail rides because they are uncomfortable riding with traffic, even in dedicated bicycle lanes. Because bicycling has enormous potential to address a variety of environmental and health concerns, many planners and engineers have re-visited the way we plan and build roads for cyclists. A variety of recent research efforts have demonstrated that casual cyclists, older adults, and women are under-represented in the bicycling population because they prefer quiet, low-volume streets and bicycle facilities that are physically separated from traffic. In the last five years, a growing number of new bicycle facility types have emerged to attract new riders and improve safety for everyone. These newer types include a family of facilities called cycletracks as well as a toolbox of treatments for neighborhood greenways or bicycle boulevards.

A cycletrack refers to a bikeway that is physically separated from traffic either through a painted buffer or a hardscape separation.



A neighborhood greenway or bicycle boulevard is a low volume street (ideally fewer than 2,000 vehicles per day) that includes traffic calming and landscaping features to keep volumes and speeds low. They can include special pavement markings, traffic circles, and other measures that create a comfortable, attractive street for bicycling and walking. Often the most challenging components of a greenway are the crossing treatments where the greenway intersects a collector or arterial street. They may require full signals or pseudo-signals such as overhead flashing beacons to alert drivers to the presence of bicyclists and pedestrians and to ensure a safe, continuous corridor.



A candidate for a neighborhood greenway is East Jackson Avenue east of the Square, which could connect the neighborhood there to the town center.



Jackson East of the Square



Bike Boulevard/Neighborhood Greenway



Great Places have Grid Street Networks

Small blocks and grid-like street networks not only enhance the walkable, bikeable character of a place, they also ensure that no street carries a disproportionate share of traffic. Grid networks spread traffic more evenly which reduces the need for wide streets, particularly where they are not appropriate such as in commercial and residential districts. As cities and towns develop, they often allow development to dictate the street network, which most often leads to a proliferation of large arterial streets. As a result, even if the “as-the-crow-flies” distance between places is short, the actual travel distance is long. The map above demonstrates the short distance between places in some of Oxford’s newer neighborhoods compared to the actual walking distance. This approach means that residents have fewer transportation choices. They must drive for most trips, which increases congestion as well as the amount of land that must be devoted to parking, land that could otherwise yield higher value. Rather than accept these conditions as static, some cities have programs to retrofit bicycle and pedestrian connections, taking advantage of easements, abandoned rail corridors, and utility corridors to provide through routes for bicycling and walking. Oxford can implement similar initiatives to begin building a community that is attractive for increased bicycle use.

Oxford’s scale and historic core, as well as the presence of Ole Miss, provide it with significant assets to build upon. By addressing its key transportation issues, the city can enhance its sense of place and livability and provide a community that is attractive for future generations.

CONCLUSION

“How Can Oxford Become What Everybody Thinks It Is?” - Stakeholder at SDAT Workshop

The City of Oxford is blessed with enormous capacity to achieve its aspirations. The Team found that city officials and staff are both knowledgeable and committed to working with residents to enhance the City's quality of life. The community is lucky to have a world-class institution in the University of Mississippi. It has a wealth of committed and engaged citizens, and a potential army of volunteers in its student population and seniors. All of the necessary components for success exist in Oxford – it is in an enviable position regarding available resources that go beyond city hall. It is also in the advantageous position of having already done some important groundwork with the community through its visioning process and comprehensive planning process. What is needed most now are the framework for effective partnerships and a structure for working together on detailed implementation plans, as well as the mechanism to measure progress toward public goals and continually broaden the scope of partners working together across jurisdictions, government, the business community, civic institutions, non-profits and residents. The community has an outstanding quality of life and exemplary cultural resources at hand to distinguish itself and enlist residents in collective efforts to make sure that it remains a special place for generations to come. The team looks forward to following Oxford's progress as it writes the next chapter in its community narrative.





THE SDAT TEAM



Jane Jenkins - Team Leader

Jane Jenkins is the President and CEO of Downtown Oklahoma City, Incorporated. Previously, Jane was Executive Director of the Downtown Boulder Business Improvement District in Boulder, CO. With over 23 years experience in downtown revitalization and management, Jane is an internationally recognized speaker and expert on urban issues. She currently serves as Chairman for the International Downtown Association Board of Directors. As a former high school educator, Jane was named Teacher of the Year at Union High School in Tulsa, Oklahoma.

Ms. Jenkins was born in Virginia and grew up in Charleston, SC. She earned a Bachelor's Degree in Communication Arts Education from Oral Roberts University in Tulsa and a Master of Public Administration from the University of North Texas in Denton. She taught secondary school in Chandler and Tulsa before beginning her downtown management career in Wagoner, OK as the Main Street Manager. After serving in the same capacity in Pawhuska, Jane moved to Denton, Texas where she managed the downtown development program there for eight years before joining the staff of the National Trust for Historic Preservation as the Regional Director of the Southwest Office in Fort Worth, TX. She accepted the position as the first director of the Downtown Boulder Business Improvement District in 2000. Jane has led and participated in design assistance teams in Petersburg, VA, Springfield, IL, Fort Worth, TX, Windsor, CA, and Los Angeles, CA.

Daniel Carey - Historic Preservation

Daniel was born and raised in Louisville, KY. After graduating from the University of Notre Dame, he received a Master's degree in Folk Studies/Historic Preservation from Western Kentucky University. He began working for the Office of Historic Properties in Frankfort, KY and in 1991 moved to Charleston, SC to work for the National Trust for Historic Preservation. After nearly ten years serving in the Southern Office he moved to Fort Worth, TX to run the Southwest Office of the NTHP. In 2008, he became Executive Director of the Historic Savannah Foundation. Daniel, his wife—Leslie, and their dog—Mercy, live in an 1860 rowhouse near Chatham Square.



Seleta Reynolds, AICP - Transportation

Seleta Reynolds, AICP has 12 years of experience planning, funding, and implementing active transportation projects. She is the leader of Fehr & Peers's Pedestrian and Bicycle Discipline Group, meaning she is involved in most complex bicycle and pedestrian-related studies conducted by the company, and she manages the firm's Seattle office. She serves on the TRB Pedestrian Committee, the WalkScore Advisory Board, the National Complete Streets Steering Committee, and as the President of the Association of Pedestrian and Bicycle Professionals. She has lectured on complete streets for Portland State University, the University of California at Berkeley, and San Jose State University. Seleta contributed to the National Safe Routes to School toolbox and the upcoming AASHTO Guide to the Development of Bikeways. Recent projects include bike design guidelines for the City of Redmond, WA; a multi-modal plan for Cal State Long Beach, CA; Safe Routes to School plans and designs for Sonoma and Santa Clara, CA; and bicycle master plans for the cities of Kent and Des Moines, WA. She has written grants totaling over \$2 million for bicycle and pedestrian projects throughout the west. Prior to joining Fehr & Peers in 2001, she was the bicycle and pedestrian coordinator for the City of Oakland, California. One of her favorite recent projects done in her spare time was a civic art collaboration with Steve Lambert to create a series of posters envisioning the future of transportation unconstrained by politics, funding, or feasibility. The posters were installed in kiosks along Market Street in San Francisco, CA (<http://visitsteve.com/work/wish-you-were-here-postcards-from-our-awesome-future-2/>).





Jay Womack - Green Infrastructure & Environment

Born and raised in Illinois, Jay has a professional background that reflects his lifelong affinity for the natural areas of the Midwest. Over the course of his professional practice, he has worked for both large and small private design firms, in Illinois and Georgia, where he collaborated closely with other design professionals on projects including urban renewal, academic institutions, and large-scale community planning. Jay's true benefit to a client begins in the early stages of design where he continually looks for opportunities to create synergies between site, water, and the built environment that incorporate people, ecology, and sustainable stormwater strategies. He also looks to educate the client about long-term life-cycle costs that will benefit them for years to come.

Recently, Jay became the Director of Landscape and Ecological Design for WRD Environmental, an ecological consulting firm that creates and fosters environmentally responsible landscapes. Bringing over 20 years of experience to the firm, Jay will lead WRD's design team to design and implement the latest sustainable rain water management strategies that interpret and re-instate the natural hydrological cycle.

Jay received his Bachelor of Landscape Architecture from The University of Illinois in 1988 and has completed coursework toward a Master of Landscape Architecture, with a concentration on Ecological Restoration. He has received recognition from the American Society of Landscape Architects at both the national and state levels for his academic and professional work and volunteers his time with The Conservation Foundation, Natural Resources Committee of Geneva, the Green Building Advisory Committee for CDB, and the US Green Building Council. He is also the American Society of Landscape Architects-IL Chapter, Past President.

Sue Schwartz, FAICP - Housing/Community Planning

Sue Schwartz, American Institute of Certified Planners Immediate Past President, has spent over 25 years in planning. Currently, she serves as Interim Director of Housing and Community Development for the city of Greensboro, North Carolina. She previously served as Neighborhood Planning Division Manager for the city, where she won numerous awards for her redevelopment efforts. She was the Project Manager for Southside, an infill Traditional Neighborhood Development of the edge of Greensboro's downtown which was recognized by the US EPA with the 2004 Smart Growth Award for Built Projects and in 2005 by the Sierra Club as one of America's Best Built Projects. Southside had previously won APA's Outstanding Planning Award for Implementation in 2003. She has served two terms on the AICP Commission, serving as Secretary-Treasurer all six years and as Vice Chair of APA's Chapter President's Council. In addition, Schwartz has served as both Vice President and President of APA's North Carolina chapter, winning the Karen B. Smith Award for excellence in chapter programs in 1995. She has a B.S. in Geography and Urban Studies from the University of Pittsburgh, and a Master of Arts from the University of North Carolina, Charlotte. In 2003 Sue was inducted into the AICP College of Fellows, the youngest person to be inducted to date.





Tom Laging, FAIA - Urban Design & Gateways

Professor Laging is a Graduate Fellow of Architecture with twenty-five years of teaching experience. He was honored in 1992 as the first James Elmore Visiting Professor in Urban Design at Arizona State University, Tempe. He received design awards for his work on the Nebraska State Capitol Environs and was a Fulbright Senior Lecturer at Simon Bolivar University in Caracas. Professor Laging's service to Nebraska Communities has resulted in an interdisciplinary program with Architecture and Planning students which combines teaching with urban design assistance. As leader of design assistance teams for the AIA he has contributed to urban design efforts in cities throughout the country. He is a member of the Urban Design Committee of the American Institute of Architects.

Erin Simmons

Erin Simmons is the Director of Design Assistance at the Center for Communities by Design at the American Institute of Architects in Washington, DC. Her primary role at the AIA is to provide process expertise, facilitation and support for the Center's Sustainable Design Assistance Team (SDAT) and Regional and Urban Design Assistance Team (R/UDAT) programs. In this capacity, she works with AIA components, members, partner organizations and community members to provide technical design assistance to communities across the country. To date, Erin has served as staff lead on over 30 design assistance teams. Prior to joining the AIA, Erin worked as senior historic preservationist and architectural historian for an environmental and engineering firm in Georgia, where she practiced preservation planning, created historic district design guidelines and zoning ordinances, conducted historic resource surveys, and wrote property nominations for the National Register of Historic Places. She holds a Bachelor of Arts degree in History from Florida State University and a Master's degree in Historic Preservation from the University of Georgia.

Joel Mills

Joel Mills serves as Director of the Center for Communities by Design at the American Institute of Architects. He provides process expertise, facilitation and support for the Center's Sustainable Design Assistance Team (SDAT) and Regional and Urban Design Assistance Team (R/UDAT) programs. In this capacity, he works with AIA components, members and partner organizations to provide technical assistance to communities across the country on sustainability and urban design. His expertise is in civic health and governance, and includes community-based technical assistance, process design, facilitation and training across a number of fields including juvenile justice reform, local government, education, family strengthening, civic media and emergency management. During the 1990s, Mr. Mills spent several years supporting international democratization initiatives by providing technical assistance to parliaments, political parties, local governments, civic and international organizations. His scope of work included constitutional design and governing systems, voter and civic education, election monitoring and administration, political party training and campaign strategy, collaborative governance, human rights and civil society capacity building. He maintains active memberships in the International Association of Facilitators (IAF), the International Association for Public Participation (IAP2), and the National Coalition for Dialogue and Deliberation (NCDD). His work has been featured on ABC World News Tonight, Nightline, CNN, The Next American City, Smart City Radio, The Washington Post, and other major media sources.



ACKNOWLEDGEMENTS

The SDAT Team would like to thank the many public officials, civic leaders, and community members who participated in the 3-day process. Their insights, contributions and advice were an integral part of the team's deliberations and formed the basis for the recommendations contained within this report. The team would also like to thank the community for its tremendous hospitality. In particular, the team would like to thank the following individuals and organizations for their leadership of the process and tireless efforts to ensure its success.

Mayor Pat Patterson, City of Oxford

Tom Howorth, FAIA, Howorth and Associates Architects

Tim Akers, Oxford City Planner

Ian Banner, AIA, University of Mississippi

Megan Prescott, Office of the Mayor

Katrina Hourin, City of Oxford

Jesse English and Shanglei Zhang, SDAT Studio Support.





APPENDIX: Storyboards of a Process

During the SDAT Process, Tom Laging, FAIA, captured the dialogue about issues and strategies through a series of storyboard images. The storyboards of the SDAT Process are included here as an appendix, and illustrate the discussion about a host of key issues facing Oxford.

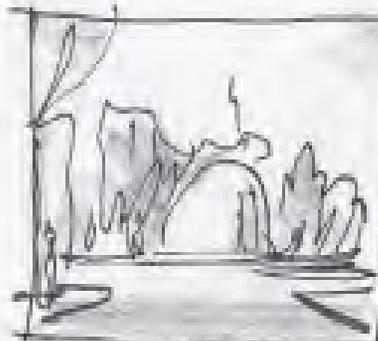


URBAN DESIGN IMPERATIVE - SUSTAINABLE



WHY SUSTAINABLE

- 40% BUILDINGS
- RUN OFF
- JAY WOMBAT



- NORTH END
- ONE + TWO
- SUMMER
- WINTER
- WALKING



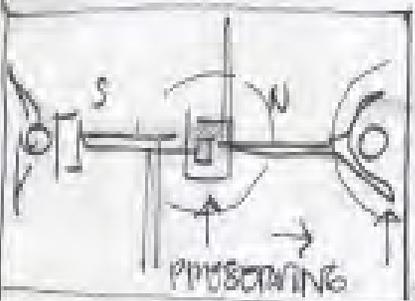
HISTORIC + FUTURE

- FRAMEWORK OF ENTRIES + GROWTH
- COMMUNITY HEART
- CONTEMPORARY AMERICAN JAY



OXFORD COMMUNITY LIVING ROOM

- FAMILY'S
- CONVIVOL PLACES
- ACTIVE EDGES
- PLAY GROUND CAFE



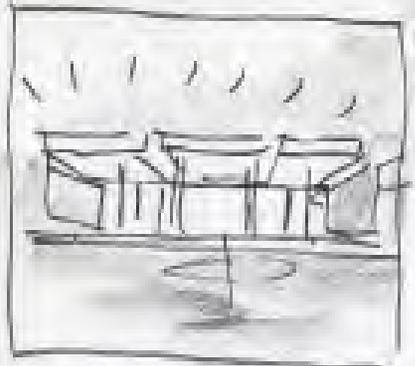
OXFORD SPINE

- IMAGE STRUCTURE
- EXTENSION
- CLIC IMPORTANCE
- QUESTING



SPRING + FALL

- TRIANGULATION
- BLADE SIDES
- WIFI + ICE CREAM
- FARMER'S MARKET
- BOTTLER PAUL



SOUTH LAMINA BEGINNING

- MEDICAL
- LIGHTING



BIKE

- BRING IN STUDENTS
- SITTING / WATER BIKE WATER
- FLEXIBLE
- ROGIE DUST

SOUTH ENTRANCE

PUBLIC ART

OXFORD SDAT



TOWN HALL MEETING
5:40 MON
NOV. 1, 2010



? THREE GOALS
DEGREE OF INVESTMENT IN CIVIC OXFORD?
HOW WILLING TO

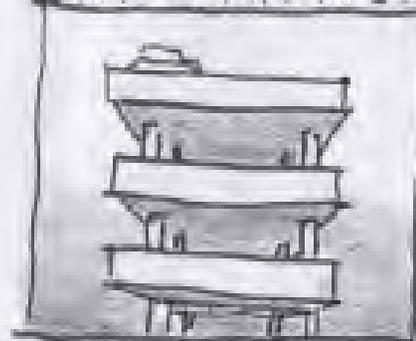
20,000 / POP.



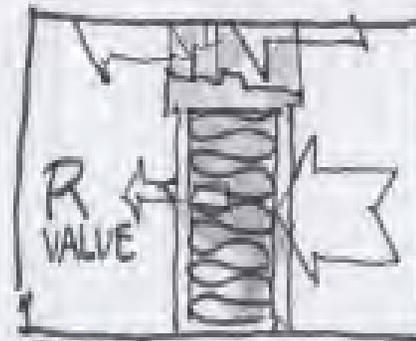
VISIONING PROBLEMS OPPORTUNITIES



JAY WOMACK ECOLOGIST

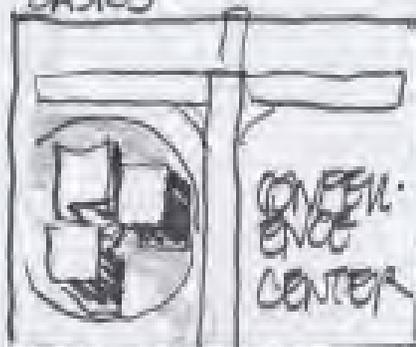


PARKING PROBLEM
PARKING
PARKING STRUCTURE
COUNTY STORM WATER MANAGEMENT
TOO MUCH LITTER!



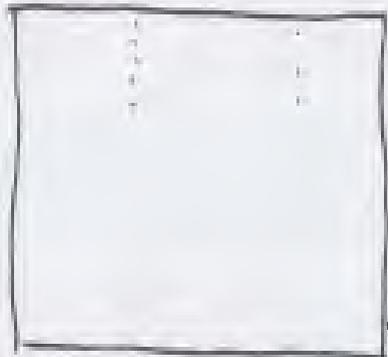
BASICS

BUILDING CODE
INTERNATIONAL CODE
ENERGY CODE
40/60% BUILDING ENERGY USAGE
FIRE MARSHAL?
STATE CODES?



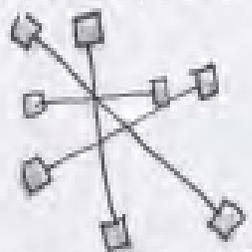
OXFORD THEATRE

H.S. SITE
PENT THEATRE?
RAILS TO TRAILS
RAILS
HONOR YOUR TREES

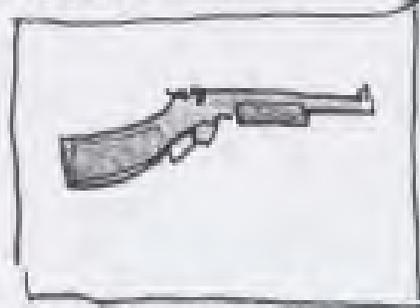


STUDENT HOUSING ON CAMPUS
3500 HOUSING
1,2, BR II
15,000

- CAMPUS PLANNING FEES
- RESIDENTIAL CHARGES
- FREE BUSES? 45,000 PASSENGERS
- 8.2% RISE IN
- MASTER PLAN



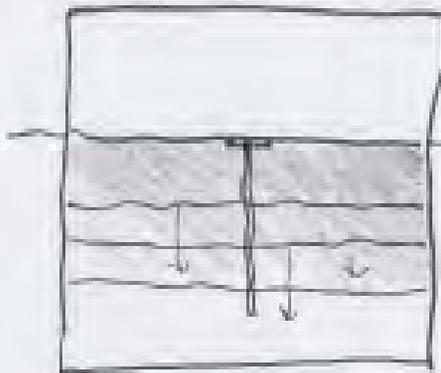
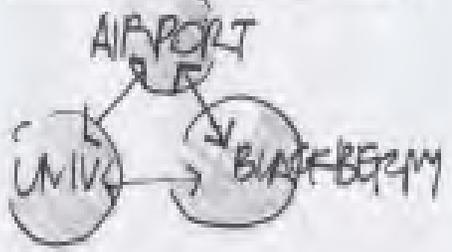
□ LAND DEVELOPMENT



INDUSTRIAL PARK
WINCHESTER -
CUN-INC.



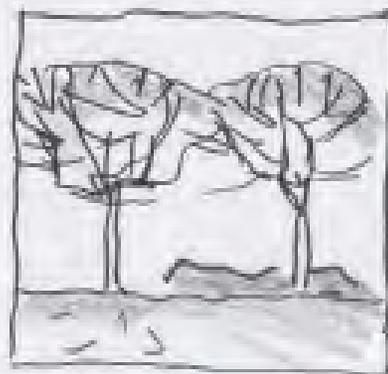
BLACK BERRY HILLS (MIX COMMERCIAL)
• STUDENT HOUSING
• 4 BED ROOM
• ANIMAL HOUSE



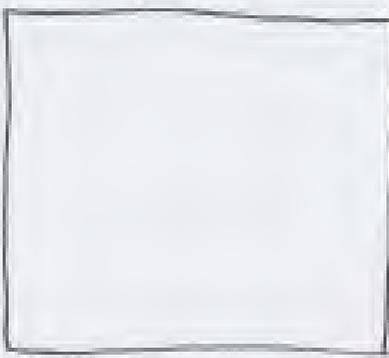
WATER USE

AQUIFER

□ CANOPY LOSS



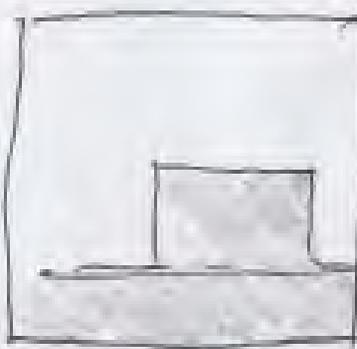
PERVASIVE SYSTEM



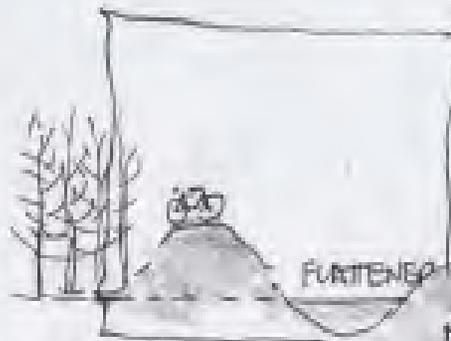
STAKEHOLDERS MEETING
MONDAY
2:45
NOV 1, 2010



SETTING GOALS IN SPECIFIC AREAS
CIVIC PRIDE



JOB QUESTION
• FUNDING
• NOT ADEQUATE DEVELOPMENT
• ALLIANCES WITH
• IN URBAN COLLEGE SPIN OFF INDUSTRY



THINK BUILD IN PLACES WHERE YOU HAVE TO MOVE CARS TO GET TO.
LAND ~~TO~~ FLATTENING

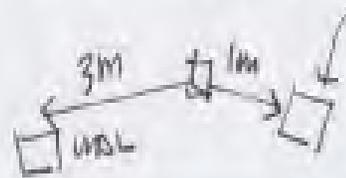


1400,000 GALS PER YEAR ON EVERY SQ?

JAY WOLMACK

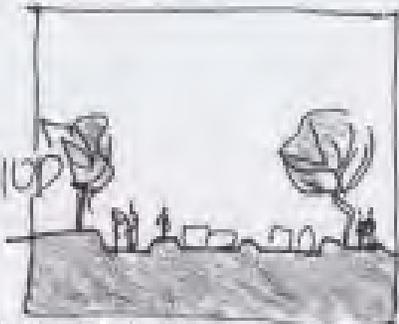
HYDRO EXITS

WAL MALL
FIREGERS



OVER STUFFED STUDENT

SMALL UNIVERSITY GROWN 12 YEAR PERIOD APARTMENTS 20 TO 120 STUDENT APARTMENT



WAT BISHOP STREET SCAPE
HOB PAUS
HOB PAUS

WEST JACKSON AVE.

I.S. HOUSING



OXFORD CITY SCHOOL DISTRICT NOT SAME AS CITY BOUNDARIES

- DIRECTIONAL SIGNS

UNRESOLVED ISSUES



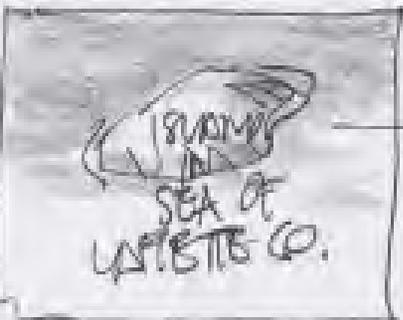
FILED URBANIZED

- GENTRIFIED CENTER
- AFFORDABLE HOUSING



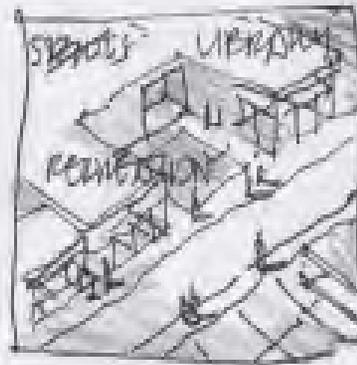
SCHOOL BOUND ISSUE

- POSITIVE SCHOOL
- BETTER LINKAGES
- NEGATIVE NEIGHBORHOOD SCHOOLS



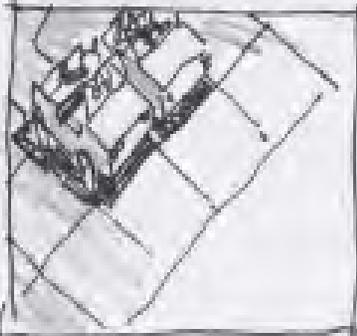
IMPRO

NO ZONING



MULTI-USE OF SCHOOLS

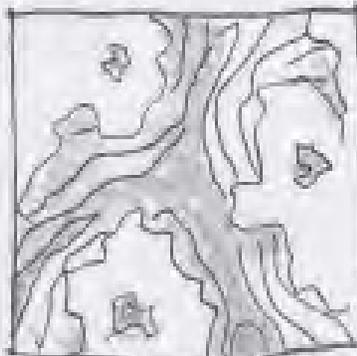
SHARING



PARKING ON CAMPUS

PATHWAY TO CAMPUS

BUILDING UPWARDS PARKING STRUCTURE



OXFORD CITY FOREST

- CITY
- SCHOOLS
- COUNTY
- UNIV.

LANDSCAPE GUIDANCE

- GUIDANCE OF TREE BASED DESIGN
- COOPERATION



400 AC CAMPUS

TREE BOUND BUDGET: BUILDINGS + TREE FARM + GROUNDS

- PRACTICAL
- OFFER RELIEF TREE PLANT
- STATE FOREST PLAN

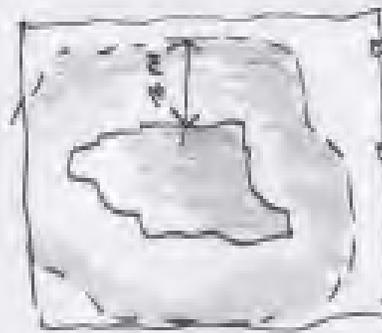


INTANGIBLES
 CRIME / SAFE
 CLEAN
 FEEL GOOD

"HAPPY"

- 4 QUALITY OF LIFE ISSUES
- ▣ PUBLIC EDUCATION
- ▣ WALKABILITY
- ▣ SERVICES

- ▣ ACCESSIBILITY
- ▣ SOPHISTICATED SMALL TOWN
- ▣ IS PRONE TO
- ▣ PEOPLE POSITIVE

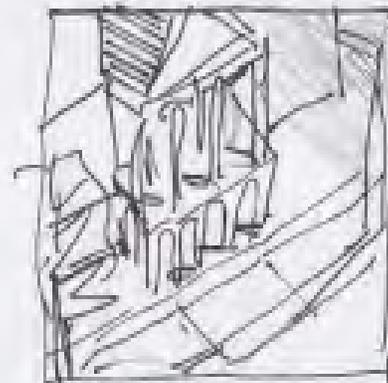


3 MILE PLANNING BOUNDARY
 REVENUE GROWTH DOWN

3



ACCESSIBILITY ISSUES



▣ THE BOMBING
 ▣ GENTRIFICATION
 ▣ NOT AFFORDABLE
 ▣ NO LOCAL LEADERSHIP FROM CONDO OWNERS



PARKING WITH TREES



▣ SUSTAINABILITY
 ▣ GREEN
 ↓
 PUT PEOPLE OFF

"EFFICIENT" OF



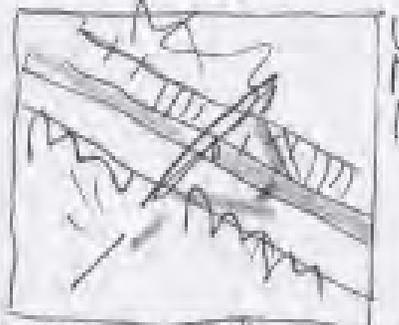
SLOS

SEPARATE COMPANIES



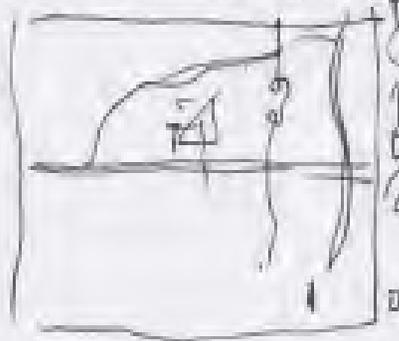
RETIREMENT COMMUNITY

DISADVANTAGE

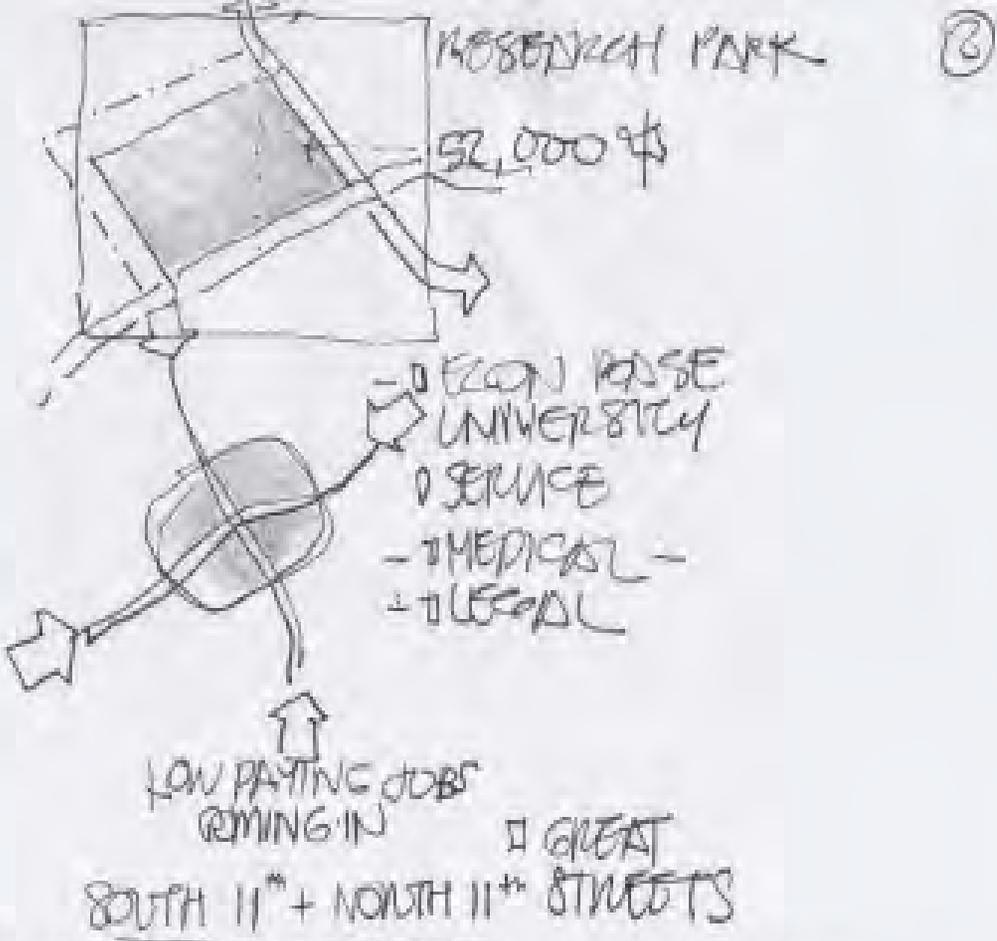


NO IMPACT FEES IN MISSISSIPPI

BIGGER PAYMENTS



COMPREHENSIVE PLAN
2004-BUILDING
TRANSITIONS



ROSENCRANTZ PARK

3

\$2,000

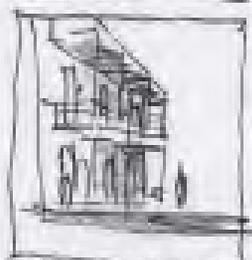
ELON ROUSE UNIVERSITY SERVICE
- MEDICAL -
- LEGAL

LOW PAYING JOBS COMING IN

SOUTH 11th + NORTH 11th STREETS

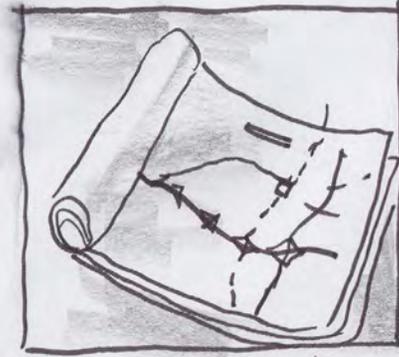
- FMC -
INCREASE/TECHNICAL
- NATIONAL -
- CENTER -
ACOUSTICS / TRANSPORTATION

ABSENTEE HOUSING
STUDENTS
NO CHASING SMOKE STACKS



EVENT DAY HOUSING

HIGH FOOTBALL APT. CONDOS + 300 HOTEL ROOM
EVENT DAYS
2% TOURISM TAX. BACK TO TOURISM



CITY PLANNER
THE GRAND PLAN

- TIM AKERS
- CATHYNA HORN
- ELM CANTER ARCH. CAMPUS ARCH. MARTIN CENTER
- WATT BISHOP
- JONES GEO. TECH.
- PAM S - CHAMBER



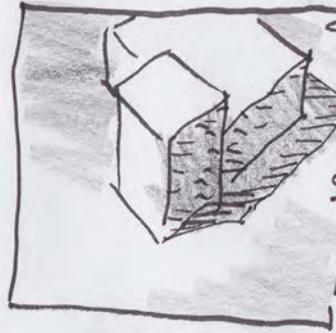
PAT PATTERSON
MAYOR



MEGA
PIRESLOTT
ASST.
JOURNALISM
STUDENTS

□ BIG STUFF

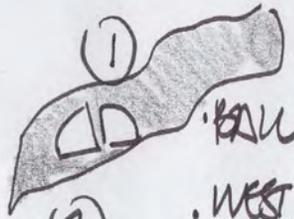
①



\$30,000,000
H.S. (CAMPUS CONCEPTS)
\$200,000,000
HOSPITAL (BIGGER THING)

⑨ OXFORD CONFERENCE CENTER / SAD

- PROPOSED APT.
- STUDENT HOUSING COMPLEX OUT OF WOODWORK



②

• BALL FIELDS
• WEST OXFORD LOUP

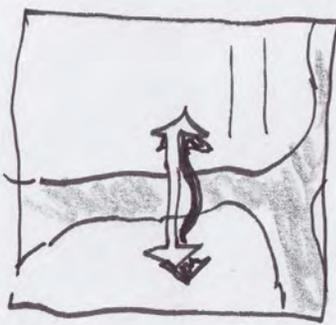
③

• SOUTHERN LOUP

• MDOT 4 LANES

LOCATIONS

• ISOLATED DECISIONS



RESEARCH PARK
500 AC -

CREATING

SASAKI
2 BUILDINGS

⑥

⑦

BAPTIST HOSPITAL SITE ?

• ~~EV~~ PUD ZONING

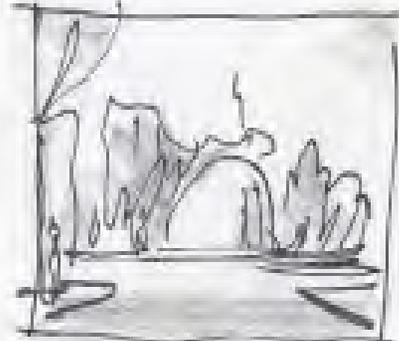
⑧ GOLF COURSE

INDUSTRIAL SITE
TAYLOR 33 ACS

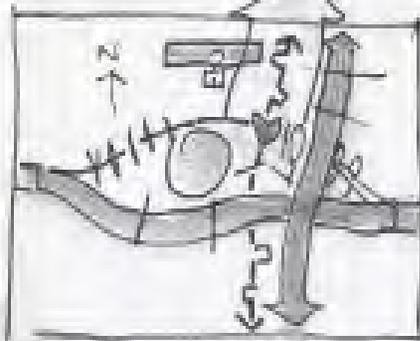
URBAN DESIGN IMPARATIVE - SUSTAINABLE



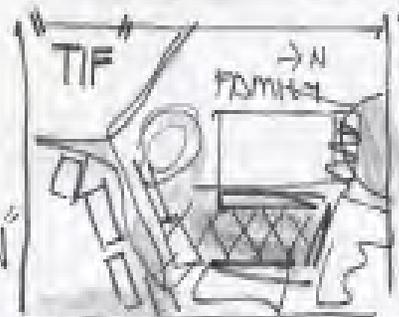
WHY SUSTAINABLE
 1. 40% BUILDINGS
 1. RUN OFF
 JAY WOMBLES



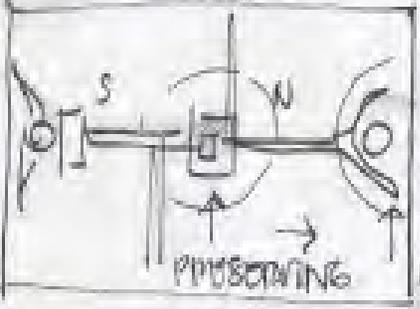
NORTH END
 ONE + TWO
 □ SUMMER
 □ WINTER
 □ WALKING



HISTORIC + FUTURE
 ▽ FRAMEWORK OF ENTRIES + GROWTH
 ▽ COMMUNITY HEART
 ▽ "CONTEMPORARY AMERICAN"
 JAY



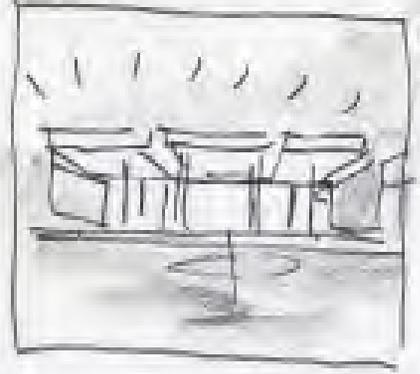
OXFORD
COMMUNITY LIVING ROOM
 □ FAMILY'S
 □ CONVIVIAL PLACES
 □ ACTIVE EDGES
 □ PLAY GROUND CAFE



OXFORD SPINE
 ▽ IMAGE STRUCTURE
 ▽ EXTENSION
 ▽ CIVIC IMPORTANCE
 CREATING



SPRING + FALL
 □ TRIANGULATION
 □ BLADE SIDES
 □ MFI + ICE CREAM
 □ FARMER'S MARKET
 □ BOT CI PAUL



SOUTH LAMINA BEGINNING
 □ MEDICAL
 □ LIGHTING



BIKE
 □ BRING IN STUDENTS
 □ SITTING / WATER
 BIKE WATER
 □ FLEXIBLE
 □ ROGIE TRUCK

SOUTH BRIMAN

PUBLIC ART

