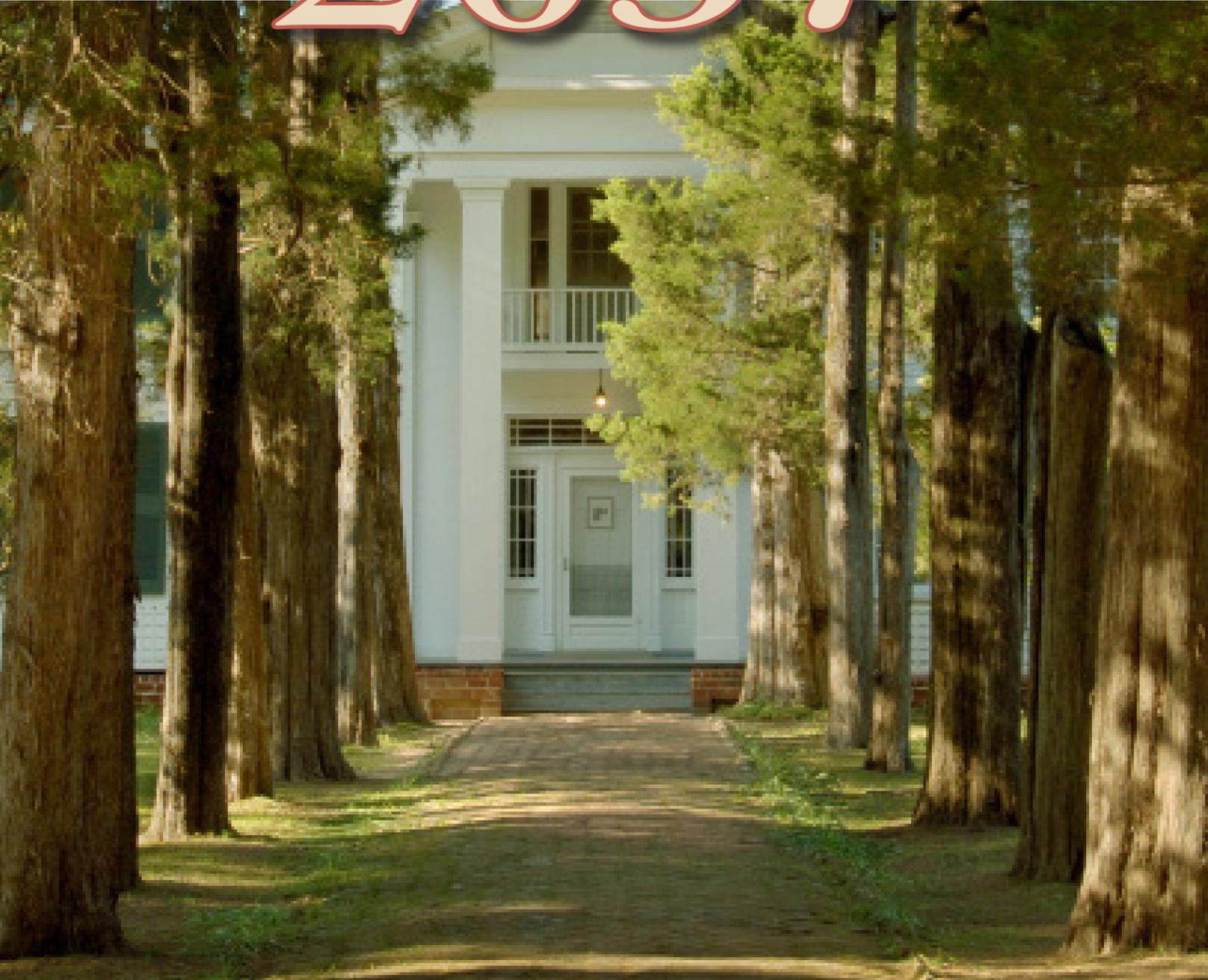


VISION 2037

OXFORD'S BICENTENNIAL



COMPREHENSIVE

CITY PLAN

ADOPTED AUGUST 2, 2016





ACKNOWLEDGEMENTS

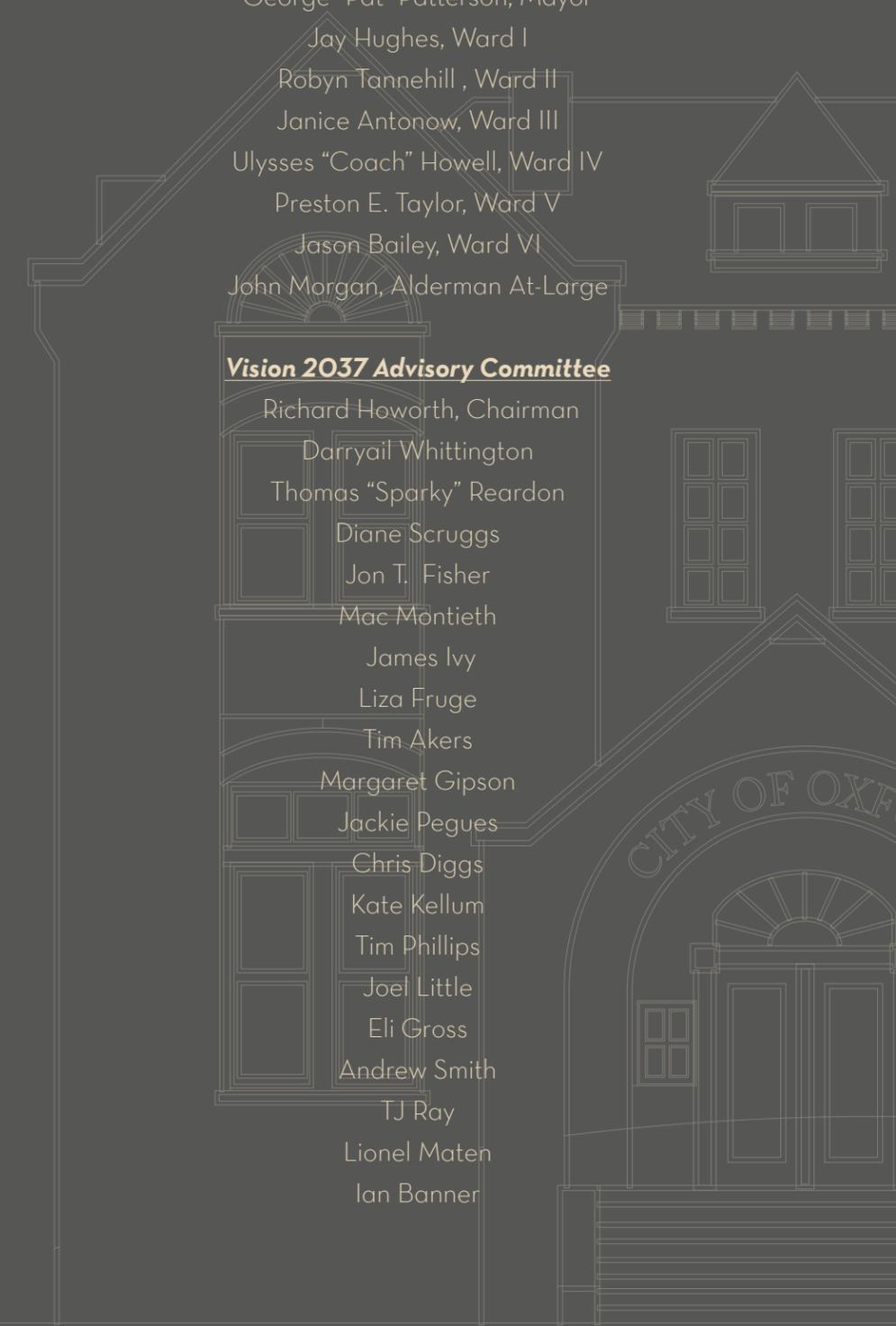
A successful city planning effort is a highly collaborative process requiring team work and local support. Oxford has provided both in abundance. Listed below are just a few of those who contributed to the work.

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- Janice Antonow, Ward III
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- Preston E. Taylor, Ward V
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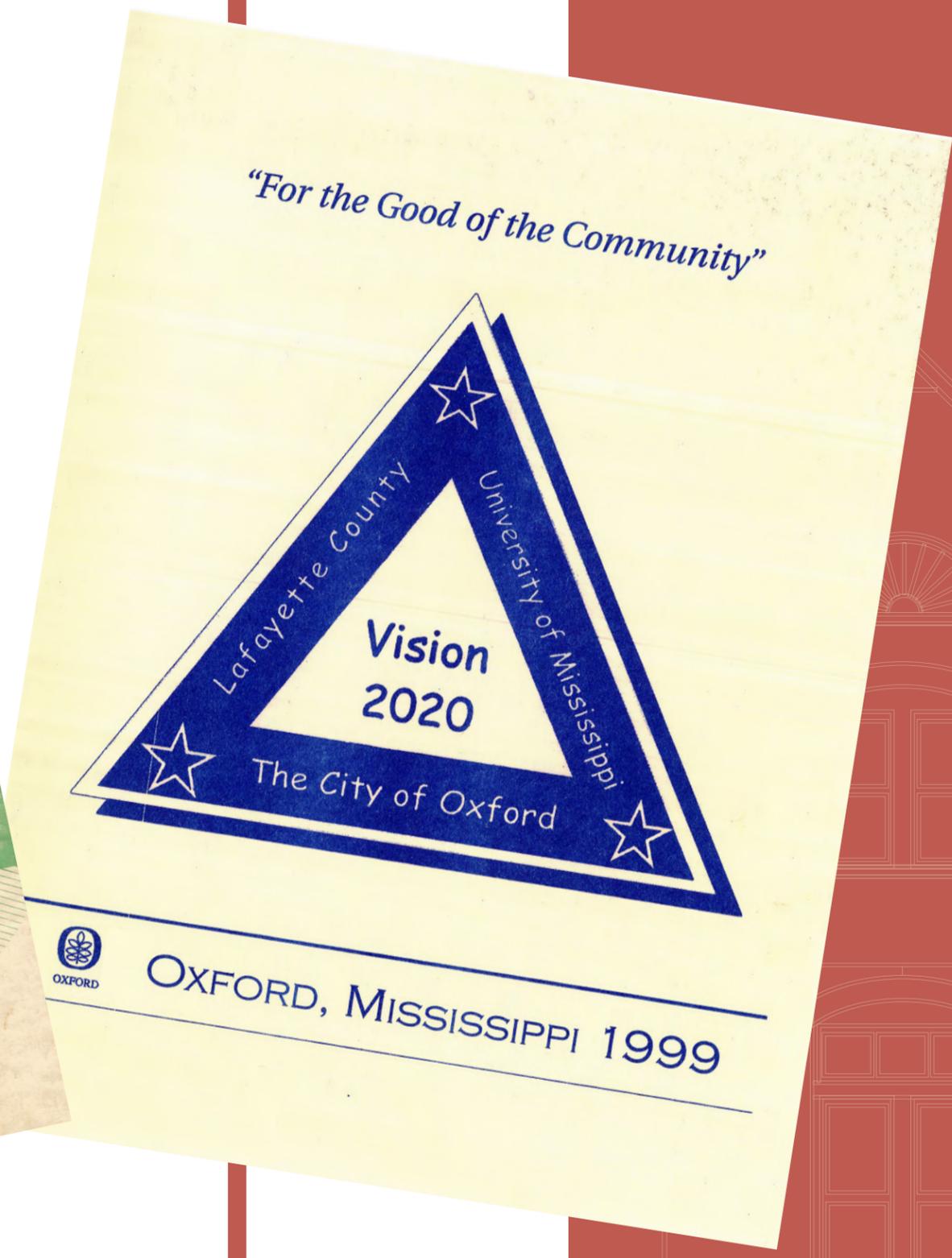
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CHAPTER 1: INTRODUCTION

WHY VISION 2037?

CITY PLANNING IN MISSISSIPPI

OXFORD PLANNING

CHANGES IN PLANNING PRACTICE

PLANNING PROCESS FOR VISION 2037

Opposite page (left): Cover, 1962 Oxford Comprehensive Plan

Opposite page (right) Cover, Vision 2020

WHY VISION 2037?

Dramatic changes have occurred in Oxford in the last two decades. The City has expanded geographically and increased in population. Its key institution, the University of Mississippi, has grown significantly. The land within the City Limits is being rapidly developed. New forms of mobility have been established. New concerns for the environment have arisen. The economics of Oxford have given rise to new levels of prosperity with new concerns for affordability and the impact on citizens with less material resources. There have also been broad changes in the methods and philosophies of building quality communities. All these reasons and more have led to the questions Oxford has asked itself. How will City grow in the future? What are the priorities for building a quality City? What forces are at work that will impact the future and how should the City best guide and shape its destiny?

This plan represents Oxford's answer to those questions. Vision 2037 is comprehensive in nature, covering a broad range of elements that make up the form of human settlements, the process of their formation and transformation. It is also a plan that meets the requirements of Mississippi planning law.

However, the plan is much more than a legal instrument. It conveys Oxford's vision of itself well into the future. In the year 2037, Oxford will celebrate its bicentennial. Oxford's strong aspiration is to look back on this plan as a significant cornerstone for preserving, expanding and enhancing the high quality of life and distinction of one of America's leading small cities.

CITY PLANNING IN MISSISSIPPI

The City of Oxford exercises authority granted by the State under Title 17, Chapter 1, of the Mississippi Code of 1972, as amended, in the interpretation, administration and evaluation of the comprehensive plan. Consistent with this statute, land development within the incorporated area of Oxford should be consistent with an adopted comprehensive

plan and all planning initiatives and regulations enacted or amended should be consistent with the plan.

This statute defines the comprehensive plan as a statement of public policy for the physical development of the entire municipality or county adopted by resolution of the governing body, consisting of the following elements at a minimum:

- "Goals and objectives for the long-range (twenty (20) to twenty-five (25) years) development of the county or municipality. Required goals and objectives shall address residential, commercial and industrial development; parks, open space and recreation; street or road improvements; public schools and community facilities."
- "A land use plan which designates in map or policy form the proposed general distribution and extent of the uses of land for residences, commerce, industry, recreation and open space, public/quasi-public facilities and lands. Background information shall be provided concerning the residential densities; intensity of commercial uses; and industrial and public/quasi-public uses. The use of projections of population and economic growth for the plan area may be the basis for quantitative recommendations for each land use category."
- "A transportation plan depicting in map form the proposed functional classifications for all existing and proposed streets, roads and highways...Functional classifications shall consist of arterial, collector and local streets, roads and highways, and these classifications shall be defined on the plan as to minimum right-of-way and surface width requirements. All other forms of transportation pertinent to the local jurisdiction shall be addressed as appropriate. The transportation plan shall be a basis for a capital improvements program."
- "A community facilities plan as a basis for a capital improvements program including, but not limited to, the following: housing; schools; parks and recreation; public buildings and facilities; and utilities and drainage."

The development of a sound comprehensive plan is a process conducted over time. The essential steps involve investigating background data of

a community to understand the development patterns and trends at work, creating goals and objectives for the community, and designing policies for the community to meet those goals and objectives. This basic process was applied to develop Vision 2037.

OXFORD PLANNING

Oxford has a long history of planning. City development has been guided by a comprehensive plan since at least 1962. The most recent plan was adopted in 2004 and represented a new emphasis on the role of sound planning as Oxford entered a period of rapid growth. The plan established an urban growth boundary, examined in detail the issues of growth beyond the then current city limits, and resulted in major upgrades to the City's development code, preservation efforts and expansion of the city limits through annexation. These provisions of the 2004 plan themselves grew out of Vision 2020, a strategic civic engagement plan covering broad range of civic issues, created in 1999.

Oxford has been loved by many for generations. In recent years, the City has been recognized increasingly both nationally and internationally as a unique and desirable place. As a result, new growth pressures have motivated thoughtful study of how best to steward the City's future. More recent efforts have included a tree canopy loss study, a study of sustainable design by the American Institute of Architects, a study of pathways and trails and a downtown parking study.

Oxford's intention in Vision 2037 is to provide a fresh planning basis from which to protect and preserve Oxford's special sense of place and quality of life.

CHANGES IN PLANNING PRACTICE

Throughout the history of modern city planning it has been necessary to produce extensive population, economic and other data not readily available to decision makers as they considered a community's future. Today, overwhelming amounts of data are available via the internet directly from primary sources such as the Census Bureau. These data are frequently organized and packaged by local agencies and represented in a way that renders much of the former detailed data reproduction unnecessary. Where pages of data once provided a substantial amount of plan content, these data can now be summarized and primary sources cited.

This is also the case with mapping. With internet mapping services and many online geographic information systems available, geographic based inquiry into a community becomes very easy. Mapping efforts can now be concentrated on producing geographic information that serves to support key planning values and policy provisions of plans.

While key data have been summarized and reviewed in Vision 2037, much greater focus and effort have been placed on establishing Oxford's development goals, objectives and corresponding planning concepts. These values, as they have been developed, are first expressed in the Oxford Planning Principles in the Direction section and are used to guide the future design of the City, the way in which it will be regulated and the planning initiatives to be undertaken.

PLANNING PROCESS FOR VISION 2037

A plan for the future of a community is an expression of its hopes and dreams. Yet hopes and dreams must be based in fact and reality. The first phase in the city planning process is collecting and analyzing population, economic, development and other data to understand past and current realities. This first phase is a process of "discovery". It must be accomplished with the goal of gaining an understanding of the fundamental reality of a community.

The second phase, "direction", involves the critical step of creating a community vision and mission. From its vision of the future, informed by current realities, a community is able to establish specific, measurable goals and objectives. These goals may answer questions such as:

- Where and how will the community grow?
- How will we seek to preserve and redevelop older areas?
- What transportation improvements are needed?
- What are the priority development needs of the community?

The ultimate product in the second phase is a comprehensive plan for achieving a better community over time. Successful planning in this phase includes a sincere and thorough effort at citizen engagement. Methods such as intensive workshops, known as charrettes, focus groups and surveys are a few effective methods for engaging the community. Interactive web

posting and the use of social media is an increasingly effective avenue of public input.

The third phase, is "design". This phase the creation of the plan based on phases 1 and 2. Sound plan creation involves the use of narrative, graphics and mapping. Under Mississippi law, a plan must address set forth goals and address land use, housing, transportation and community facilities with a time horizon of 20 years. However, other elements such as historic preservation, environmental protection, energy conservation, housing, and community health may be included as well.

Lastly, a successful, process includes the final phase of "implementation". Implementation is the step translating plans into policies and projects that will achieve plan goals. Implementation of a community's plan includes the identification of appropriate policies, projects, administrative and management provisions. Typically, primary policy provisions will include the following:



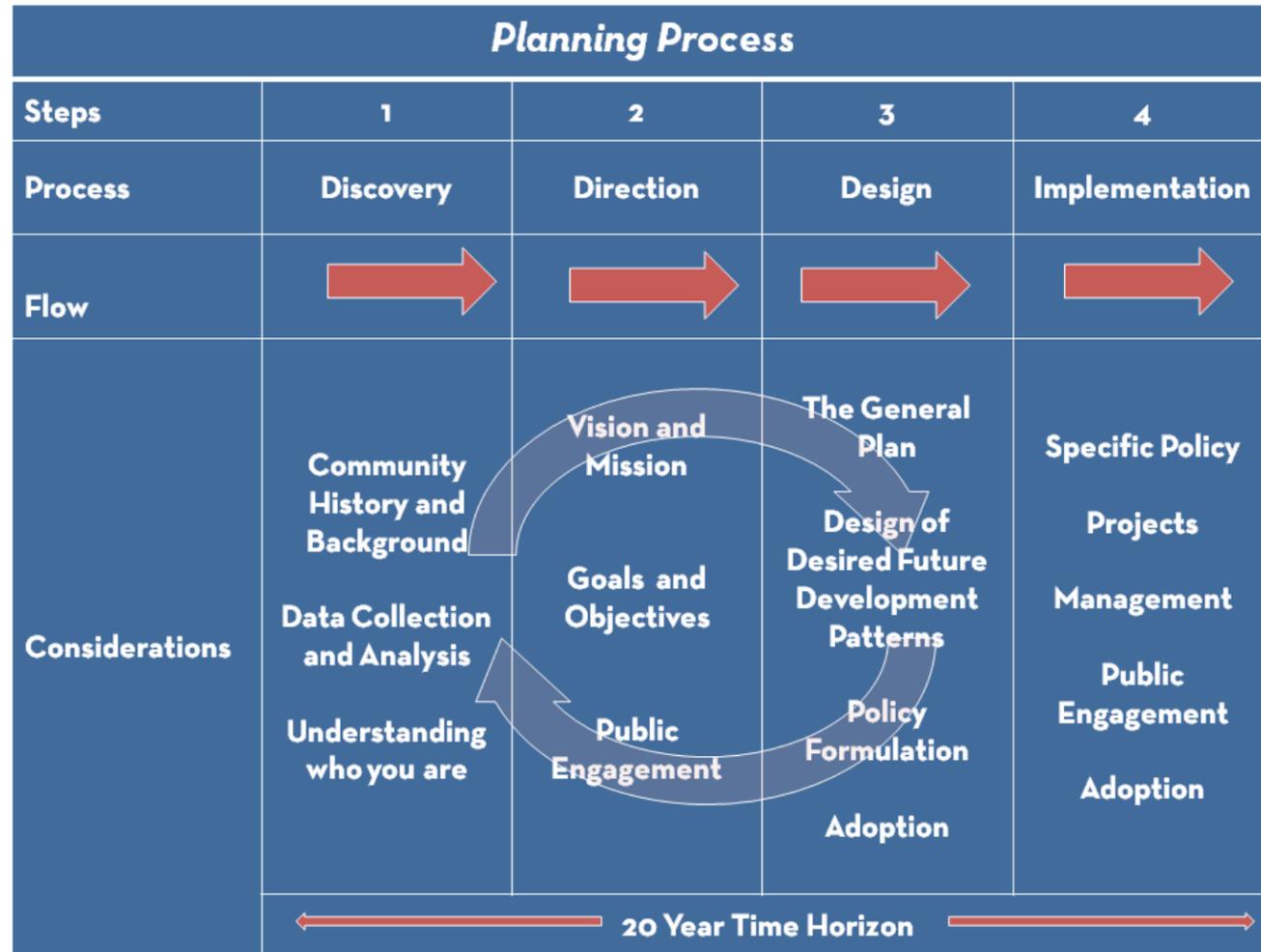
Citizen collaboration in the planning process

- Zoning and Land Use Controls
- Architectural Design Standards and Form Based Codes
- Historic Preservation Programs
- Environmental Controls
- Subdivision Standards
- Housing and Building Codes

The purpose of these measures is to achieve community goals. This understanding is vital to the effectiveness of any of these planning tools. If positive outcomes are not the result of the use of the planning tools, those tools should be reformed, redrafted or discarded.

Implementation should also include the initiation of community projects. This involves the investment of public funds according to a plan's priorities. It should also include support and coordination with private sector efforts that advance plan goals. Tools such as capital improvement programs can provide clear and systematic guidance in these investments over the long term, eliminating the frustration of haphazard budgeting that does not advance a clear long range goal. Other mechanisms might involve the administration and promotion of incentives to achieve development goals.

Ultimately, planning provisions must be administered through appropriate administrative and management methods and techniques in a way that is firm, fair, and predictable. The steps in planning process are outlined in chart, above right.



Student created poster from Middle School student input, 2015



CHAPTER 2: DISCOVERY

HISTORIC CONTEXT

ENVIRONMENTAL CONTEXT

DEVELOPMENT PATTERNS AND LAND USE

POTENTIAL BUILD-OUT

ECONOMICS AND HOUSING

DOWNTOWN AND HISTORIC AREAS

MOBILITY FRAMEWORK

COMMUNITY SUPPORT FACILITIES AND
INFRASTRUCTURE

GROWTH FORECASTS



HISTORIC CONTEXT OF OXFORD

Oxford, Mississippi was incorporated in May of 1837 built on land that had once belonged to the Chickasaw Indian Nation. The town was established on fifty acres, which had been conveyed to the county by three men, John Chisholm, John J. Craig and John D. Martins. The men purchased the land from two Chickasaw Indians, HoKa and E Ah Nah Yea.

Lafayette County was one of 13 counties created in February of 1836 by the state legislature. Most of the counties were given Chickasaw names, but Lafayette was named for the Marquis de Lafayette, the young French aristocrat who fought alongside the Americans during the Revolutionary War.

The Mississippi Legislature voted by a margin of only one vote in 1841 to make Oxford the home of the State's first university, the University of Mississippi. Oxford resident T.D. Isom recommended naming the City after Oxford, England in hopes that this would one day become a university town. Approval of the University of Mississippi's location in Oxford set into motion a vibrant future for Oxford and Lafayette County as one of the South's most prominent centers of education, commerce, and culture. The University of Mississippi opened its doors in 1848 to 80 students and has since become a landmark of Oxford and one of the nation's finest public universities.

In the years prior to the Civil War, a variety of stores and specialty shops lined the Lafayette Courthouse Square in downtown Oxford, much as they do today.

As a hub of commercial, intellectual, and spiritual activity, Oxford thrived during the earliest days of the war. Eventually, however, the bitter conflict took its toll, depleting the town of work-aged men. The Square was essentially burned to the ground in the wake of Union troops who occupied some of the finest buildings. After a period of re-establishing the community, the stately courthouse and several surrounding stores were rebuilt. The war claimed the lives of many Oxford residents, as well as University students who served in the University Greys, a group of student soldiers decimated at the Battle of Gettysburg.

In the early 1960's, Oxford was again confronted with struggle as James Meredith became the first African-American student admitted to the University of Mississippi in the fall of 1962. Federal marshals were deployed to insure Meredith's safety and access to the University, marking one of the most noted episodes of the Civil Rights era.

Since that time, Oxford has thrived. The University of Mississippi's steady-growing student population has



helped pave the way for important growth in industry and commerce in the area. The city is now known as the home of Nobel Prize winning author William Faulkner and has been featured as a literary destination in publications such as *Conde Nast Traveler*, *Southern Living* and *Garden and Gun*. Many writers, including Larry Brown, Barry Hannah, Willie Morris, and John Grisham have followed in Faulkner's footsteps, making Oxford their home over the years, adding to the literary reputation of Oxford. Touted as the "Cultural Mecca of the South", creativity abounds in Oxford as musicians, artists and writers alike find inspiration in Oxford's rich history, small town charm and creative community.

ENVIRONMENTAL CONTEXT

GEOGRAPHY

Oxford lies within the North Central Hills region of Mississippi. This region, also known as the Northern Hilly Gulf Coastal Plain, contains bands of sand and clay and soils not suitable for large scale farming or crop production. Upland hardwood forests and pines are common among the areas ridges and valleys.

Oxford is located less than 60 miles from Memphis, Tennessee and 160 miles from Jackson, Mississippi. Although the city is well connected to the state highway system, with no major rivers, rail lines or agricultural center, the City's founding and growth has been almost exclusively dependent on the location and growth of the University of Mississippi.

REGULATED FLOODPLAINS IN THE CITY

There is a small amount of floodplain within Oxford associated with several creeks such as Toby Tubby.

Floodways affect few properties and are generally confined to areas very close to the stream bed.

STORMWATER CONTROL

Stormwater runoff that does not result in widespread flooding can have a significant impact on nearby properties, public facilities, and natural systems. The first flush of stormwater can carry a large amount of pollutants picked up from the land and surfaces such as roof tops, streets, and parking lots. Stormwater from developed areas can also race towards streams, rivers and lakes at speeds that cause erosion and channelization, and be so warm when it gets there that it changes the biology of the receiving waters. For these reasons, the U.S. Environmental Protection Agency has developed stormwater guidelines that impact certain areas of Mississippi, but does not yet include the City of Oxford.

For years most solutions treated stormwater as a menace to get off site as quickly as possible. This led to curb and guttering along streets, open ditches, and storm drainage systems that piped untreated stormwater directly to rivers and streams. Today there are other choices that treat stormwater as more of a resource and allow natural flow and infiltration to occur on site. These methods are referred to as Low Impact Stormwater Design (LID) and are being used in some Mississippi cities and in other places throughout the country to reduce the number of municipal storm sewers, and to improve the health of streams, lakes and wetlands.

WATER QUALITY

Oxford draws all of its drinking water from the Meridian-upper Wilcox aquifer. Aquifers are

underground water sources trapped within layers of soil, sand, clay and rock. The Meridian-upper Wilcox aquifer is approximately 18,000 square miles in area and ranges from 50 to 500 feet deep. In 1983, a study

conducted by the US Geological Survey concluded that water levels in the aquifer had declined in depth, on average, about two feet per year since 1979. An earlier study in 1976 had predicted a one foot per year

decline. According to the “2014 Water Quality Report” prepared by the City’s Public Works Department, Oxford’s public drinking water meets all federal and state requirements for safe use.

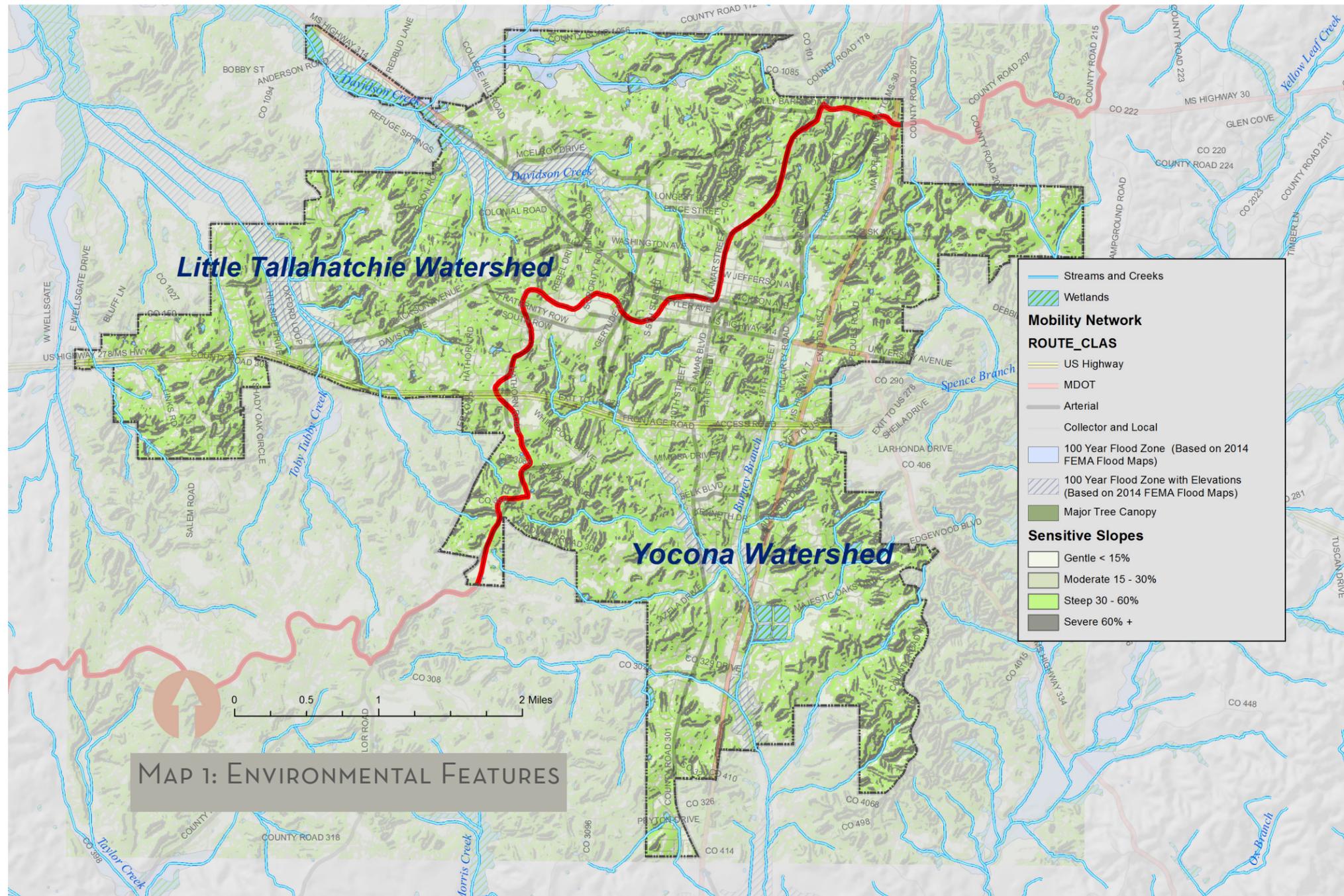
WETLANDS

Along with the rivers and the forests, wetlands are a vital element of the natural ecosystem and provide valuable habitat for many types of plants, animals and migratory birds. Until the 1970’s, the destruction of wetlands, usually through fill, was not regulated. Of the almost 10 million acres of wetlands believed to exist in Mississippi prior to statehood, close to 60% have been destroyed by conversion to farmland and development sites.

Wetlands are natural water filters serving to remove pollutants picked up on the land by stormwater before they are washed into rivers and lakes. Development adjacent to wetlands may be outside the jurisdiction of Federal agencies and can have significant impacts. For this reason, many local governments now provide some protection through wetland buffer requirements in their land development regulations. There are some designated wetlands along all of the major streams in Oxford, but the most extensive wetland is located along Davidson Creek.

SLOPES

The North Central Hills region is characterized by slopes and valleys. A number of these slopes are fairly steep and sensitive to development. They can be attractive home sites providing views of the surrounding area, but developed without care, they can lead to instability, erosion, and a loss of the hilly topography that characterize Oxford. Slopes over 25%, which fall within the moderate to severe slope categories, are generally unacceptable for any type of urban development.



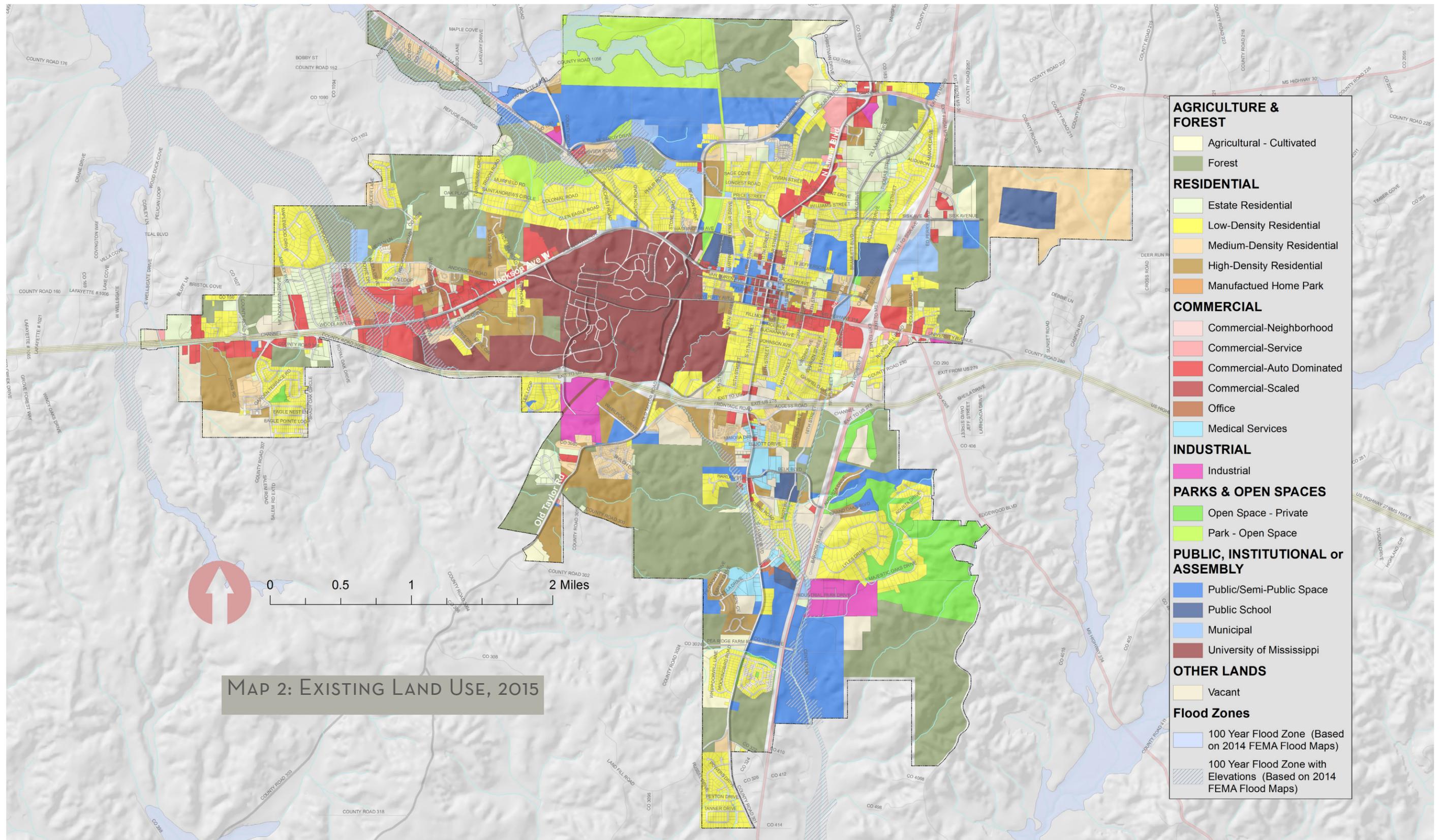
DEVELOPMENT PATTERNS AND LAND USE

Existing land use was inventoried, mapped and analyzed in order to determine community development patterns and trends for the City of Oxford. Data sources for existing land use included the 2005 Comprehensive Land Use Plan, current aerial photography and visual surveys of selected areas. The categories used to classify development patterns and their meanings are:

- **Agricultural-Cultivated** - These areas accommodate crops and livestock from a farm or ranch. They may be described as farms, ranches, dairies, greenhouses, nurseries, or orchards.
- **Forest** - The areas exhibit major tree cover and include land for both commercial forestry purposes and natural areas.
- **Commercial - Auto dominated** - These commercial areas include stores as fixed point-of-sale locations designed to attract a high volume of customers. These establishments exist in built environments that are dominated by automobiles and characterized by large on-site parking areas between streets and buildings. Auto-dominated commercial areas are often referred to as suburban in character.
- **Commercial - Neighborhood** - These commercial areas are similar to Commercial Auto dominated but exist at smaller scales, typically in the range of 2,000 to 5,000 square feet of floor area and are intended to provide convenience goods and services to nearby neighborhoods.
- **Commercial-Scaled** - This category describes commercial activity that takes place in environments that are scaled to pedestrians and less dominated by automobiles. Buildings in this category are typically in close proximity to the street and parking areas are off-site or to the side and rear of buildings.
- **Commercial - Service** - The category of commercial activity describes commercial activity that is oriented to providing repair, outdoor storage, contracting or machinery and equipment sales including automobiles. As such, these establishments require outdoor work and storage spaces that often do not blend well with the other land uses.
- **Medical Services** - Medical services refers to any medically related office or institution.
- **Estate Residential** - Residential development with single family homes typically on lots of 1 to 3 acres.
- **Low-Density Residential** - Low density residential refers to residential development on lots of approximately 7,000 square feet to 1 acre or a unit density of 1 to 3.5 units per acre in single family structures.
- **Medium Density Residential** - Medium-density residential development refers to residential development on lots of approximately 4,000 square feet to 7,000 square feet or a unit density of 3.6 to 10 units per acre in structures that may be single family or attached in the form of townhomes.
- **High-Density Residential** - High-density residential development occurs at densities of greater than

OPPOSITE PAGE: LAND USE COVERAGE

Table 1. Oxford Existing Land Use - 2015		
Land Use	Acres	% of Total
Agricultural - Cultivated	121.5	1.25%
Forest	2426.8	24.91%
Commercial-Auto Dominated	432.4	4.44%
Commercial-Neighborhood	1.4	0.01%
Commercial-Scaled	22.3	0.23%
Commercial-Service	43.8	0.45%
Medical Services	78.2	0.80%
Estate Residential	393.7	4.04%
Low-Density Residential	1756.7	18.03%
Medium-Density Residential	329.6	3.38%
High-Density Residential	661.9	6.79%
Manufactured Home Park	20.9	0.21%
Industrial	163	1.67%
Office	46.5	0.48%
Open Space - Private	321.1	3.30%
Park - Open Space	475.7	4.88%
Municipal	165.1	1.69%
Public School	75.9	0.78%
Public/Semi-Public Space	886.6	9.10%
University of Mississippi	831.1	8.53%
Vacant	489.1	5.02%
Total	9743.3	100.0%
Source: City of Oxford, Orion Planning Group		



MAP 2: EXISTING LAND USE, 2015

- AGRICULTURE & FOREST**
 - Agricultural - Cultivated
 - Forest
- RESIDENTIAL**
 - Estate Residential
 - Low-Density Residential
 - Medium-Density Residential
 - High-Density Residential
 - Manufactured Home Park
- COMMERCIAL**
 - Commercial-Neighborhood
 - Commercial-Service
 - Commercial-Auto Dominated
 - Commercial-Scaled
 - Office
 - Medical Services
- INDUSTRIAL**
 - Industrial
- PARKS & OPEN SPACES**
 - Open Space - Private
 - Park - Open Space
- PUBLIC, INSTITUTIONAL or ASSEMBLY**
 - Public/Semi-Public Space
 - Public School
 - Municipal
 - University of Mississippi
- OTHER LANDS**
 - Vacant
- Flood Zones**
 - 100 Year Flood Zone (Based on 2014 FEMA Flood Maps)
 - 100 Year Flood Zone with Elevations (Based on 2014 FEMA Flood Maps)

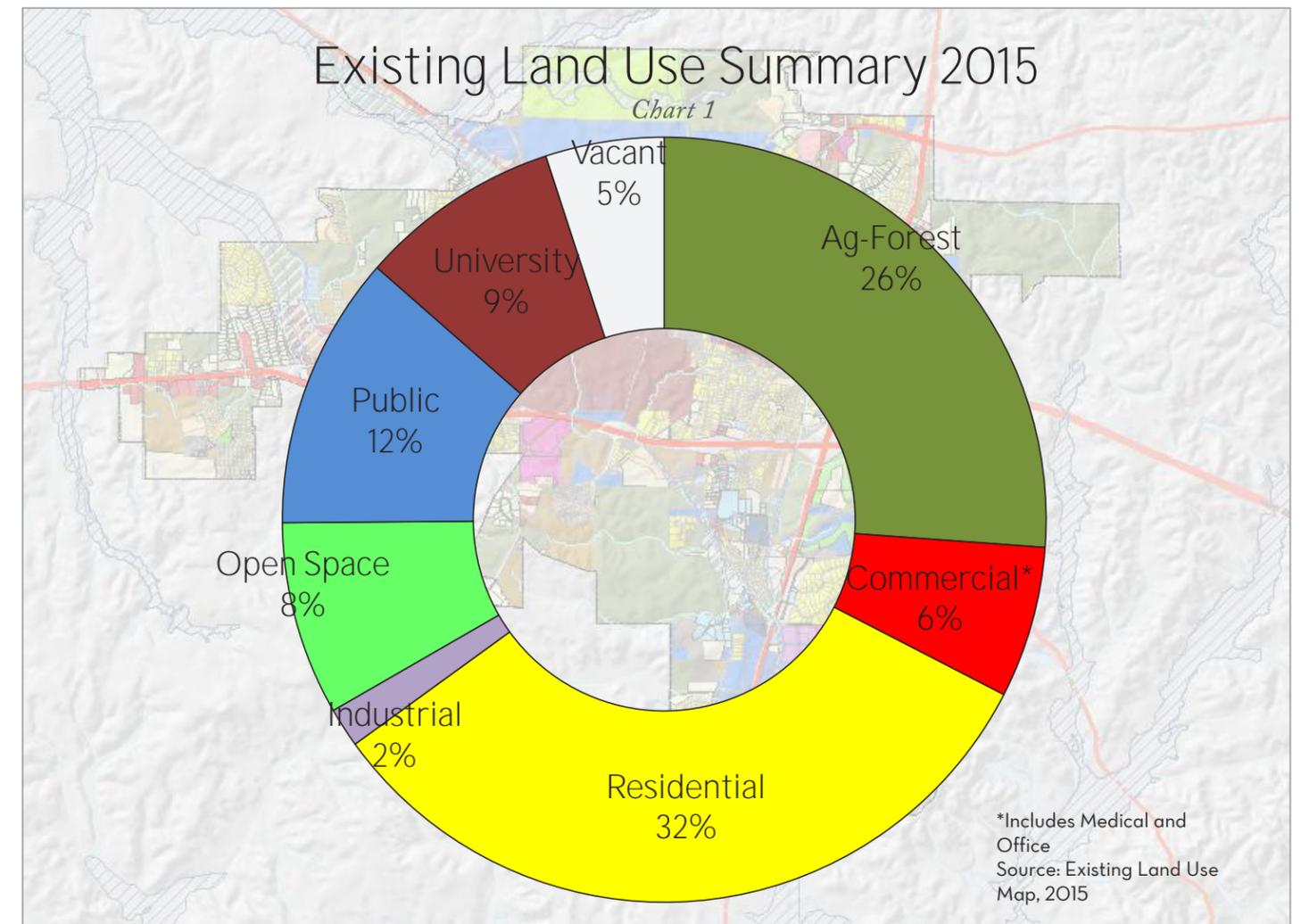
10 units to the acre in structures that are usually attached.

- Industrial - Industrial land uses include manufacturing and assembly of goods.
- Office - Rooms or buildings which accommodate administrative, executive, professional, research or similar activities and provide little or no merchandise for sale on site.
- Open Space - Private - This open space category is held in private ownership but is dedicated to open space purposes such as a neighborhood park owned by a homeowner's association.
- Municipal - The lands are owned by the City of Oxford.
- Public School - The lands accommodate school campuses or their support facilities.
- Public/Semi-public Space - The spaces include other public lands such as those owned by the County, State or Federal government or other places of assembly such as houses of worship.
- University of Mississippi - These areas are controlled by the University of Mississippi.
- Vacant - Vacant lands are those upon which there is no predominant or discernible land use activity occurring that can be classified in any of the above categories.

- Very little (2%) of Oxford's land is devoted to industrial use.
- 2,426 acres are classified as Forest land and 121 acres as Agricultural. These lands represent the reserve supply of land for future development. However, these lands may be impacted by development constraints such as steep slopes or flood plains. The suitability of these lands for future development are further analyzed in the section "Recent Growth and Build-out Scenario".
- Vacant lands constitute about 5% of the City's land area.
- Excluding the open space associated with the University, open spaces comprise about 8% of the City's land mass.
- Commercial - Auto dominated is the largest commercial category of land use and are present in three primary areas: Jackson Avenue Corridor, North Lamar Corridor and University Avenue Corridor.

The land use patterns and their character provide the basis for engaging the community on both the quality and quality of future development in the City of Oxford and are considered further in the sections that follow.

The results of this classification and analysis are illustrated in Table 1 and the chart at right. As indicated, the overall geographic size of the City of Oxford is 9,743 acres or just over 15 square miles. This includes the land occupied by the University of Mississippi which consists of 831 acres. Noteworthy findings in this analysis include:



OXFORD'S POTENTIAL BUILD-OUT

Build-out analysis is an important tool for decision makers and planners who wish to anticipate the impacts of future development. Build-out analysis looks ahead to the planning horizon in order to project the amount and location of growth allowed under existing community development policies. Its findings can be used to assess the resulting impacts and to ask whether current plans along with development rules and strategies should be reconsidered. In its basic form, build-out analysis answers the question of what is likely to happen if the community grows to the full extent allowed under present development regulations and plans. Build-out analysis assumes that all the growth permitted under future land use plans and zoning occurs to the maximum extent possible. Results can then be judged against planning goals and market realities to determine if resulting development patterns are desirable and what changes should be made if they are not.

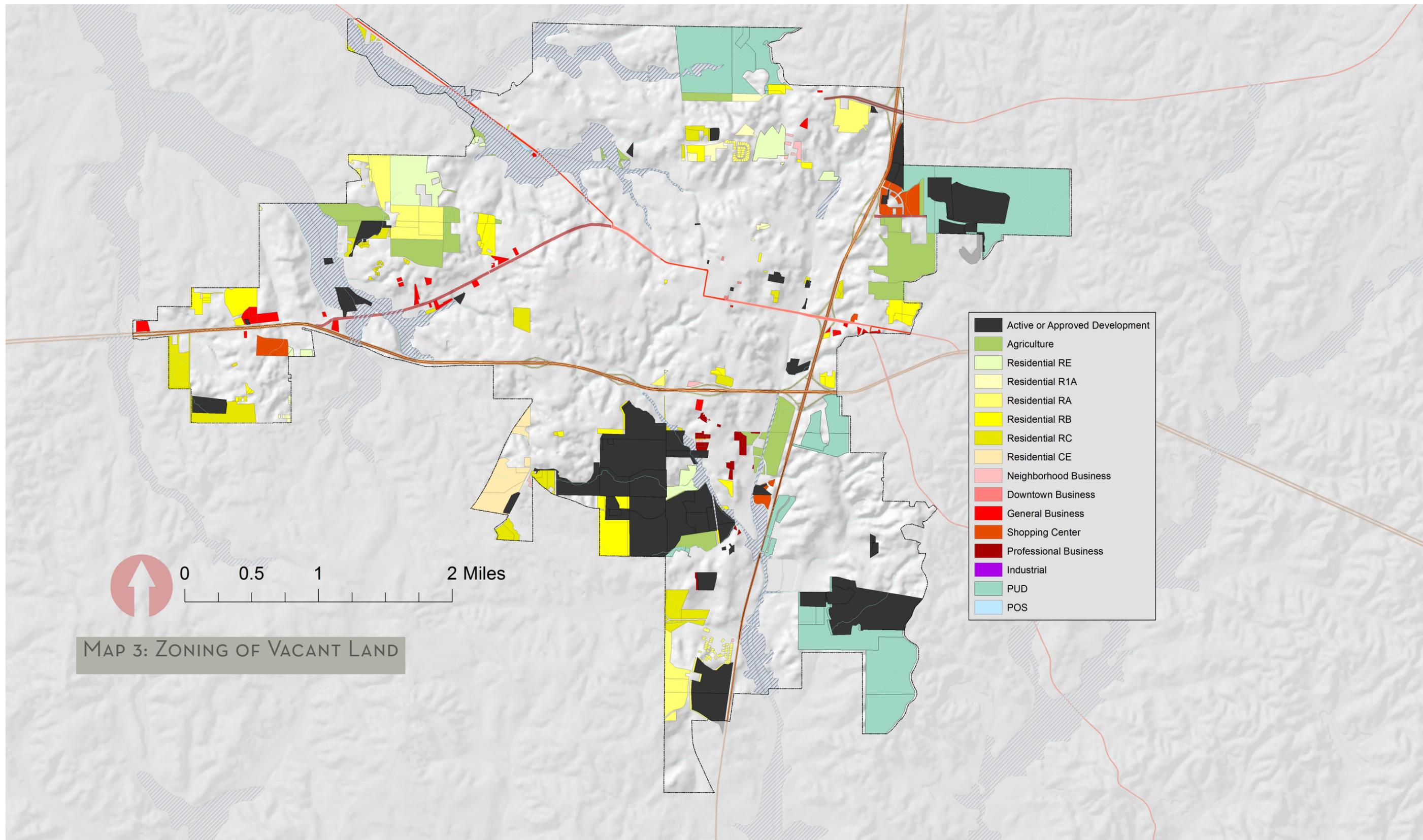
As an example, if there were 100 vacant acres of R-1A zoning and that zoning would accommodate 3 units to the acre, the carrying capacity of the land would be calculated to be 300 dwelling units. These dwelling units can then be converted into population by assuming 2.1 (Oxford's average persons per household in 2010) people occupy each unit and represent a population of 1,008. Commercial building square footage is calculated by multiplying available acreage by 11,000 square feet per acre. The 11,000 square represents an assumed building area per acre of about 25 percent which is a standard suburban commercial intensity.

Zoning Category	Minimum Lot Size	Vacant Acres	Net Acres Vacant	Gross Unit Density/Acre or Comm. FAR	Gross Capacity Vacant Acres	Gross Capacity for Active Developments (DU for res. or Squ. Ft. for commercial)	Total Development Capacity	% of Total	Buildout Population at 2.1 pph
Commercial and Business Zones									
Downtown Business	n/a	1	1	2	69,696	-	69,696	1%	-
General Business	n/a	47	47	0.3	511,830	-	511,830	8%	-
Medical District	n/a	154	154	0.5	3,345,408	-	3,345,408	52%	-
Neighborhood Business	n/a	11	11	0.3	119,790	-	119,790	2%	-
Shopping Center	n/a	50	50	0.3	544,500	1,379,000	1,923,500	30%	-
Professional Business	n/a	20	20	0.5	435,600	-	435,600	7%	-
Sub Totals		282					6,405,824	100%	-
Residential and Multi Use Zones									
Agriculture (1 per acre)	1 acre	359	359	1	305	-	305	3%	641
Public Open Space	n/a	20	20	-	-	-	-		
Planned Unit Development	n/a	Accounted for in Active Developments							
Residential CE (1 per acre)	1 Acre	76	76	1	65	205	270	2%	566
Residential RE (3 per acre)	15,000 (sf)	137	137	3	343	-	343	3%	719
Residential RA (4 per acre)	9500 (sf)	203	203	4	792	-	792	7%	1,663
Residential R-1A (4 per acre)	7500 (sf)	29	29	4	110	1,708	1,818	16%	3,818
Residential RB (5 per acre)	7500(sf)/ 2 units	198	198	5	970	304	1,274	11%	2,676
Residential RC (12 per acre)	10,000(sf) for 1st 2 units/ 3000 (sf) thereafter	223	223	12	2,676	3,672	6,348	57%	13,331
Sub Totals		1,245	1,527	-	5,260	5,889	11,149	100%	23,414

Table 2 provides the results of these calculations. As indicated, Oxford could accommodate over 23,000 persons and 6.4 million square feet of commercial space under the current zoning. As further indicated by the table, approximately 5,800 persons and 1.3 million

square feet of commercial space is associated with active developments. Active developments are those currently in the process of construction. In interpreting these results, it should be noted that over half of this potential build-out population is associated with multi

family zoning and in excess of market demand. Map 3 on the following page illustrates the zoning of vacant land.



MAP 3: ZONING OF VACANT LAND

ECONOMICS AND HOUSING

The analysis in this section is meant to provide an understanding of Oxford’s market context, identify development issues, pressures and key drivers, and provide market-based input to ensure that the plan is reality-based and informed by the City’s economic potentials. Ultimately, the Market Analysis helps align the City’s planning policies with market realities and community needs.

The Market Analysis considered the City’s economic base and existing market conditions. The City’s potential for development of various types and tenures of housing was forecasted in terms of the number of units, market niches, location, tenure, pricing and product. Stakeholder input was collected through a series of focus groups, individual interviews and community-wide meetings and charrettes.

The first section includes an assessment of the economic base, followed by a review of existing housing conditions in Section 2. Section 3 provides a summary of the demand analysis and Section 4 details the City’s affordable housing needs and potential for specific products.

Understanding the housing market provides the foundation for strategic recommendations that are being drafted as part of this plan. Those recommendations will help the City address issues relating to the appropriate volume and location for University related and other rental housing, the creation of affordable housing choices, housing an aging population with changing needs, the development of more desirable housing product, and leveraging the

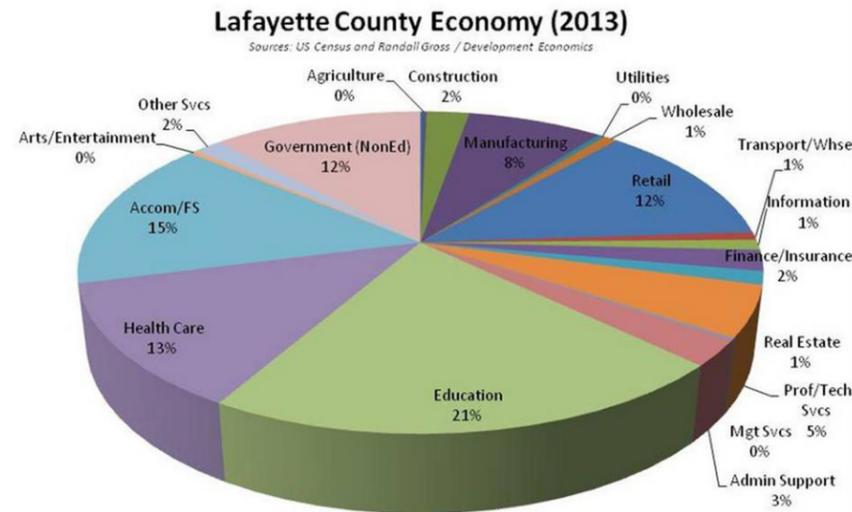


Chart 2

market for preservation, product diversification, and affordable housing development.

ECONOMIC BASE ASSESSMENT

An assessment of the Oxford and Lafayette County economic base was conducted as a basis for understanding the housing and other real estate markets, and as an input to the comprehensive planning process. Oxford has a reputation and economic reach that extends far beyond its small size because of its exceptional literary history and its position as the home of the University of Mississippi. The University’s increasing reputation and the City’s unique role as an attractive Southern college town has helped feed Oxford’s economic and demographic growth in recent years.

The University of Mississippi plays a major role in the local and regional economy, with Education accounting for more than 20% of the county’s direct employment. Also important to the Lafayette County economy is accommodation and food service (e.g., restaurants), accounting for 15% of all jobs. Much

of the accommodation sector is driven by University related visitors. The University of Mississippi also has a major secondary role in terms of spin-off for hotel and other jobs.

Health care is the third largest employer in Lafayette County, with 13% of jobs. Oxford is home to a recently expanded and relocated Baptist Memorial Hospital, which serves a growing region. Other major employers include government (12%), retail (12%), and (to a lesser extent), manufacturing (8%). About 5% of the area’s jobs are in professional and technical services, with other employment distributed among remaining sectors.

EMPLOYMENT TRENDS

The Oxford and Lafayette County economy is growing. There were 20,310 people employed in Lafayette County in 2013, up by 24% or nearly 4,000 from 2001. The fastest growth has been in professional and technical services, wholesale trade and management services, all of which have doubled since 2001.

Table 3.
AT-PLACE EMPLOYMENT TRENDS,
LAFAYETTE COUNTY - 2001-2013

Industry	2001	2013	2009-2013 Change		
			No.	%	Per Year
Agriculture	60	60	-	0.0%	0.0%
Mining	60	10	(50)	-83.3%	-11.9%
Construction	780	490	(290)	-37.2%	-5.3%
Manufacturing	1,890	1,550	(340)	-18.0%	-2.6%
Utilities	90	80	(10)	-11.1%	-1.6%
Wholesale	80	160	80	100.0%	14.3%
Retail	2,130	2,510	380	17.8%	2.5%
Transport/Whse	90	160	70	77.8%	11.1%
Information	310	210	(100)	-32.3%	-4.6%
Finance/Insurance	370	430	60	16.2%	2.3%
Real Estate	200	270	70	35.0%	5.0%
Prof/Tech Svcs	520	1,040	520	100.0%	14.3%
Mgt Svcs	20	40	20	100.0%	14.3%
Admin Support	420	530	110	26.2%	3.7%
Education	3,100	4,310	1,210	39.0%	5.6%
Health Care	1,950	2,560	610	31.3%	4.5%
Accom/FS	1,790	3,080	1,290	72.1%	10.3%
Arts/Entertainment	60	80	20	33.3%	4.8%
Other Svcs	340	320	(20)	-5.9%	-0.8%
Government (NonEd)	2,120	2,420	300	14.2%	2.0%
TOTAL	16,380	20,310	3,930	24.0%	3.4%

Sources Mississippi Department of Employment Security and Randall Gross / Development Economics.

However, outside of the University, the largest number of jobs has been added in accommodation and food service (hotels and restaurants), a sector that added 1,290 jobs or one-third of all jobs that the area gained in the last two dozen years.

With growth in enrollment at the University and area schools, Lafayette County has also gained 1,210 jobs in education. Health care and social services added 610 jobs, followed by professional and technical services (e.g., legal, accounting, etc - 520), retail (380) and government (300). At the same time, the manufacturing sector has lost 340 jobs (18%), construction fell by 290 (37%) and information services employment dropped by 100 (32%). The construction industry is highly cyclical and it is once again gaining employment now that real estate development has picked up in the area. Overall, the City has been successful in attracting service jobs including some higher-wage employment

in technology fields, but there is a need for further diversification.

CITY OF OXFORD. At the time of this analysis, data were not available beyond 2007 on employment within the City of Oxford. However, there is sufficient information to examine employment trends between 2002 and 2007, a period of economic expansion nationwide. During that period, Oxford gained almost 1,500 jobs or 17.4%, yielding a healthy annual employment growth rate of 3.5%. The fastest growth was in arts and entertainment, but the largest number of jobs (nearly 600) was retail trade, followed by health (440) and accommodation and food service (400). Thus, Oxford's largest-growing industries aside from health care were in retail, hotel and food services. Meanwhile, the city may have lost up to an estimated 1,000 jobs in manufacturing (or 57%) during this period, though historically, manufacturing has contributed a relatively small percentage of Lafayette County employment.

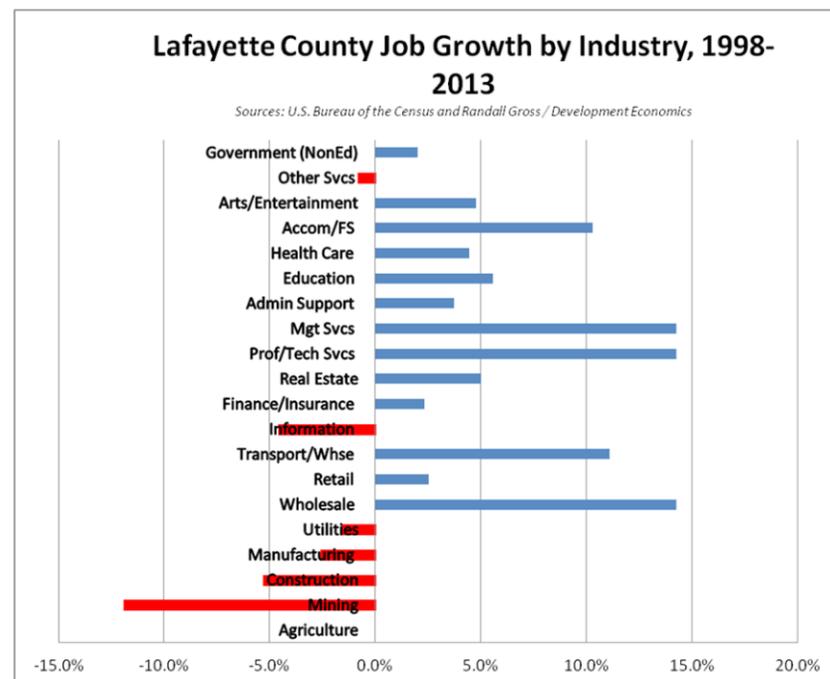


Chart 3

Table 4. AT-PLACE EMPLOYMENT TRENDS, OXFORD, 2002-2007					
2002-2007 Change					
Industry	2002	2007	No.	%	Per Year
Construction	200	169	(31)	-15.7%	-3.1%
Manuf.	1,750	750	(1,000)	-57.2%	-11.4%
Wholesale	60	112	53	88.2%	17.6%
Retail	1,659	2,217	558	33.6%	6.7%
Transport	N/A	161	N/A	N/A	N/A
Information	150	166	16	10.7%	2.1%
Finance	184	274	90	49.2%	9.8%
Real Estate	166	172	6	3.6%	0.7%
Prof/Tech	550	808	258	46.9%	9.4%
Mgt	-	-	-	N/A	N/A
Admin	347	413	66	19.0%	3.8%
Education	3,545	3,830	285	8.0%	1.6%
Health	1,750	2,191	442	25.2%	5.0%
Arts/Ent	31	60	29	91.9%	18.4%
Accom	1,550	1,957	407	26.3%	5.3%
Other Svcs	230	325	95	41.3%	8.3%
TOTAL	8,492	9,968	1,476	17.4%	3.5%

Notes: Employment for several industries estimated based on Census ranges. (Italicized)
N/A means Not Applicable or Available.

Sources: U.S. Bureau of the Census and Randall Gross/Development Economics.

Employment growth in Oxford has far exceeded that of the county for arts and entertainment, finance and insurance, retail and wholesale trade, and "other" services. Meanwhile, the county's employment growth has outstripped the city's in professional and technical services, administration, and real estate. The city has lost a significant share of its manufacturing and construction employment when compared with the county. Generally, the city has become more of a center for shopping, dining and entertainment while manufacturing and industrial uses have moved further out into the county. The following chart shows a comparison of the city and county in terms of employment change between 2002 and 2007.

Annual Employment Growth 2002-07

Sources: MS DES, US Census, and Randall Gross / Development Economics

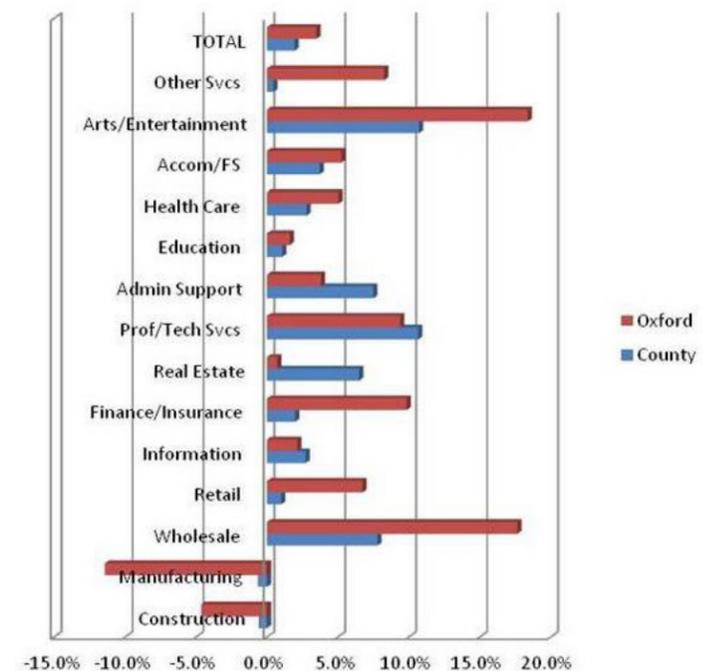


Chart 4

WAGES. The shift in the area's economic base has a direct impact on wages and household incomes. The Oxford area has lost 700 manufacturing jobs, with an average annual wage (in this labor market area) of about \$51,000. In exchange, the area has gained 1,300 jobs in accommodation and food service, at an average annual wage of only \$14,000. The concentration in lower-wage jobs has an impact on the housing market and the need for affordable housing. There is also potentially a need to diversify the area's economic base to attract more higher-wage jobs that match the skills of the local labor force. There is the need to explore opportunities in technology, health care, and other higher-wage industries.

COMMERCIAL REAL ESTATE MARKETS

While the focus of this market analysis is on housing, the commercial markets were also examined as a part of the overall real estate base and as amenity value in support of sustainable housing and mixed-use development. The area's commercial markets generally benefit from the growth of the University of Mississippi and in the household base as a whole. There is a large and growing medical district, where commercial and medical office uses are concentrated. Downtown Oxford has been very successful, with relatively low vacancy and rising rents, but downtown is highly focused on law offices and eating and drinking. There is a need for more diversity in options for local shopping. There is significant planned, suburban office and retail development at certain locations surrounding Oxford, but it is not clear that this planned development will include more diverse food and other shopping options. This new development is not likely to compete with Downtown, which has its own unique niche as a destination surrounding the Square.

SUMMARY

The Oxford-area employment base is growing, with the University as a key driver. However, the overall economy has become more concentrated in certain low-wage industries like accommodation and food service. Oxford has lost manufacturing industry, although Lafayette County's manufacturing base has remained relatively stable. Nationally, manufacturing has been buffeted by foreign wage competition, but integration of new technologies has led to higher productivity and lower labor requirements. Overall, the economic shifts have had a deleterious impact on wages and household incomes, which in turn impacts the affordability of housing for some workers in Oxford.

Oxford's commercial real estate markets have benefitted from population and job growth in the region. However, rising real estate costs may be pricing out larger industrial uses, which are finding their place in the county. Downtown is successful as a hub for eating and drinking, but Downtown no longer offers other needed shopping and there may be a need to diversify the business mix. There is also the question of highest-and-best reuse for the former Baptist Hospital site.

EXISTING HOUSING MARKET CONDITIONS

This section provides information on existing housing market conditions in Oxford, based on data and input gathered from a variety of sources. Conditions are described in terms of trends in construction and supply, as well as the existing mix of housing within the community of Oxford as well as in the broader Housing Market Area.

MARKET AREA DEFINITION

The Oxford Housing Market Area (OMA) includes the City of Oxford as well as other parts of Lafayette County, Mississippi. The City draws its market base from this broader area as well as inflow from areas outside of the county. Supply trends are discussed for both the City and the greater market area.

HOUSING SUPPLY TRENDS

The Oxford Market Area (OMA) had a total of about 25,000 housing units in 2014. Almost 63% (15,680) of those units are in single-family detached housing. About 10% are in multi-family buildings (over 2 units per building). A relatively small share (about 9%) is in multi-family buildings having more than 20 units. However, another 10% are in multi-family structures having 10 to 19 units.

The number of OMA housing units increased by more than 50% since 2000, representing very rapid growth over a relatively short period of time. The number of housing units in mobile homes fell during that period. Much of the growth was concentrated in single-family detached housing, which accounted for more than 75% of the area's 8,400 additional units. However, the number of multi-family units increased at an even faster rate, with the addition of more than 2,200 units. A large share of recent multi-family construction includes student housing, with 2 to 4 beds per unit. If those beds were counted as individual units (since they are separate quarters that share common areas), then multi family growth expands to 6,000 "units" or a 111% increase during the 14 year period.

Table 5. HOUSING SUPPLY TRENDS, OXFORD

HOUSING MARKET AREA, 2000-2014				
Units in			2000-2014 Change	
Building	2000	2014	Number	Percent
1-Detached	9,327	15,678	6,351	68.1%
1-Attached	324	605	281	86.8%
2-Duplex	941	1,102	161	17.1%
Multi-Family	2,867	5,075	2,208	77.0%
Mobile/Boat	3,128	2,561	(567)	-18.1%
TOTAL	16,587	25,022	8,435	50.9%

Sources: Bureau of the Census; Nielsen; and Randall Gross / Development Economics.

Oxford Residential Construction Trends by # Units in Building, 1996-2014

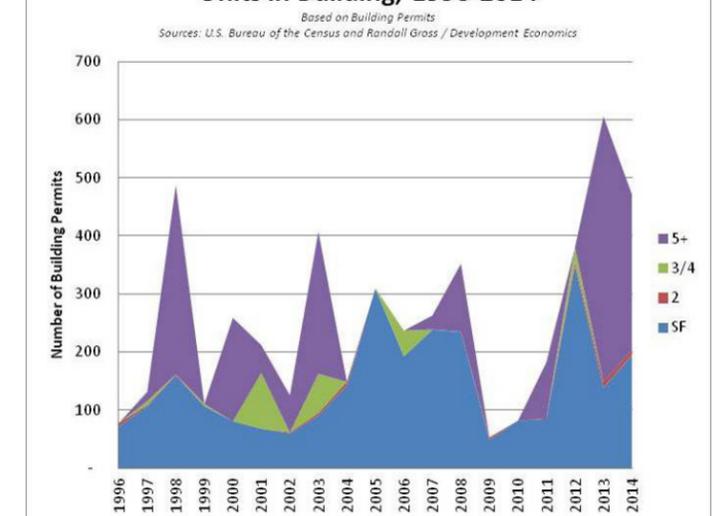


Chart 5

CITY OF OXFORD. The city of Oxford accounts for about 46% of the total number of housing units within Lafayette County, or about 11,600. Oxford's housing supply increased by nearly 88% between 2000 and 2014, with the addition of about 5,400 units. Nearly 57% of the housing added in the City during that period was in single-family detached units.

Table 6. HOUSING SUPPLY TRENDS,

OXFORD CITY AREA, 2000-2014				
Units in			2000-2014 Change	
Building	2000	2014	Number	Percent
1-Detached	2,562	5,634	3,072	119.9%
1-Attached	204	394	190	93.1%
2-Duplex	688	952	264	38.4%
Multi-Family	2,417	4,552	2,105	87.1%
Mobile/Boat	286	58	(228)	-79.7%
TOTAL	6,157	11,560	5,403	87.8%

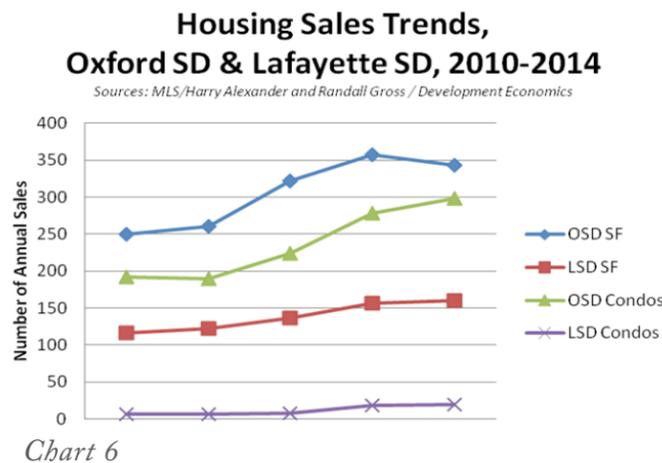
Sources: U.S. Bureau of the Census; Nielsen; and Randall Gross / Development Economics.

There were also more than 2,100 multi-family units (having more than 2 units per building) added in Oxford since 2000, most of which were in buildings with 3 to 19 units. Nearly 1,000 units were added in large buildings having over 10 units, although there were also complexes developed with large numbers of smaller buildings (having 3 to 49 units). Again, many of the multi-family units included separate living quarters with shared kitchens for individual students.

VACANCY. Rental vacancy rates are relatively high, on an annualized basis. According to 2010 Census data, more than 22% of the City's housing stock (or 2,400 units) was vacant. For-sale housing vacancy was 8.4%,

which is very high compared with most stable housing markets around the country. Rental vacancy was 10.3%, which is 100% above target vacancy rates for commercial rental units. In addition, there were 1,150 seasonal housing units that are vacant on a regular basis. A significant share of this vacancy is oriented to game-day and other occasional visitors. Having a large number of reserved but otherwise vacant units in the market can help inflate prices, thereby reducing affordability for permanent residents.

CONSTRUCTION. Residential construction trends are illustrated in the following chart. Multi-family construction (5+ units per building) peaked in 1998, 2000, 2003, and 2008 with the construction of one or two large apartment projects. However, multi-family construction has reached much higher levels since 2011, and about 600 multi-family units were permitted in 2013 alone. Meanwhile, single-family construction peaked in 1998, 2005, 2008, and 2012, with an upswing continuing through 2013.



The City counts 1,250 multi-family housing units either planned, under construction or completed since 2013 in Oxford. Of this number, approximately 660 have been completed. Nearly all of this housing is apparently oriented to students, with a total of 3,510 beds (or an average of 2.81 beds per unit).

Among the larger multi-family projects recently completed, planned or under construction is The Retreat at Oxford, a purpose-build student housing (PBSH) complex on Anderson Road with 268 units (1,018 beds) in two phases. Phase 1 was approved in 2012 and has been completed. Phase 2 has 350 beds proposed and submitted for approval in 2015. The Hub at Oxford, on Anchorage Road, has 162 units (582 beds) approved in 2012 and since completed. The Domain on Old Taylor Road (234 units / 642 beds) and The Links (216 / 360) are both currently under construction. There are a growing number of applications for multi-family development submitted to the Oxford Planning Department.

HOUSING TENURE AND AGE DEMOGRAPHICS

In 2010, about 44% of housing in the Oxford Market Area was renter occupied and the home ownership rate was 56%. However, tenure varied dramatically depending on the age of the householder. About 85% of those aged 15 to 24 rented their dwellings. Only about 520 of the householders in that age group owned their homes, while nearly 3,000 rented. Rental tenure fell to 64% among those aged 25 to 34 - still relatively high, accounting for 2,200 of the 3,500 units occupied by people within that age group. However, among those aged 35 and over, rental tenure levels

are significantly lower, and are only 15% for those in the 65 to 74 age group.

Rental tenure increases again for those 75 years or older. Within the 75 to 84 year age group, rental tenure increases to 20%. Nearly 40% of those over age 85 are renters. This statistic is important in considering the role of multi-family development in providing housing for the elderly, whether in rental apartments, condominium, or graduated care facilities.

Table 7. HOUSING TENURE BY AGE GROUP

OXFORD HOUSING MARKET AREA, 2010				
Age Group	Renters	Owners	TOTAL	% Renters
15-24	2,953	524	3,477	85%
25-34	2,222	1,245	3,467	64%
35-44	933	1,724	2,657	35%
45-54	752	2,131	2,883	26%
55-64	500	2,095	2,595	19%
65-74	269	1,482	1,751	15%
75-84	214	858	1,072	20%
85+	175	279	454	39%
TOTAL	8,018	10,338	18,356	44%

Sources: U.S. Bureau of the Census and Randall Gross / Development Economics.

OXFORD CITY AREA. A much higher share of housing within the city of Oxford is renter-occupied, at about 62% (in 2010). Nearly 90% of those aged 15 to 24 and 77% of those aged 25 to 34 reside in rental housing. Even among those aged 35 to 44, a majority are renters. About one-quarter of those aged 65 to 74 are renters, but one-half of those over age 85 occupy rental housing. Thus, substantial numbers of people in all age groups, not just student-age populations, live in rental

housing in the City of Oxford. It is important to reiterate that many of the City's renters are seniors and other non-student populations, despite the predominance of University students in the rental market.

Table 8. HOUSING TENURE BY AGE GROUP				
OXFORD CITY AREA, 2010				
Age Group	Renters	Owners	TOTAL	% Renters
15-24	2,310	336	2,646	87%
25-34	1,464	441	1,905	77%
35-44	488	477	965	51%
45-54	366	572	938	39%
55-64	227	594	821	28%
65-74	156	433	589	26%
75-84	132	312	444	30%
85+	115	117	232	50%
TOTAL	5,258	3,282	8,540	62%

Sources: U.S. Bureau of the Census and Randall Gross / Development Economics.

HOUSING SALES AND PRICING TRENDS

Oxford housing sales fell after the financial crisis and the national recession of 2008, but the market has recovered since that time. Single-family sales in the Oxford School District (OSD) increased from about 250 in 2010 to more than 350 in 2013 before falling back a bit in 2014. Meanwhile, single-family sales in the Lafayette School District (LSD) have continued to increase since the recession, from less than 200 in 2010 to 300 in 2014.

Condominium sales in the OSD have increased at a slower pace, from about 110 in 2010 to 160 in 2014. There have been only a handful of condominium sales in the LSD, since there are few condominiums in the

county outside of Oxford. The chart on the previous page illustrates overall housing sales trends for single-family and condominium units in the Oxford and Lafayette County School Districts.

HOUSING COSTS AND AFFORDABILITY

Housing price trends and overall affordability were also analyzed. During the past five years, single-family housing prices have been steadily increasing within the Oxford School District (OSD). Median prices were approximately \$177,000 in 2011, but had increased to \$230,000 by 2014 and \$255,000 in the first quarter of 2015.

Housing prices in the City of Oxford are significantly higher than those in other parts of Lafayette County. Within the Lafayette School District, median housing prices were only \$134,000 in 2010, increasing to \$166,000 by 2014. There has been a drop in housing prices in the county so far in 2015, to a median of

about \$146,000 in the first quarter. Over this period, LSD (county) home prices have averaged about one-third lower than those in the city of Oxford.

Condominium prices in Oxford increased until 2012 and have flattened out since then to a median price of about \$199,000. However, condominium prices in the Lafayette School District have taken an opposite track, declining until 2012 and increasing dramatically since then. By 2014, condominium prices in the City and in the County were relatively similar. Again, there is such a small number of condo sales in the county that the prices are not necessarily a representative indicator of market conditions.

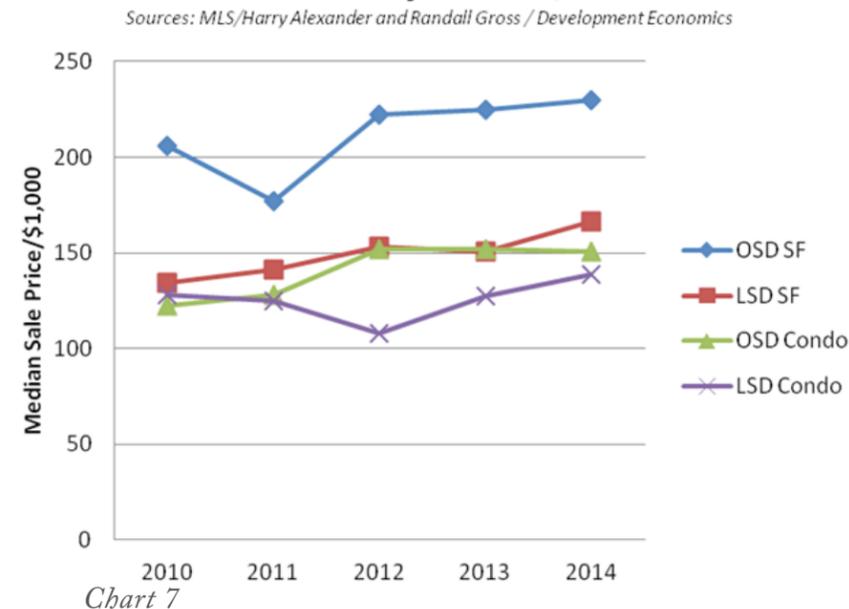
GENERAL AFFORDABILITY

Lafayette County has among the highest housing costs in the state of Mississippi. More importantly, the ratio of housing costs to household income within

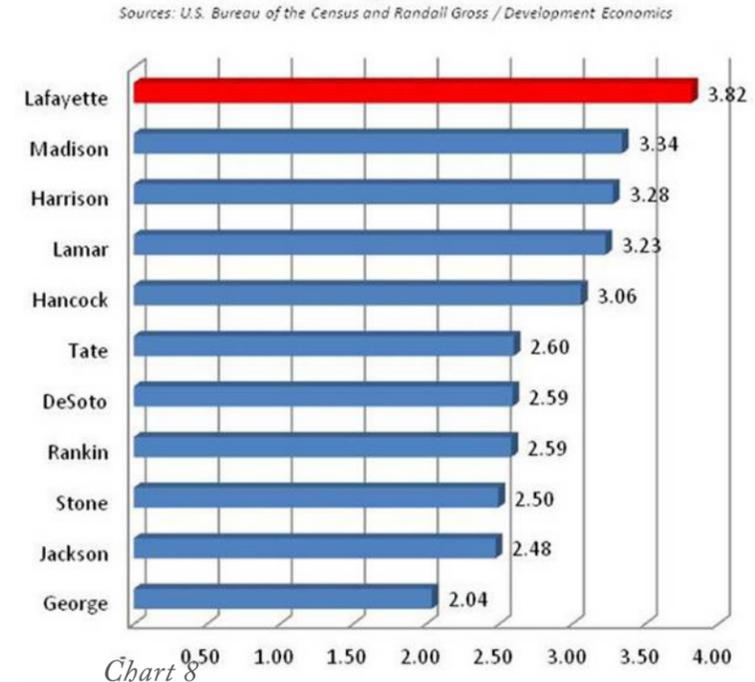
Lafayette County is by far the highest in Mississippi. This suggests that housing is less affordable, relative to local residents' income, than in most other parts of the state.

As shown below, Lafayette County has median housing costs that are 3.82 times the median household income. This ratio is highest among the high-income counties in the state. By comparison, housing costs in Madison County (Canton - suburban Jackson) are 3.34 times the median income in that county. Jackson County (Pascagoula) has housing costs that are 2.48 times the local median income. As a general rule for home purchases, housing costs should not exceed 2.4 to 2.5 times the median annual household income. Thus, at 3.82, Lafayette County is nearly 53% over the standard for affordability.

Housing Price Trends, Oxford SD & Lafayette SD, 2010-2014



Ratio: Housing Cost vs Income



KEY MARKET DRIVERS

Demographic and employment growth certainly drive the market for housing within the Oxford area. The University of Mississippi plays an exceptionally critical role in the housing market. Growth in enrollment drives demand for off-campus housing where students are not otherwise accommodated on campus. A significant share of the multi-family housing that has been developed in recent years has been oriented to the off-campus student housing market. Most of that multi-family housing has been built as rental housing, but there are also units that are purchased (by parents,

SUMMARY

The Oxford housing market is heavily influenced by growth at the University of Mississippi, which generates demand not only for students, faculty and staff but also for seasonal game-day visitors. Housing market conditions have recovered from the recession and prices are increasing. There is a strong preference for housing (both permanent and seasonal) as close as possible to the Square. As a result, housing prices are one-third higher in Oxford than in surrounding areas of the County and prices peak near the Square. Overall, housing in Oxford is less affordable than nearly all

The University of Mississippi's student body for the fall semester is the largest that the institution has ever seen. UM reports 23,000 students university-wide, which is up 3.6 percent from last fall. The freshman class comes in at 3,800, which is up 6.5 percent from last fall. Many of UM's departments are reflecting this record growth.

To better accommodate the increasing student population, UM is undergoing many capital projects, including a new dining facility, a new home for the School of Medicine and a major renovation of the honors college facility on Sorority Row.

Madeline Faber, Memphis Business Journal, 9-24-2014

for example) to house students. In addition to student-generated demand, the University's growth has also generated for-sale and rental housing demand among faculty and staff. Finally, the University has driven demand for "game day" housing for families, fans and visitors during football game weekends. This housing is not occupied during portions of the year, so the additional housing stock provided by these units does not necessarily address any imbalances in supply and demand in the housing market.

other portions of Mississippi, in terms of the price of housing in comparison to area household income. Certainly game-day visitors, retirement transplants and other niches skew the market. Speculation on land prices near the Square may boost overall construction costs, resulting in higher housing prices. There appears to be an imbalance between supply and demand of certain housing products available for the median working household in the Oxford area.

HOUSING DEMAND

Housing demand was forecast based on demographic projections, student enrollment, and other factors. Demand projections were made for the initial five years of the planning period with the understanding that the housing market will be monitored by the City and result in an annual rolling adjustment of the projections insuring greater accuracy in the assessment of housing market conditions. Affordable housing need was also assessed. Overall demand was compared with the planned development supply in the planning pipeline to assess the demand for additional housing by tenure over the next five to seven years. Key drivers were identified and niche markets forecasted, with input on Oxford's capture by tenure for different products in the regional market.

OXFORD MARKET AREA

For the purposes of this analysis, the Oxford Market Area (OMA) is defined as encompassing the city of Oxford and Lafayette County. This area is also equivalent to the Oxford Micropolitan Area, as designated by the U.S. Bureau of the Census. The City draws housing demand largely from within Lafayette County, although there are many who commute from outside the County.

DEMOGRAPHIC FORECASTS

Market-area households were projected through 2020 by age group and likely housing tenure. The number of households within the OMA is expected to increase by about 1,800 over the next five years, driving demand for housing. The number of households headed by those within the 15 to 24 age group is expected to decline, at least temporarily, due to a baby "bust" that occurred in

the mid-1990s through early 2000s (around the time of the 2001 recession and 9/11). However, there will be growth among all other householder age groups.

Table 9. HOUSEHOLD FORECASTS BY AGE AND TENURE

TENURE, OXFORD M.A., 2014-2019			
Age	Renters	Owners	Total
15-24	(249)	(44)	(293)
25-34	218	122	340
35-44	230	425	655
45-54	20	55	75
55-64	36	152	188
65-74	77	423	500
75-84	47	188	235
85+	22	34	56
TOTAL	400	1,356	1,756

Sources: U.S. Bureau of the Census and Randall Gross / Development Economics.

The most significant growth will be among those households headed by those aged 35 to 44, as well as those in the 65 to 74 (elder baby boom) age groups. Other significant growth will occur among those aged 25 to 34 and those aged 75 to 84. The fastest rate of growth will be in households headed by those over 85 years of age, due to the aging of the population and increased longevity.

The City of Oxford is expected to see similar trends, with a decrease in young householders and increases in all other age groups. The 35 to 44 householder age group is expected to experience the largest increase.

TENURE

More than 77% of the anticipated growth in households will occur among those households most likely to purchase housing. The OMA will add about 1,800 owners and 400 renters, not including students. There will be significant increases in homeowners aged 35 to 44 and 65 to 74, as well as among renters aged 25 through 44.

INCOME

Households were also forecasted by income group for the Oxford Housing Market Area, as illustrated below. The most significant growth in households over the next 5-7 years in the OMA will be among those with household incomes below \$15,000. In fact, more than 40% of household growth over the near term will be in low-income households. The growth in lower-income households may relate to the economic shifts favoring low-wage service employment over manufacturing and other high-wage jobs. This projection has implications for development of housing in Oxford, suggesting a need for affordable housing.

Further, there will be a decrease in the number of households with incomes above \$125,000 and limited growth among households having incomes from \$100,000 to \$125,000. There will also be about 1,200 more households with incomes ranging from



\$15,000 to \$100,000. The City will see a similar growth pattern, with significant increase in households having incomes less than \$15,000 per year, but fewer households with incomes over \$125,000.

Table 10. HOUSEHOLD FORECASTS BY INCOME

GROUP, OXFORD M.A., 2014-2019			
Income Group	2014	2019	Change
<\$15,000	4,122	4,847	725
\$15-\$25,000	2,219	2,434	215
\$25-\$35,000	1,806	2,183	377
\$35-\$50,000	2,765	3,040	275
\$50-\$75,000	3,031	3,234	203
\$75-\$100,000	2,084	2,203	119
\$100-\$125,000	1,393	1,423	30
\$125-\$150,000	917	798	(119)
\$150-\$200,000	812	787	(25)
\$200,000+	981	937	(44)
TOTAL	20,130	21,886	1,756

Sources: U.S. Bureau of the Census and Randall Gross / Development Economics.

RENTAL HOUSING DEMAND

An analysis of projected demographic changes, coupled with replacement, vacancy and other factors, was used as the basis for forecasting rental housing demand in the Oxford Market Area.

Table 11. NON-STUDENT RENTAL HOUSING DEMAND

FORECASTS, OXFORD MARKET AREA NICHES, 2015-2020					
Age/Other Factors	Household Income Levels				TOTAL
	<\$35k	\$35-\$50k	\$50-\$75k	>\$75k	
Under 34	29	(23)	(2)	(34)	(31)
35-44	112	37	42	40	230
45-54	43	3	1	(28)	20
55-64	40	6	3	(13)	36
65-74	43	16	8	11	77
75-84	36	8	2	1	47
85+	22	1	(0)	(1)	22
Sub-Total	325	46	53	(24)	400
Job Induced	58	43	10	1	112
Replacement					99
Vacancy Factor					31
TOTAL DEMAND					642

Sources: U.S. Bureau of the Census and Randall Gross / Development Economics.

Based on this analysis, there will be demand for about 640 non-student rental housing units by 2020. Demand for the largest share of these units, perhaps as much as 80%, will be generated by households with annual incomes below \$35,000 per year. The vast majority of these households will be headed by those within the 35 to 44 age group, although there will be demand generated by households in nearly all age brackets including those over 85 years of age.

AFFORDABLE HOUSING

Definitions of affordable housing vary. The most widely recognized formula for defining affordable housing calculates the affordability benchmark at 30 percent of 80 percent of median household income. This is the definition used in this plan. This formula means that if dollars devoted housing costs exceed 30 percent of a household income that is 80 percent of the area median, the housing is unaffordable. In specific affordable housing programs however, this definition may be adjusted to account for local economic conditions and household size. For example, a high cost area such as Boston or San Francisco may use 120 percent of area median income as a benchmark. For Oxford, housing affordability is indicated below and is based on Lafayette County median household income. (See appendix for current calculations of affordability thresholds.)

Since demand is being generated by households with incomes below \$35,000 per year, much of the housing need will be for affordable units. Using a definition of affordability based on the Area Median Income (AMI), there will be a need for about 400 "affordable," non-student rental housing units over the next five to seven years. Some of this need will arise through replacement of demolished or otherwise functionally obsolete housing units.

FOR-SALE HOUSING DEMAND

A similar approach was utilized to forecast the demand for for-sale housing. This analysis forecasted demand for about 740 for-sale units by 2020.

Interestingly, there will be a bifurcated for-sale housing market, with a large share (50%) of demand

generated by relatively high-income households earning more than \$150,000 per year, with significant demand (33%) also generated by those earning less than \$35,000 per year. Middle-income households (with incomes ranging from \$35,000 to \$150,000) will collectively generate only about 17% of for-sale housing demand, based on analysis of data produced by Nielsen.

Table 12. FOR-SALE HOUSING DEMAND FORECASTS, OXFORD MARKET AREA NICHEs, 2015-2020

Age/Other Factors	Household Income Levels							TOTAL
	<\$35k	\$35-\$50k	\$50-\$75k	\$75-100k	\$100-\$125k	\$125-150k	>\$150k	
Under34	10	10	3	4	1	(1)	(2)	25
35-44	25	8	9	5	2	(1)	72	122
45-54	15	1	0	(0)	(1)	(3)	4	15
55-64	21	3	1	0	(0)	(3)	19	41
65-74	29	10	5	5	2	(0)	61	111
75-84	18	4	1	1	0	(0)	28	51
85+	24	1	(0)	-	(1)	(0)	32	55
Sub-Total	141	38	20	14	4	(9)	214	421
Placement								281
Vacancy Factor								35
TOTAL DEMAND								737

Sources: U.S. Bureau of the Census and Randall Gross / Development Economics.

AFFORDABLE HOUSING

There will be a need for about 190 to 200 affordable for-sale housing units over the next five to seven years in the Oxford Market Area, again based on Area

Median Income (AMI) parameters. Together with the rental units, there will be overall need for about 600 affordable housing units in this market over the next five to seven years.

OFF-CAMPUS STUDENT HOUSING

The need for off-campus student housing was also analyzed. This analysis was constrained by assumptions regarding enrollment growth at the University of Mississippi. Since the University does not generate enrollment projections, any number of assumptions could be made regarding future growth.

EXISTING ENROLLMENT BY PLACE OF RESIDENCE

The University of Mississippi student enrollment totaled approximately 16,550 in the 2014-15 academic year. There were about 4,800 students living in campus housing and another 4,700 living in purpose-built student housing (PBSH) developments around Oxford according to inventories of those developments. PBSH is designed specifically to accommodate students in quads or other shared living environments. Another 580 live in non-traditional housing, according to the University. These numbers suggest that about 6,800 students live in other off-campus rentals or other housing somewhere in the region. Thus, the off-campus student population was estimated to total 12,100 in 2014.

These off-campus numbers were disaggregated further in order to identify those living in Oxford itself. In order to do this, the numbers were refined through input from the University of Mississippi and from the 2013 Community Survey data generated by the U.S. Census Bureau. That data suggests that there were

12,400 full-time college students in Lafayette County in 2013 (10,400 undergraduate and 2,000 graduate). In addition, the Census data counted separately the 4,200 students on campus (or within the “University CPD”), for a total of 16,600. This total is roughly equivalent to the University’s own totals.

According to the Census Bureau, the City of Oxford (excluding the campus) had 5,900 full-time college students (including 4,400 undergraduates and 1,500 grad students). Thus, including the on-campus students, there were a total of about 10,100 full-time college students living in the city of Oxford. About 2,300 full-time students live in other places in Lafayette County.

These data leave 4,200 students in “other” places or circumstances (outside of the full-time students living in Oxford and Lafayette County). Based on data provided by the University, the 4,200 probably includes 3,200 part-time students and 300 online students (neither of which is included in the Census data). There are about 400 students enrolled in University of Mississippi classes elsewhere (at other campuses) and perhaps about 200 to 300 commuting to Oxford from outside of Lafayette County. Small numbers of commuters drive to the University of Mississippi from as far away as Memphis and Tupelo.

GROWTH SCENARIOS

Because students are such a large component of the Oxford housing market, they cannot be ignored in housing demand forecasts. Two growth scenarios were developed in order to understand the possible impacts of the University of Mississippi on future housing demand in the market. A High-Growth scenario projected enrollment growth using a linear

regression model, based on trends in the recent past. The Moderate-Growth scenario projects enrollment growth using the same model but based on a longer-term trend yielding growth at about 1/3 the rate of the High-Growth scenario. The share in on-campus University housing and purpose-built off-campus housing was then disaggregated.

Overall, the High-Growth scenario yields demand for 3,040 student beds, including 340 purpose-built units, by 2020. The Moderate-Growth scenario generates demand for 1,620 beds including 130 purpose-built units by 2020. This information fed into an overall supply/demand analysis to determine the net demand for additional student housing beyond planned university and private development already in the planning pipeline.

OVERALL SUPPLY/DEMAND ANALYSIS

Demand forecasts were compared with the incoming supply of housing development in the planning and construction pipeline to assess the net demand for additional housing by tenure and type over the next five to seven years. This analysis included student housing as well as non-student demand in the broader Oxford Market Area (OMA). The analysis also disaggregated the need for housing that could be designated as affordable.

FOR-SALE HOUSING

As noted, there is gross demand for about 740 for-sale housing units. At present, there are about 730 for-sale housing units in the development queue, according to information generated by the City of Oxford and local developers and based on permit absorption trends.

Thus, demand and supply will be well-aligned in this market over the near-term.

Table 13. HOUSING MARKET DEMAND and SUPPLY FORECAST, OXFORD MARKET AREA, 2015-2020			
Tenure/Type	Gross	Planned/UC	Net Demand
Non-Student			
For-Sale Housing	740	730	10
Affordable	200	-	200
Rental Housing	640	80	60
Affordable	400	-	400
Student Housing - HIGH Growth Scenario			
University	2,700	930	1,770
PBSH/Other	340	870	(530)
NET	3,040	1,800	1,240
Student Housing - MODERATE Growth Scenario			
University	1,490	930	560
PBSH/Other	130	870	(740)
NET	1,620	1,800	(180)
Notes: Oxford Market Area includes City, University, and Surrounding areas of Lafayette County. Planned/UC is average based on total planned and actual permit / absorption trends. High-Growth Scenario based on average 2010-15 Enrollment growth. Mod-Growth based on 2000-15			
Sources: U.S. Bureau of the Census and Randall Gross / Development Economics.			

AFFORDABLE. However, there is a need for about 200 affordable home ownership units (based on area incomes), but none of the for-sale housing planned in the area is likely to be priced at levels that meet this need. Thus, there will still be net demand for roughly

200 affordable for-sale housing units in the Oxford market over the next five years.

RENTAL HOUSING

The demand analysis forecasted demand for about 640 non-student rental housing units over the next five to seven years. There are an estimated 540 (non-student) rental units planned or otherwise in the development pipeline, yielding net demand for another 60 rental units over the next five years.

AFFORDABLE. Again, none of the planned rental units would be considered affordable based on AMI, so there will still be net demand for about 400 affordable rental units in the market by 2020.

STUDENT HOUSING. There were High-Growth and Moderate-Growth scenarios generated to project demand for student housing in the absence of any State or University-generated enrollment projections. It is the policy of Mississippi not to control enrollment at the University, so there is no enrollment limit projection to benchmark housing development and planning policy as related to students.

HIGH-GROWTH SCENARIO. As noted earlier, the High-Growth scenario projects the need for 3,040 beds by 2020 including 2,700 in University housing and 340 in purpose-built student housing (PBSH) off-campus based on historical development patterns. Using information provided by The University of Mississippi, the University will supply about 930 new beds over the next few years, yielding a net demand for another 1,770 beds on campus. Meanwhile, there are 870 PBSH beds planned or under development off-campus, which is 530 more than would normally be the case based on

historic development patterns. Ultimately, when the on-campus and off-campus numbers are combined, there is net demand for about 1,240 student beds above and beyond what is currently planned or in the que. The effect is that student housing not supplied by the University will have a spill-over effect in Oxford, where private developers step in to supply that housing off-campus. This approach impacts the Oxford housing market by placing large numbers of multi-family units in or near Oxford's neighborhoods.

MODERATE-GROWTH SCENARIO. In the Moderate-Growth scenario, there will be a need for another 1,620 student beds by 2020, including 130 PBSH beds. As noted above, the University is planning 930 beds while developers have planned another 870 beds, for a total of 1,800. This scenario would suggest an over-supply of 180 beds by 2020 based on the current development pipeline. The imbalance between on-campus and off-campus student housing is again apparent, with 560 more beds needed on campus and 740 less PBSH beds built off-campus in Oxford.

IMPACTS ON OXFORD HOUSING MARKET. There are some good reasons for limiting student housing development on the campus of the University of Mississippi. The University has explained that the campus itself is a selling point for attracting the best and brightest students, and massive housing development would likely destroy some of its natural beauty and ambiance. More importantly, construction and operation of student housing costs money, and the State is not in a position to build large numbers of student housing units on the campus of the University of Mississippi. The University's leadership is committed to full freshmen enrollment in campus residence halls (with

few exceptions), as well as limited housing for students participating in special programs. Substantial acreage is available for additional growth in freshmen housing, but construction dollars are likely to be directed more toward new classrooms, labs, and faculty/staff offices rather than housing for sophomores, juniors, seniors and graduate students.

The growth of the University certainly helps to propel economic prosperity and demographic growth, and to increase property values, especially in the City's core. At the same time, such unlimited growth leads to negative impacts in terms of housing affordability and large-scale multi-family development near Oxford's low-density neighborhoods. Land speculation associated with high demand for housing and commercial uses in the core, as well as with available land to support PBSH, contributes to construction costs that are passed through to housing consumers. While many of these impacts are concentrated (such as near the Square), there is a ripple effect throughout the housing market. A strong collaborative partnership between the City and the University focused on achieving a sound housing balance appropriately located is a positive means of addressing these matters and is recommended in the implementation section.

SUMMARY

This housing demand analysis indicates continued demographic growth and a growing market for both for-sale and rental housing in the Oxford Market Area. There will be demand over the next five to seven years for nearly 1,400 new housing units to serve the general housing market, not including student housing. Much of this demand is being met in the private sector, based on projects already planned or in the development



pipeline. However, none of the proposed projects meets the need for affordable housing, which accounts for a substantial share of overall demand, but particularly in rental housing. By 2020, there will be a need for at least 600 affordable units that would be priced 15% or more below the expected cost of most new housing planned in the area.

Demand for student housing is not easily predictable, since it is difficult to know the degree to which the university's popularity will grow with either resident or non-resident students. The university has been managing growth by increasing ACT and GPA requirements for non-residents, and it has the ability to control additional growth by further increasing academic requirements. The university's goal is to increase enrollment with Mississippi students, and it has implemented initiatives toward that end, understanding that the state's high school population is predicted to decline over the near term. Under a high-growth scenario that assumes growth at the current pace, there will be demand for over 3,000 beds within the next five years. A more moderate scenario still projects demand for more than 1,600 additional beds, as considered distinctly from units.

Pipeline projects would not satisfy demand under the high-growth scenario, but would result in an over-supply under the moderate-growth scenario. More importantly, the University is currently building a relatively small share of the student housing necessary to meet demand, resulting in the need for private developers to supply students housing off-campus. The impacts of development pressures on the housing market may have contributed to the rising cost of construction and reduced affordability to the housing

consumer. Rising costs, coupled with a shift in the local economy towards more low-wage service jobs, exacerbates issues with the availability of affordable housing.

OXFORD HOUSING DEVELOPMENT POTENTIALS

Based on the demand and supply analyses, the potential for development of different types of housing products in Oxford was examined. This potential results from Oxford's likely capture of the broader Lafayette County market. In reality, the area's housing demand is highly concentrated within the city of Oxford. If land and sites were available, the city would capture a significant share of this demand. This analysis focused on the best product that meets the needs of the market but also accommodates the vision for Oxford as conceptualized by residents and other stakeholders.

STUDENT HOUSING

The Market Analysis suggests that there could be a potential over-supply of student housing if enrollment at the University of Mississippi does not continue to grow at the same rapid pace of recent years. If all planned and proposed purpose-built student housing is constructed, there could be an over-supply of nearly 200 beds in the market. However, if growth continues apace, there would be net demand for another 1,200 beds within five years. From a pure market perspective, the best locations for this housing are within the city of Oxford and not out in other areas of Lafayette County.

The university is not able to project demand for student housing because of the unpredictability of decisions by either Mississippi or non-resident students. While demand has been growing, even as high school

populations have flattened or declined across much of the United States (including Mississippi), there is no assurance that the trend lines now favoring the University will continue upward indefinitely.

Ultimately, it is in both the City's and the University's best interests to work together to ensure understanding of likely demographic and enrollment growth, and assign student housing to locations and as part of mixed-use developments that are less likely to impact neighborhoods negatively. The interface between the University and the City on major corridors should be considered prime locations for mixed-use developments including student housing. The old hospital site or areas to the west of the University along commercial corridors are ideal to accommodate such housing, rather than in isolated residential clusters. The City might also consider a requirement that student housing development include ground-floor retail. Such policies will be explored further in the strategic sections of the plan.

AFFORDABLE AND SENIOR HOUSING

There is a need for affordable housing in Oxford that meets the requirements of working people as well as the growing senior population. The market analysis identified demand for at least 600 affordable housing units including 200 for-sale housing units and 400 rental units in this market. In 2010, seniors (over the age of 65) accounted for 17.9% of all households. But during the next five years, senior households will account for 45% of household growth. At least 36% of the growth in rental demand and 48% of growth in ownership demand will be generated by seniors. As such, there will be demand for about 75

to 100 affordable senior rental units and nearly 200 affordable senior ownership units in this market.

SENIOR HOUSING

Despite the perception that much of the multi-family housing in Oxford is built and occupied by students, a good share is occupied by others. Seniors are a prime market for high-quality, affordable rental housing. There are opportunities to develop a senior living community at the former hospital site, within a short distance to the new hospital and various medical services as well as commercial uses. Both rental and for-sale housing can be accommodated in that area as part of a mixed-tenure and mixed-use neighborhood. While the market specifically for graduated care was not analyzed as part of this Market Analysis, it is likely that the need for such facilities will increase with the aging of the population. If not at this site, then other locations should be identified within Oxford for high-quality senior housing and graduated care facilities.

OTHER AFFORDABLE HOUSING

It is critical for the health of Oxford's neighborhoods that the City ensure that housing needs are being met for at least some of its modest-wage workers, such as service workers who are employed at the city's hotels, restaurants and other service establishments. Since land is increasingly expensive within the city, various programs will need to be developed to help establish incentives and to leverage development of affordable housing. Mixed-use and mixed-income development approaches help to cross-subsidize the cost of affordable housing. Locations should be identified where mixed-use development could be achievable for this purpose. Even then, it is unlikely that the city can accommodate the affordable housing needs of all.

DOWNTOWN

Oxford is blessed with an extremely intact downtown relative to many communities. Although it is relatively small in scale, there is a cohesive collection of historic buildings that are, for the most part, uninterrupted by vacant/parking lots fronting key streets and inappropriate infill development, a challenge faced by many downtowns. It also has very little vacant space. Downtown Oxford, often simply referred to as “the Square,” is the face of the community and what many people immediately think of when they hear the word “Oxford.” Because it is clearly Oxford’s post card location, it is critical that the Downtown continue its trend of success far into the future.

Downtowns are multi-faceted and complex. In many respects, they are fragile like a natural ecosystem and each aspect of the downtown is intertwined with the others. Consequently, it is important that downtowns be addressed in a holistic manner. Because of the tremendous success that the National Main Street Center of the National Trust for Historic Preservation has experienced with downtown revitalization over several decades, this section of the plan has been organized into four sub-sections based upon the Main Street “Four Point” Approach:

MAIN STREET FOUR POINT APPROACH

- Organization
- Design
- Economic Restructuring
- Promotion

ORGANIZATION

Despite the common notion that a downtown revitalization entity is critical for any downtown to enjoy success, there is currently no single downtown revitalization organization, per se, for Oxford. However, several organizations exist that perform certain aspects of downtown revitalization, including the following:

- Oxford Square Alliance (formerly the Downtown Council)
- Oxford Tourism Council
- Oxford-Lafayette Chamber of Commerce
- Economic Development Foundation (EDF)
- City Preservation Commissions

Of these five organizations and/or organization types, all are economic oriented except for the City’s preservation commissions, which are regulatory in nature. Furthermore, the Alliance is the most relevant entity, but it does not constitute an actual downtown revitalization entity, as it instead functions more like a merchants association. It was first organized as the Downtown Council during the early 1980’s when the mall opened. It is a 501(c)3 non-profit organization with paid part-time manager, and it is funded by dues (\$250 for retailers and less for offices). One of its primary functions is to organize promotions and special events. The City’s role also cannot be overlooked, as it offers the Alliance continued support by focusing on relevant public policies and capital improvements projects.

DESIGN

There are numerous design matters to be addressed for Downtown Oxford, including the public realm, the City’s existing design guidelines, development at the Downtown’s edges, and parking. Below is background information for each topic:

PUBLIC REALM

The iconic Courthouse Square currently has two separate vehicular street systems. The outer system is square shaped and it provides direct access to on-street parking on its east and west sides. The inner street system is oval shaped and intended only for through traffic not wishing to park. A key impact of the system is that a significant area is devoted to vehicular traffic. Opportunities exist to explore alternative configurations that may add space to the critical element of the public realm.

EXISTING DESIGN GUIDELINES

The City’s existing historic district design guidelines for the Downtown area are effective in many regards, but also have room for improvement based upon both a review of the document and input from stakeholders who use them. The following shortcomings exist:

- It is unclear that overlay standards supersede underlying base zoning for all design issues. The current language is vague and somewhat contradictory.
- There is a lack of detail for new commercial development. The current guidelines have a residential focus.
- There is a lack of prescriptive standards. As presently written, setbacks, building heights and similar topics are not specified.



Courthouse Square, ESRI Images

DOWNTOWN’S EDGES

As has occurred with most downtowns, the edges of Downtown Oxford have been diluted over the years with more suburban development forms. Examples of undesirable characteristics include buildings that sit back from the street with front parking lots. An example is the corner of South Lamar and University Avenue



Downtown Edge, South Lamar and Jackson Avenue

PARKING

A downtown with a true parking problem is one in which there is little demand for parking, as that scenario would illustrate an economically distressed place. Thus, Downtown Oxford is fortunate to face parking challenges at peak hours of usage. The area's parking issues occur at three levels, as follow:

ON-STREET PARKING

On-street parking should always be reserved for the highest turnover rates and for the convenience of customers. That means they should be limited to two or three hour durations per user. Longer term users (particularly downtown employees) should be parking in off-street lots. A significant recent change for the Downtown's on-street parking was the introduction of parking meters, which are reportedly working well thus far.

OFF-STREET SURFACE PARKING

Many of Downtown's parking lots are in need of more landscaping, new paving, clearer demarcation of parking stalls, and better lighting for evening safety. Another need are more signs to direct people to parking lots. One of several examples of a lot that is difficult to find is the City's "water tower lot" near the Parks and Recreation Department.

OFF-STREET STRUCTURED PARKING

Because of the significant peak hour parking demands that the Downtown has experienced for the past few decades, a parking garage study was commissioned by the City in 2006. From that study two key sites that have emerged are behind City Hall (most of this site is owned by the City), and behind the University Club

Based upon the 2006 projections and the passage of time, it is likely that a new garage will cost roughly \$12-15 million.

ECONOMIC RESTRUCTURING

The economic restructuring component of downtown revitalization is focused around making physical development and building revitalization occur, as well as the creation of new businesses and housing. Key focuses are determining what uses are viable within the local market and how to attract them. Given the robust economic health of Downtown Oxford, key issues for this topic are limited to the following:

TENANT MIX

In general, Downtown Oxford appears to have a relatively good balance of uses, including an understandably heavy leaning toward student-oriented retail and dining businesses because of the

University. Public buildings contribute to the character of the square and provide another set of anchor uses, along with residential uses peripheral to Downtown. However, some college town downtowns can take on such a heavy student flavor that it begins to discourage non-students from visiting, as well as discouraging non-student tenants from locating there as has been the case in recent years for Blacksburg, VA, home of Virginia Tech.

BUSINESS DEVELOPMENT EFFORTS

At present, the Lafayette/Oxford Economic Development Foundation conducts business recruitment on a citywide scale, but not specifically for the Downtown. Furthermore, the Downtown lacks an optimal tenant mix strategy, as well as financial incentives to attract particular types of uses for specific areas. However, federal, state and local incentives for the rehabilitation of historic buildings do exist, including the City's tax abatement program for historic building rehabilitation.

PROMOTION

The Oxford Square Alliance's primary focus is on promotions, including family-friendly special events. Examples of key events that are currently held in Downtown Oxford include the following:

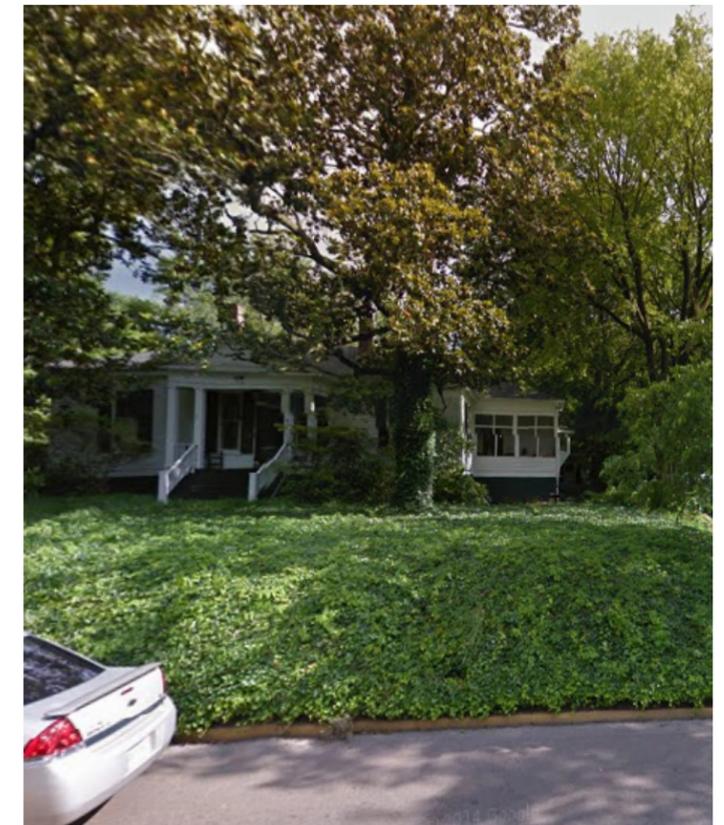
- Spring Open House (festival with music, etc.)
- Summer Fest (art, games for kids, etc.)
- Music on the Courthouse Lawn (fall - Fridays preceding the University of Mississippi football game weekends)
- Double Decker Festival

- Holiday Open House (Black Friday following Thanksgiving)

Other promotional activities for the Downtown include additional special events, the "Square Dollars" program for spending at Downtown businesses, and joint advertising that is coordinated through the Alliance. The University of Mississippi 'Welcome Home Weekends' are another benefit for Downtown businesses, as are other University activities in general. With respect to the various special events, the overall attendance numbers are growing, which is a very positive sign for the Downtown.



Logo - Welcome Home Weekends



Older Neighborhood

HISTORIC NEIGHBORHOODS

Perhaps only second to the iconic Square and the university campus, Oxford's historic neighborhoods are a character-defining facet of the community. Not only are they important to the community's image, but they are a critical component of the town's high quality of life for those fortunate enough to live in Oxford.

The primary issues facing Oxford's older neighborhoods include:

- Achieving and maintaining housing affordability
- Supporting relatively high density housing, while avoiding potential nuisances
- Preserving and enhancing existing historic buildings
- Insuring compatible new infill development that protects community character

Because of the particular nature of Oxford's older neighborhoods, all of the issues described below are regulatory in nature.

BASE ZONING

The majority of lands in Oxford's older neighborhoods are zoned as follows:

- Residential Estate (RE)
- Single-Family Residential (RA)
- Single-Family Residential (R-1A)
- Two-Unit Residential (RB)
- Multi-Unit Residential (RC)

There are also two areas extending east and west from the Courthouse Square that are zoned General

Business (GB), but because the dominant land uses in these areas are commercial, they are not relevant to this discussion of Oxford's older neighborhoods.

Based on the premise that the best way to maintain the historic character of these areas is through zoning that essentially codifies the historic development patterns, the current zoning is problematic in some areas. For example, the properties fronting University Avenue between 8th and 11th Streets are zoned Downtown Business (DB) on most of the north side of University, Two-Unit Residential (RB) in the northwest portion, and Multi-Unit Residential (RC) on the south side. This same area is primarily within the South Lamar Historic District, but the northwesterly portion is within the Depot Historic District.

OVERLAY ZONING

At present, Oxford has an interesting system of design overlay districts, as explained below and illustrated on the map at right:

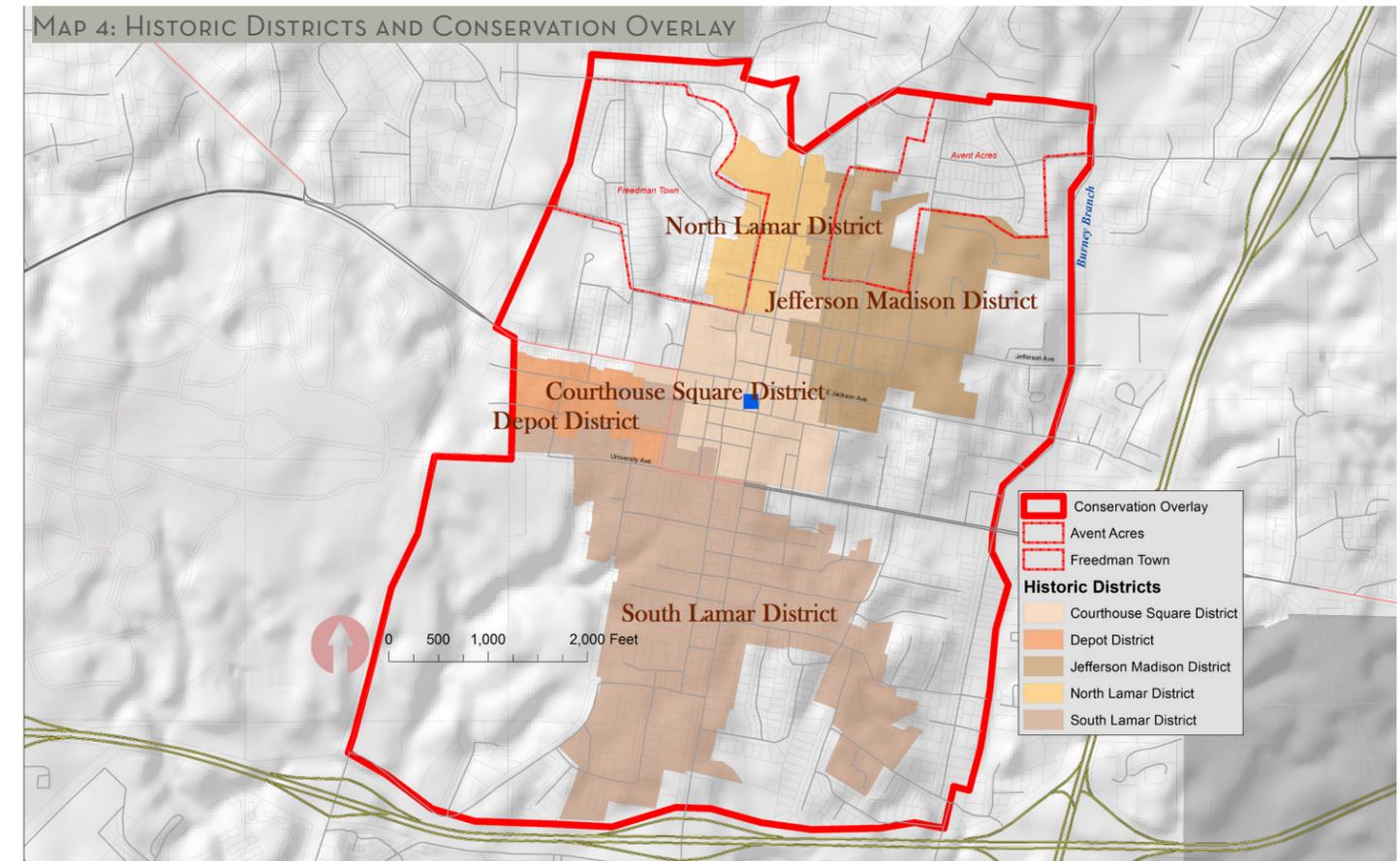
COURTHOUSE SQUARE HISTORIC DISTRICT

As the name implies, this district incorporates the historic downtown area and has its own separate design review commission in contrast to the other commission that regulates the other historic districts. Although this is an unusual situation, there is a strong consensus in the community that this arrangement actually works well and should be left intact.

RESIDENTIAL HISTORIC DISTRICTS

Peripheral to the centrally-located Courthouse Square Historic District are the following four residentially-oriented historic districts:

- North Lamar (north of square)



- Jefferson Madison (NE of square)
- South Lamar (south of square)
- Depot (west of square)

These historic districts are regulated by a design review commission that is distinct from the one that regulates the Courthouse Square Historic District.

The City's existing historic district design guidelines are effective in many regards, but deficient in the following ways with respect to Oxford's residential historic districts:

- There is a lack of clarity that the overlay standards supersede underlying base zoning for all design issues. The current language is vague and somewhat contradictory.

- There is a lack of prescriptive regulatory standards. As presently written, setbacks, building heights and similar topics are not specified.

NEIGHBORHOOD CONSERVATION DISTRICTS

The third category of design overlay is the conservation zoning peripheral to the historic neighborhood districts and illustrated in Map 4 above. These areas are governed by design standards that are much less stringent than the historic districts and they are implemented by City staff rather than an appointed design review body. Based upon field research and extensive public input on the issue, it appears that the conservation districts need stronger regulations and they may need to be expanded geographically to a few other areas.

EXISTING MOBILITY FRAMEWORK

Oxford's current transportation system includes a variety of facilities that support all modes of travel, from regional to local travel. Since the previous comprehensive planning effort, many roadway improvements have been made, a transit system has been instituted, and efforts have been made to develop a better network of facilities for walking and biking. Many gaps still exist, but the foundation is there for Oxford to have a world-class small town transportation system.

STREET NETWORK

As shown in the existing network map, Oxford's street network contains a myriad of street types that serve various functions. Longer distance regional trips such as connections to Batesville, Tupelo, and Interstates 22 and 55 are served by Highway 7 and Highway 6 (US 278), which are limited access facilities through Oxford; these facilities carry in the range of 20,000 to 30,000 vehicles per day within Oxford. The Square and its composite streets form a "Main Street" core in Downtown Oxford, characterized by narrow streets such as Jackson Avenue, University Avenue, and Lamar Boulevard with on-street parking and high pedestrian activity.

These streets transition into different characters as they exit Downtown; Lamar continues as a narrow, lower speed street that serves neighborhoods to the north and south; University Avenue becomes multilane to the east where it interfaces with Highway 7 at an interchange while continuing a lower speed and

scale that provides access to campus to the west; while Jackson becomes a multilane commercial strip arterial as it heads west out of Downtown. Other streets serving Oxford range from transitioning rural roads that access agricultural and residential neighborhoods (College Hill Road, Molly Barr Road, Old Taylor Road, Sisk Avenue) to more local streets such as the neighborhood streets that make up the majority of lane miles in the City of Oxford. Given the varied contexts of land uses and character within the City, a significant amount of variety and flexibility is needed in street design typologies to be able to provide streets that are contextually consistent with their surroundings.

TRANSIT NETWORK

Oxford's transit system was founded less than ten years ago, but it has developed into a premier system for a city of the size of Oxford. Including nine routes that serve most of the community, Oxford University Transit (OUT) offers a viable alternative for residents and students who prefer an alternative to driving. Currently, eight of the nine routes run on 30-minute headways; the Square Route runs on 10-minute headways and connects Campus to The Square. Ridership has steadily increased since the system was created. OUT's biggest issue has been how to serve the increasing demand, and how to expand service to new developments that move further out from the core, which stretches the service boundaries and extends headways without significant fleet or staff expansion.

ACTIVE TRANSPORTATION NETWORK

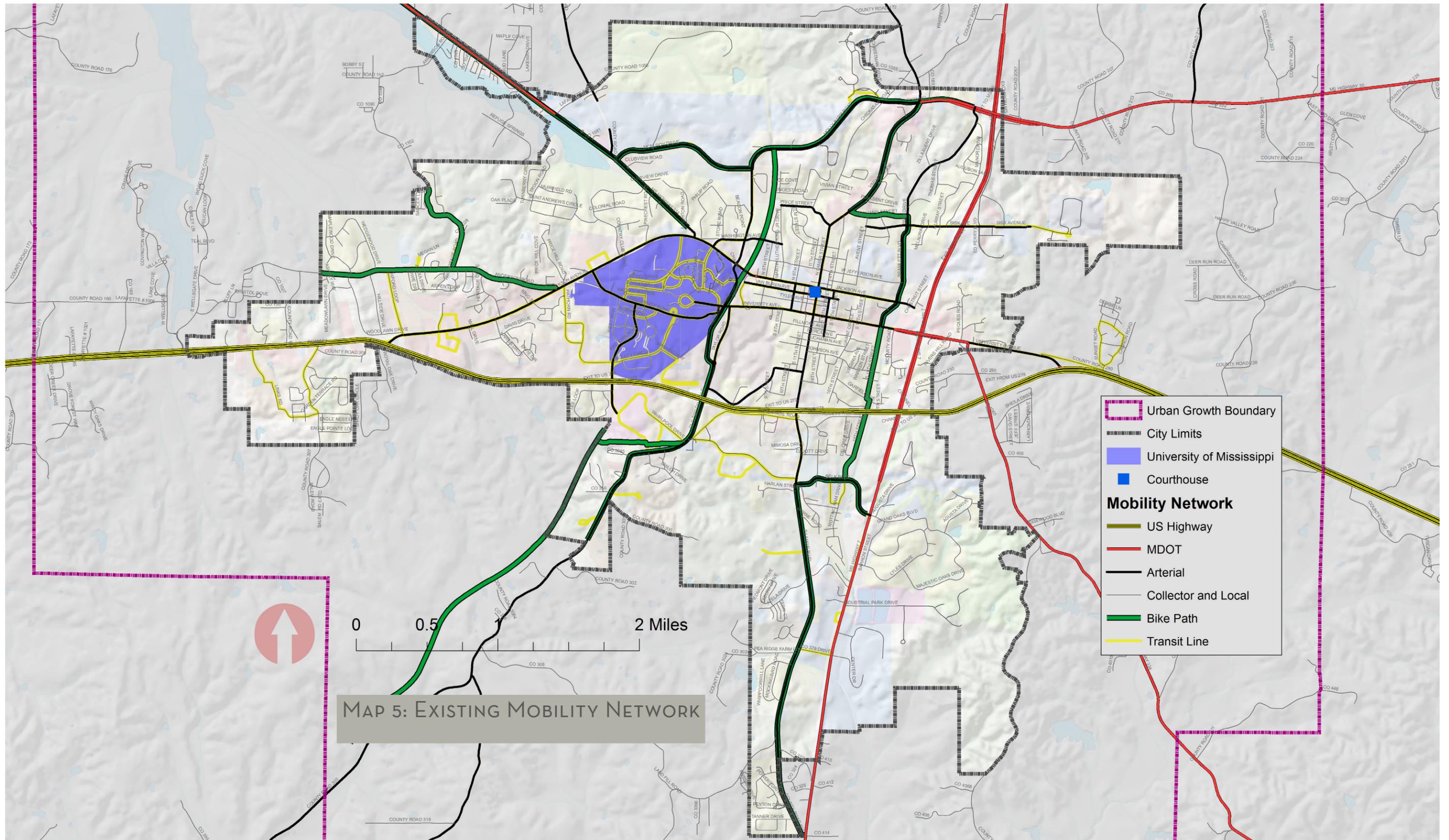
Like any university town, Oxford has seen an increase in interest and usage of the active transportation modes. While the Square is a great place to walk and has lots

of pedestrian activity, most other places in Oxford have gaps in the network that detract from the viability of walking as a mode of transport. Likewise, Oxford has developed some greenways (Thacker Mountain Rail Trail) and some on-street bike facilities (Old Taylor Road bike lanes). While the network is growing, some lack connections to other facilities. Opportunities exist with future street resurfacing and modifications to fill many of these gaps, and some have already been done through private development as part of development

agreements; unfortunately, this has created some of the gap issues since the developers have only been responsible for creating facilities on or adjacent to their properties. Oxford needs a comprehensive strategy to expand and connect its active transportation network, and this comprehensive planning process will allow for the development and implementation of such a strategy.

Highway 6 and Old Taylor Road - Courtesy of Mississippi Department of Transportation





MAP 5: EXISTING MOBILITY NETWORK

COMMUNITY SUPPORT FACILITIES AND INFRASTRUCTURE

The purpose of this section is to document and make a summary assessment of Oxford’s major infrastructure components, assessing overall condition and determining the components’ ability and adequacy to support Oxford’s future community development dynamics. The major components inventoried and mapped are listed in the table at right.

Oxford is supported by community facilities and infrastructure that meets the fundamental needs of the community and creates and maintains an environment of flourishing human activity. If this infrastructure becomes deficient either in its quality or its quantity, the health and prosperity of the City will be impeded.

Access to cost efficient infrastructure enables development. However, the mere presence of such infrastructure is insufficient to induce quality development.

The infrastructure controlled by the City of Oxford was evaluated at a broad community wide scale to determine its reach and general capacity. This evaluation was focused on understanding how development support infrastructure may influence areas of future development and the infrastructure’s long term ability to accommodate Oxford’s growth.

Development also requires the provision of other municipal services such as police protection, fire

protection and recreational services. In addition, development support services beyond Oxford’s municipal authority must also be provided. These services include electricity, natural gas, communication, and schools. The City of Oxford and Northeast Mississippi Electric Power Association are the local distributors for the Tennessee Valley Authority. Centerpoint Energy is the provider of natural gas.

Within the Urban Growth Boundary, there are numerous Water Rural Associations which serve the surrounding rural areas and a few areas with selected sewer service. The areas are illustrated on Map 6, Development Support Services Map.

support facilities and infrastructure for the City of Oxford. The Development Support Services Map indicates areas currently served by development support infrastructure and the general spatial distribution of existing facilities.

GENERAL INVENTORY

The Major Community Support Facilities and Infrastructure table inventories the major development

Table 14 Major Community Support Facilities and Infrastructure

Capital Facility	#Buildings	Major Equipment or System Description
1. Public Safety and Law Enforcement		
Police Station, 715 Molly Barr Road	Headquarters Bldg.	70 full-time officers and staff and provides a wide range of protection and enforcement services.
Fire Station #1, 399 McElroy Drive	4 bays w/ sleeping quarters	58 shift personnel, on a three shift rotation that operates out of four stations. Currently, the Oxford Fire Department holds a “Class 4” fire rating with the state insurance rating bureau.
Washington Avenue (University Owned) Fire Station # 2 (offline)	-	
Fire Station #3, 139 Hwy 7 South	2 bays, office	
Fire Station # 4, 200 Mall Drive	3 bays, office	
2. Public Health and Utilities		
Sanitary Sewer Facilities	-	Waste Water Treatment Facility, 40 lift stations; 6.5 million g.p.d capacity
Water Systems	-	8 water wells, 5 elevated tanks with 2 Million Gallon Storage Capacity
Natural Gas Systems	-	Centerpoint Energy
Storm Water Drainage System	-	Combination of surface drainage primary in very low density areas and curb, gutter and underground drainage in commercial and higher density areas. No public detention exists. Site specific private detention facilities are associated with newer commercial areas.
3. Parks and Recreation Facilities		
Administration	Administrative Office	2.1 Acres; Office
Activity Center, 400 Price Street	Activity Center	20 tennis courts and current activity center facility (Community Center)
Oxford Skate Park, 500 Bramlett	Restrooms	1.4 Acres; restrooms, playground (Neighborhood)
Avent Park, 104 Park Drive	Restrooms	19 acres; 1 ball field disc golf course; 2 restrooms; pavilion, walking trail; 4 tennis courts and playground (Community)
Stone Park, 423 Washington Avenue	Recreation Center	14 acres; Recreation center; playground; Pavilion; 2 restrooms; softball field (Community)

PARKS AND PARK SPACE

The City of Oxford currently has over 150 acres of public park lands distributed throughout the City. These parks offer a combination of active and passive recreational opportunities. Level of Service standards are recommended by the National Recreation and Parks Association, although it advises the standards are merely advisory and subject to local considerations. These standards are for publicly owned facilities and additive to any private facilities.

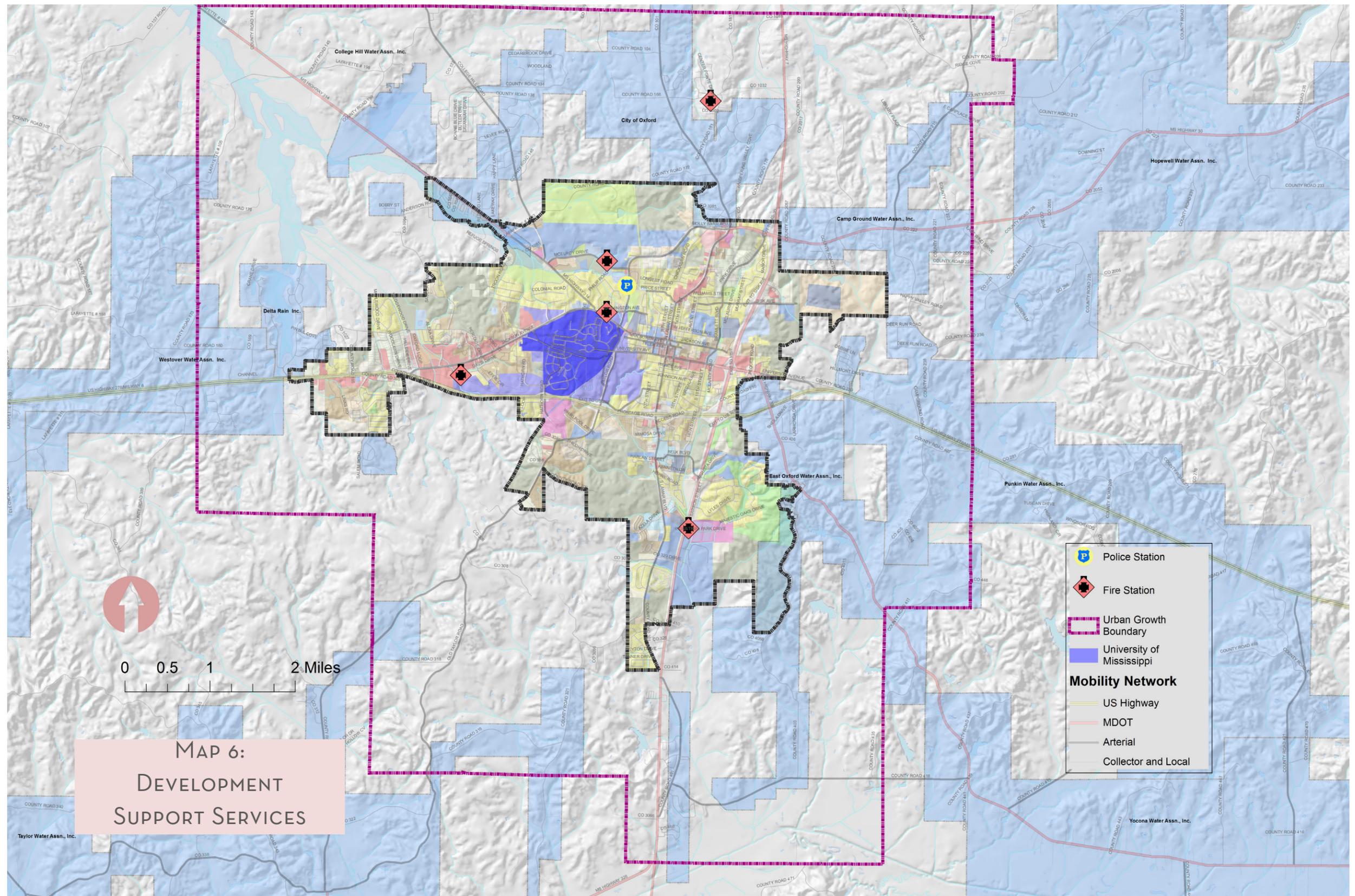
Table 15 Comparison NRPA Standards to Existing Parks

Facility Type	Acres Per 1000 Pop.	Recommended for Oxford (ac.)	Existing (ac.)
Neighborhood Park	2	36	22
Community Park	6.5	123	52
Regional Park	7.5	142.5	75
Recreation Center	1.5	28.5	10
Golf Course	11.5	218.5	University Grand Oaks

Based on 2010 population of 18,962

While the summary table above indicates some park deficits in relation to the NRPA standards, these figures do not take into account the recreational resources associated with the University of Mississippi.

Capital Facility	#Buildings	Major Equipment or System Description
Oxford City Pool, 220 Washington Ave.	Pool House	2-4 acres,; swimming pool (550,000 gallons) (Community)
FNC Park, 28 Hwy 314	Indoor Batting Facility, restroom, office	75 acres; baseball & softball fields, football & soccer fields Indoor hitting facility & walking track (Regional)
Price Hill Park, 101 Price Hill Cove	Pavilion, restrooms	3.7 acres; ball field; pavilion; playground, outdoor basketball court; restrooms; sprinkler pool (Neighborhood)
Bailey Branch Park, 1215 Office Park Dr.	Pavilion, restroom	4.2 acres; restroom facility, pavilion, playground & walking track (Neighborhood)
Rivers Hill Park, 226 Pegues Rd.	Restroom, pavilion	4.4 acres; restroom facility, pavilion, 2 basketball courts & playground (Regional)
Garden Terrace Park, 55 Thacker Road	Pavilion	5 acres; walking track, pavilion (Neighborhood)
Woodlawn Park	-	14 acres; under development (Community)
Pat Lamar Park	Restroom, pavilions	50 acres, pathway, lake and pier
Oxford Depot Trail		10 ft. wide bicycle and pedestrian
4. Administration		
City Hall, 107 Courthouse Square	Historic Bldg.	This structure, built in 1885, was Oxford's first federal building.
Maintenance Facilities, 715 Molly Barr Road	6 bldg. complex	n/a
5. Other Community Facilities		
Cultural Facilities	Conference Center	Event space for up to 1200 people, 300 -seat auditorium with full audio-visual, catering and full kitchen, business center, executive boardroom
Public Schools	-	Public schools, while clearly a critically important aspect of community life, are not a focus of this plan since the school system has its own taxing, governing, and administrative authority



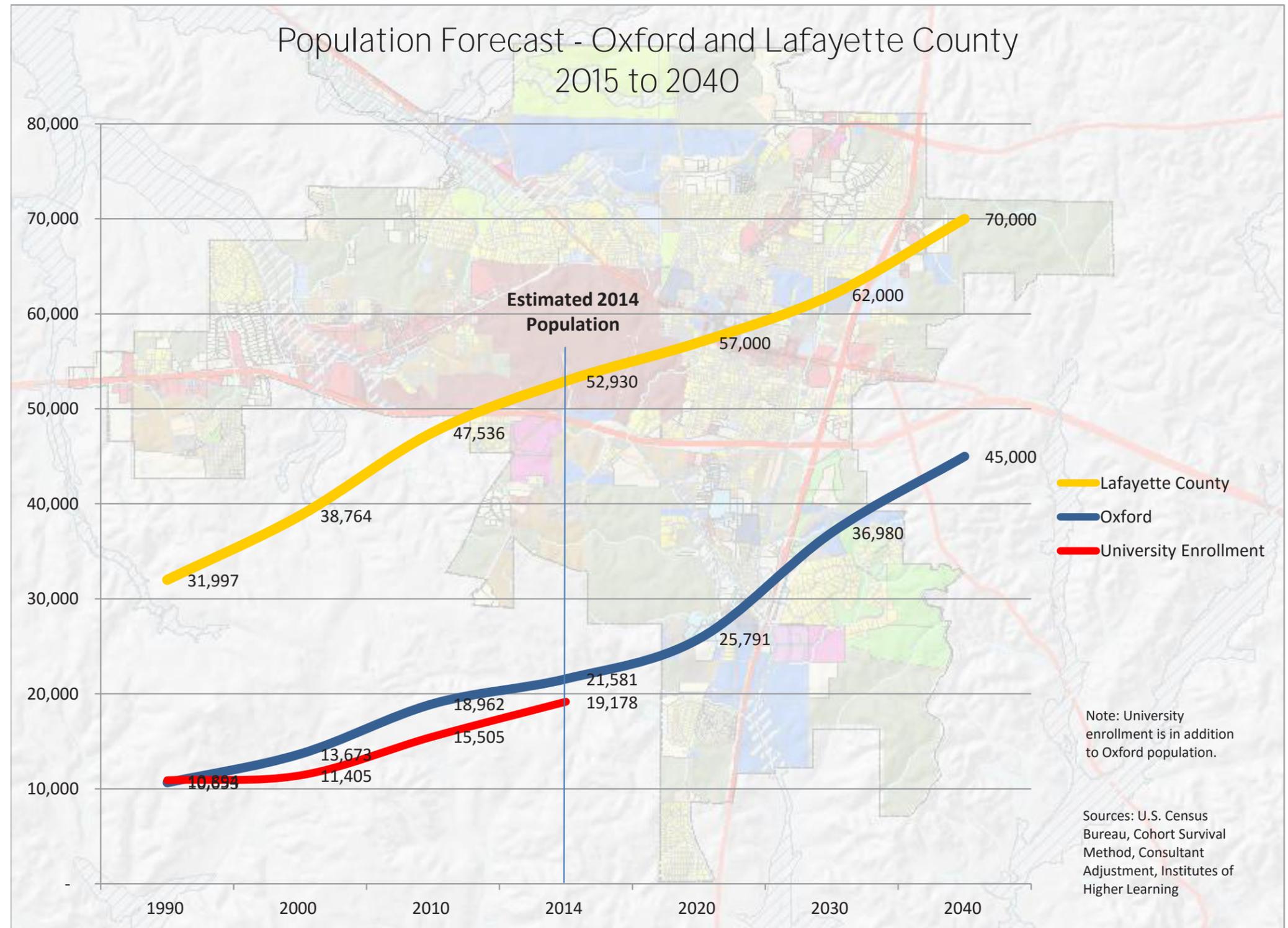
GROWTH FORECASTS

Population projections are the numerical outcomes of a set of demographic assumptions. If the assumptions prove true, the projected numbers will be exactly on target. In practice however, assumptions are never one hundred percent accurate because of the inherent unpredictability of human behavior.

Migration trends are particularly volatile, as migrants respond quickly to job losses, on the one hand, and economic opportunities, on the other. Projections of population in the long range create more opportunity for variations in assumptions. Therefore, indicators of population change such as building activity, job creation and natural increase must continually be monitored to verify the veracity and assumptions of projections.

Projecting Oxford's future population is a complex task with additional variables related to the presence of the University of Mississippi's student population. The University has experienced significant growth over the last several decades. Oxford's growth closely parallels the growth of the University. Fluctuations in the University's growth will ultimately impact the population levels for the City of Oxford and Lafayette County.

With this understanding and background, Oxford and Lafayette County's population has been forecast to the year 2040 for consideration in developing the recommendations of this plan in the following sections.





CHAPTER 3: DIRECTION - SETTING OXFORD'S VISION

COMMUNITY ENGAGEMENT AND COLLABORATION

CONCEPT PLAN DEVELOPMENT

COMMUNITY ENGAGEMENT AND COLLABORATION

Community engagement for Vision 2037 was accomplished with multiple opportunities for both focused and general input into the planning process. The goal was to identify key desired community development directions as well as to identify key community concerns. The mechanisms for this input included the following:

1. The creation of an Advisory Committee charged with providing both input and broad oversight to the project consistent with the scope of the project.
2. The formation of eight Focus Groups to provide targeted input to the plan. Subject areas for focus groups included:
 - a. Mobility
 - b. Environmental
 - c. Local Economy
 - d. Growth and Land Use
 - e. Old Oxford - Historic Preservation
 - f. Housing
 - g. Faith Leaders
 - h. Oxford Department Heads
3. Web based input which included the social media outlets of Facebook and Twitter and a dedicated interactive website at www.Vision2037.com.
4. Input specifically from the Oxford Intermediate School students
5. A Town Hall Meeting to identify Oxford's key community assets and cautions and to identify early planning concepts
6. Planning Week with numerous individual and group meetings and two key community meetings:

Through these meetings and input mechanisms, the current development circumstances of Oxford were discussed, desired future directions identified and specific planning principles for stewarding the future of the community created. Summary results of these meetings are included in the Appendix. The methods of input were supplemented and supported by ongoing consultation with Oxford's Planning Department.

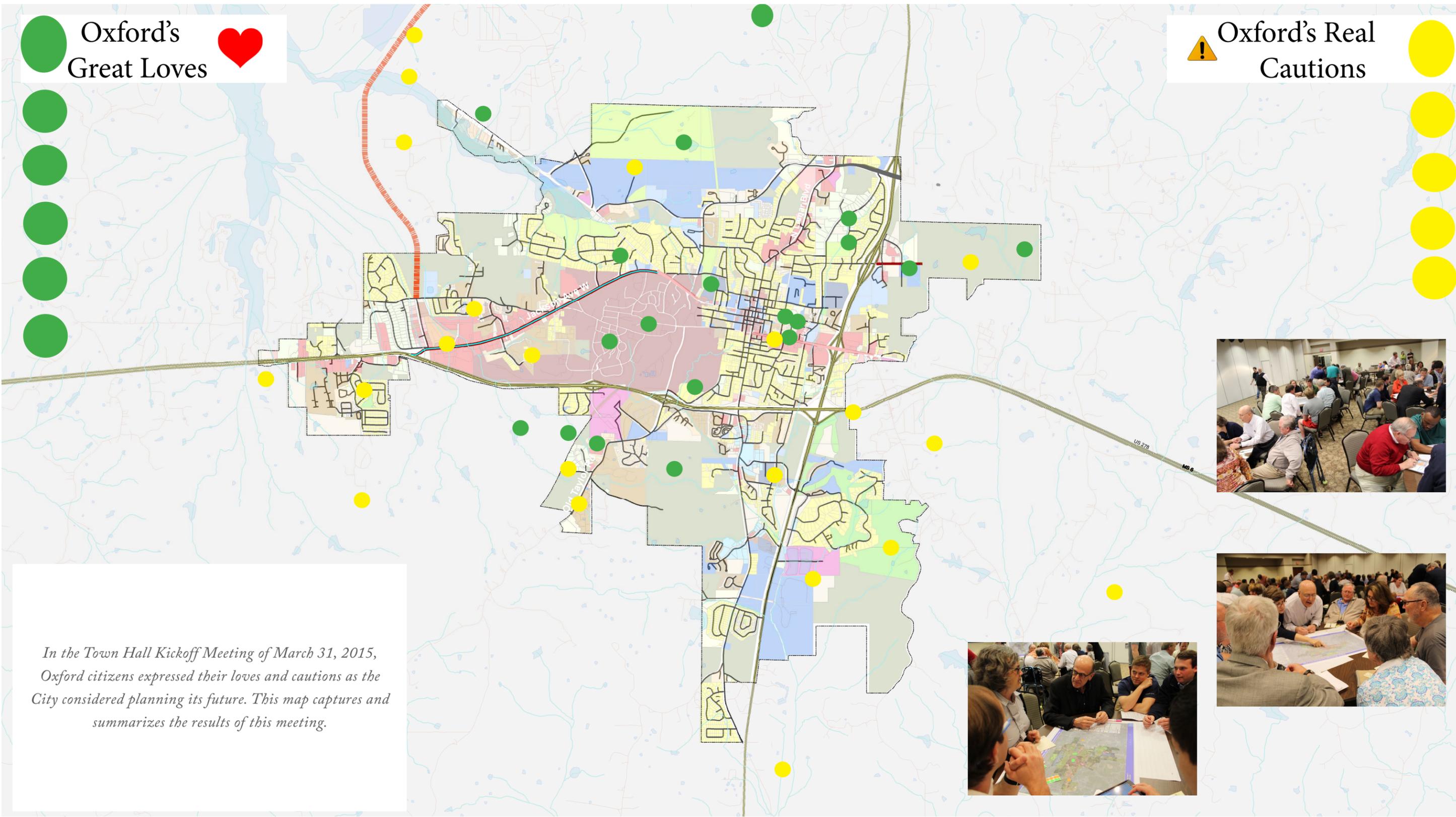
OPENING MEETINGS (MARCH 31 - APRIL 1, 2015)

The first series of meetings occurred on March 31 and April 1, 2015. Each focus group met with the planning team in a format of facilitated discussion. A town hall meeting was held at which Oxford's assets and cautions were identified. From these meetings, Oxford's planning principles were reviewed and ratified by the Advisory Committee. These principles provided the basis for developing the next phase of the planning project.



Oxford's Great Loves 

 Oxford's Real Cautions 



In the Town Hall Kickoff Meeting of March 31, 2015, Oxford citizens expressed their loves and cautions as the City considered planning its future. This map captures and summarizes the results of this meeting.



PLANNING WEEK (APRIL 30 - MAY 1, 2015)

During this planning week, the entire planning team was present in Oxford to develop the initial concept plan. An opening meeting was held at which participants responded to instructions for designing the future development of Oxford. This facilitated exercise was based on the results of information developed in the discovery phase of the project and the first round of community and focus group meetings. Team members synthesized the results of these exercises to develop the major planning concepts.

These concepts were presented to the Advisory Committee which discussed and ratified the emerging planning direction. After working through the remaining portion of the planning week, the team concluded the planning week with a Town Hall Meeting to illustrate the results of the community's work in the form of the Oxford Conceptual Development Plan.



Far Left: Focus Group Meeting

Upper Center: First Public Meeting, Planning Week

Lower Center: Focus Group Meeting

Upper Right: Concluding Public Meeting, Planning Week

Opposite Page: Town Hall Meeting Map



Project poster created by Oxford Middle School Students

Oxford's Guiding Principles

(From Vision 2020, Expanded and Endorsed by Vision 2037)



1. Recognize Oxford's historic ways of town building and use those traditions to provide a framework for future growth.
2. Understand the Mississippi hill country landscape and guide growth responsibly within it by growing compactly and using natural features to establish town boundaries.
3. Protect natural water systems to preserve water quality, provide open spaces, and reduce future storm-water management costs.
4. Establish a densely connected network of streets and roads to guide future growth that equally serves automobiles, pedestrians, bicycles and future possibilities for transit.
5. Relate existing and future development to the network of streets and roads and natural drainage areas, emphasizing appropriate mixes of land uses instead of single use districts.
6. Recognize that design - of buildings, landscapes and streets - is a central part of Oxford's plan for preservation, redevelopment and new growth.
7. Pursue inter-governmental and institutional coordination that will further the common interests of Oxford, Lafayette County, Ole Miss and major community institutions.

www.Vision2037mindmixer.com

 Vision2037

CONCEPT PLAN DEVELOPMENT

From the combined input of all sources into the planning process, with emphasis on the Planning Week, a planning direction and broad planning concepts were developed from which to plan the future of

the City. Oxford's Planning Principles from its vision 2020 Plan were expanded and reaffirmed, planning concepts were confirmed by the Advisory Committee and the planning process moved to the next phase,

Design. In the this next phase, concepts were refined and articulated into the plan phase, and the sections that follow present the outcome of this phase.

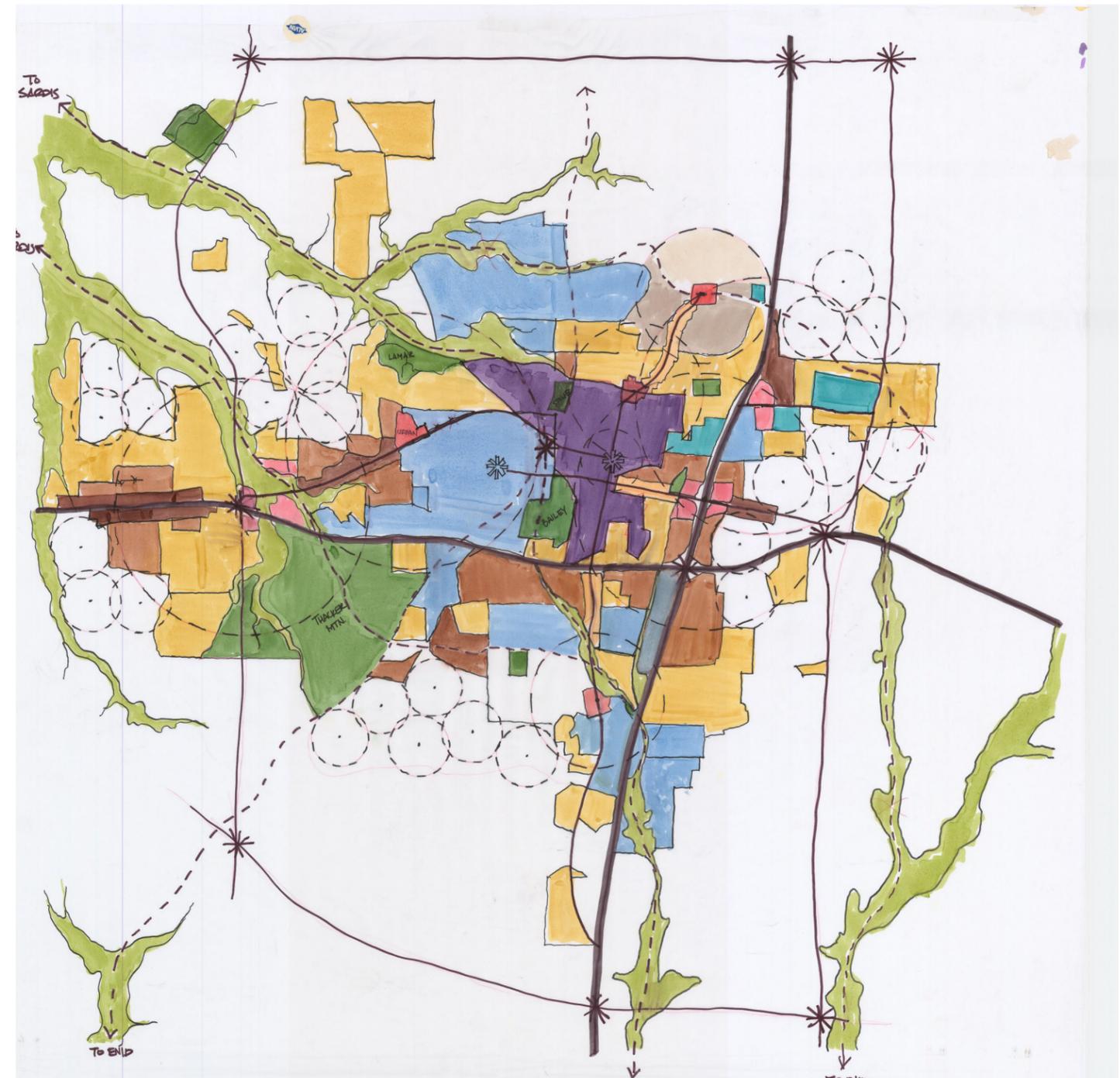
Far Right: Concept Plan drawing

Right: Instruction sheet from public input session

Below Center: Report out from public input session

Below: Mapping public input

- **Resources to Protect**
 - Historic Resources (historic buildings, districts, landscapes, etc.) **Purple Marker**
 - Natural Resources (wetlands, forests, steep slopes, streams, etc.) **Green Marker**
 - Conservation Areas & Parks (passive recreation) **Green Marker**
- **Housing and Neighborhoods**
 - Single-Family **Yellow Marker**
 - Multi-Family **Brown Marker**
 - Affordable // // // // // (cross hatch)
- **Commercial & Mixed Use**
 - Mixed Use Centers & Corridors **Red Marker**
 - Neighborhood Commercial Corners **Orange Marker**
- **Special Districts & Facilities**
 - Civic (university / schools, hospitals, governmental, etc.) **Blue Marker**
 - Industrial **Gray Marker**
- **Mobility**
 - Roads **Black Marker**
 - Greenways **Green Dashes**
 - Bike Lanes **Blue Dashes**
 - Transit Routes **Orange Dashes**





CHAPTER 4: DESIGN - THE FUTURE OF OXFORD

PLANNING APPROACH

NATURAL AREAS, PARKS AND OPEN SPACE

RURAL AREAS AND CENTERS

SUBURBAN NEIGHBORHOODS, CENTERS AND CORRIDORS

TRADITIONAL NEIGHBORHOODS, URBAN CENTERS AND URBAN CORRIDORS

URBAN CORE

SPECIAL DISTRICTS

AREAS OF EXPANSION

FUTURE MOBILITY

PLANNING APPROACH

The approach selected to prepare the Oxford Comprehensive Plan was forged by multiple considerations. Those considerations include the Guiding Principles from the City's Vision 2020 Plan, the most recent comprehensive plan prior to this plan. Another critical consideration was the extensive public input that occurred throughout this planning process and the strong public support for smart growth planning principles. Yet another factor stems from the experience, insights and planning philosophy of the professionals who crafted this plan, both the project consultant team and the City's planning staff. This group of planners value planning based on "place types" (as explained below), rather than focusing solely on land uses. Below is a more detailed explanation of how these various considerations add up to the approach used to create this plan.

OXFORD'S GUIDING PRINCIPLES

In 1999, the City adopted the Vision 2020 Plan. Because that plan featured a set of guiding principles that still seemed applicable to Oxford today, those principles were tested out with community stakeholders as part of this planning process. Not surprisingly, they were reconfirmed by the community with some adjustments so they have been incorporated into this plan as well. The six principles are as follows:

1. Recognize Oxford's historic ways of town building and use those traditions to provide a framework for future growth.
2. Understand the Mississippi hill country landscape and guide growth responsibly within it by growing compactly and using natural features to establish town boundaries.
3. Protect natural water systems drainage areas to preserve water quality, provide open spaces, and reduce future stormwater management costs.
4. Establish a densely connected network of streets and roads to guide future growth that equally serves automobiles, pedestrians, bicycles and future possibilities for transit.
5. Relate existing and future development to the network of streets

and roads and natural drainage areas, emphasizing appropriate mixes of land uses instead of single use districts.

6. Recognize that design - of buildings, landscapes and streets - is a central part of Oxford's plan for preservation, redevelopment and new growth.
7. Pursue inter-governmental and institutional coordination that will further the common interests of Oxford, Lafayette County, the University of Mississippi and major community institutions.

SMART GROWTH PRINCIPLES

The term "Smart Growth" refers to the current widely-accepted philosophy of city planning that has evolved over the past few decades as a response to the suburban sprawl model that dominated the country from shortly after WWII well through the 1980s. As described by the non-profit organization Smart Growth America:

"Smart growth is a better way to build and maintain our towns and cities. Smart growth means building urban, suburban and rural communities with housing and transportation choices near jobs, shops and schools. This approach supports local economies and protects the environment."

This non-profit organization goes on to list ten key principles for smart growth, as follows:

1. Mix Land Uses
2. Take Advantage of Existing Community Assets
3. Create a Range of Housing Opportunities and Choices
4. Foster "Walkable," Close-Knit Neighborhoods
5. Promote Distinctive, Attractive Communities with a Strong Sense of Place, Including the Rehabilitation and Use of Historic Buildings.
6. Preserve Open Space, Farmland, Natural Beauty, and Critical Environmental Areas
7. Strengthen and Encourage Growth in Existing Communities

8. Provide a Variety of Transportation Choices
9. Make Development Decisions Predictable, Fair, and Cost-Effective
10. Encourage Citizen and Stakeholder Participation in Development Decisions

All ten of these principles apply to Oxford and are consistent with the stakeholder input that has been received to date for this planning project. These principles can be viewed as a more detailed supplement to the principles listed previously as part of the City's Vision 2020 Plan.

PLACE TYPE FOCUS

The third and final consideration that has formulated the approach to this comprehensive plan for Oxford departs from the land use focused approach to planning that was typically used in the past. Instead, the plan recognizes distinctive types of places and is very deliberate in their treatment to be sure that future development reinforces the desired character of each well-defined place. An outgrowth of the New Urbanism movement of planning, and a subset of Smart Growth, is the "transect" system in which each distinct

place or transect is given a name and alphanumeric designation. An example of this transect approach is illustrated below from the DPZ Smartcode.

As illustrated in the graphic, there are seven distinct transect zones ranging from the "Natural Zone" (T1) to the "Urban Core Zone" (T6), in addition to the "Special Districts" zone (SD). This same set of transects has been used to create the overall physical plan for Oxford as part of this comprehensive plan. This approach will also lend itself to later crafting the subsequent zoning and development code that will, in part, implement this comprehensive plan.

COMPOSITE DEVELOPMENT PLAN

The Composite Development Plan synthesizes the major planning concepts for Oxford into one overall graphic. This representation of the plan, based on the planning approach, presents the ideal development characteristics for Oxford, as currently envisioned by the people of Oxford, as a series of place types. A Place Type is an urban design tool used to guide and evaluate development in terms of form, scale and function in the built environment. This includes descriptions,

standards, and graphic examples of each place type along with its mobility characteristics. In Oxford, place types have been created for the categories of:

1. Natural Areas, Parks and Open Space
2. Rural Areas
 - a. Rural Areas
 - b. Rural Centers
3. Suburban Areas
 - a. Suburban Neighborhoods
 - b. Suburban Centers
 - c. Suburban Corridors
4. Urban Areas
 - a. Traditional Neighborhoods
 - b. Urban Centers
 - c. Urban Corridors
 - d. Urban Core
5. Special Districts

Each of these place types is described individually in

the following sections in terms of their characteristics and their intended application to the City. This plan is comprehensive and all areas of the City are designated as a specific place type according to their existing character or their projected future character. However, the built form of existing residential neighborhoods is to continue unchanged. No existing residential neighborhood is proposed to be converted, changed, or otherwise altered though the implementation of this plan. To the contrary, existing built residential neighborhoods are to be preserved in accordance Oxford's Planning Principles.

In addition to these place type development patterns, other more specific consideration of several of Oxford's strategic development areas follows the place type discussion. These strategic development areas require more focused and specialized policy provisions to achieve the vision of the plan. These strategic areas are:

- Old Oxford Historic and Preservation Areas
- Oxford Conservation Neighborhoods
- Oxford Gateways

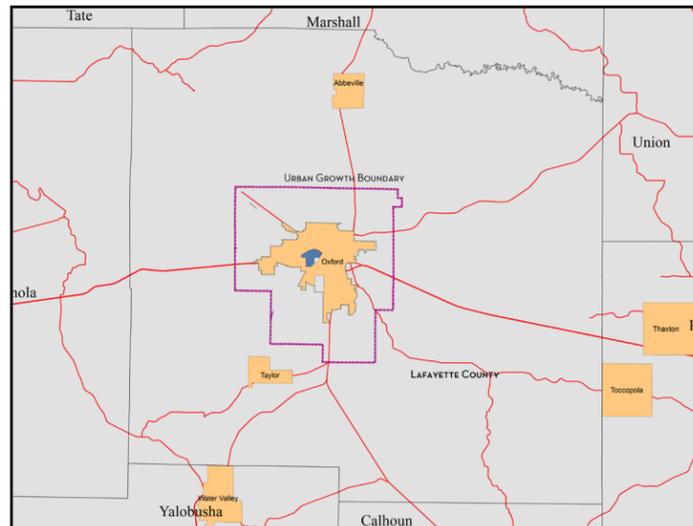


PLANNING CONTINUUM

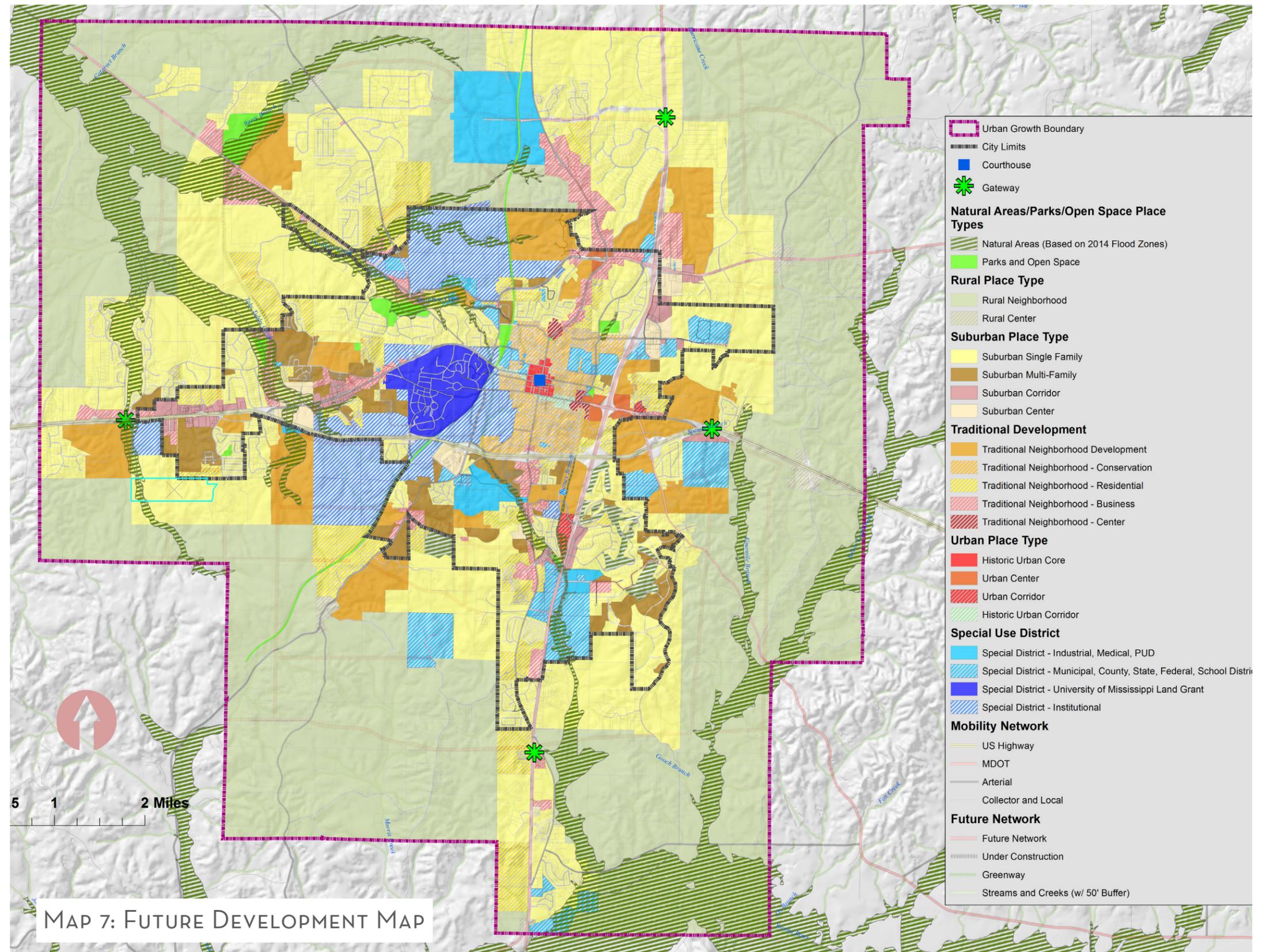
These development areas are illustrated on the Future Development Map. These place types are applied to the land within the existing City Limits and to areas within the Urban Growth Boundary established in Vision 2020.

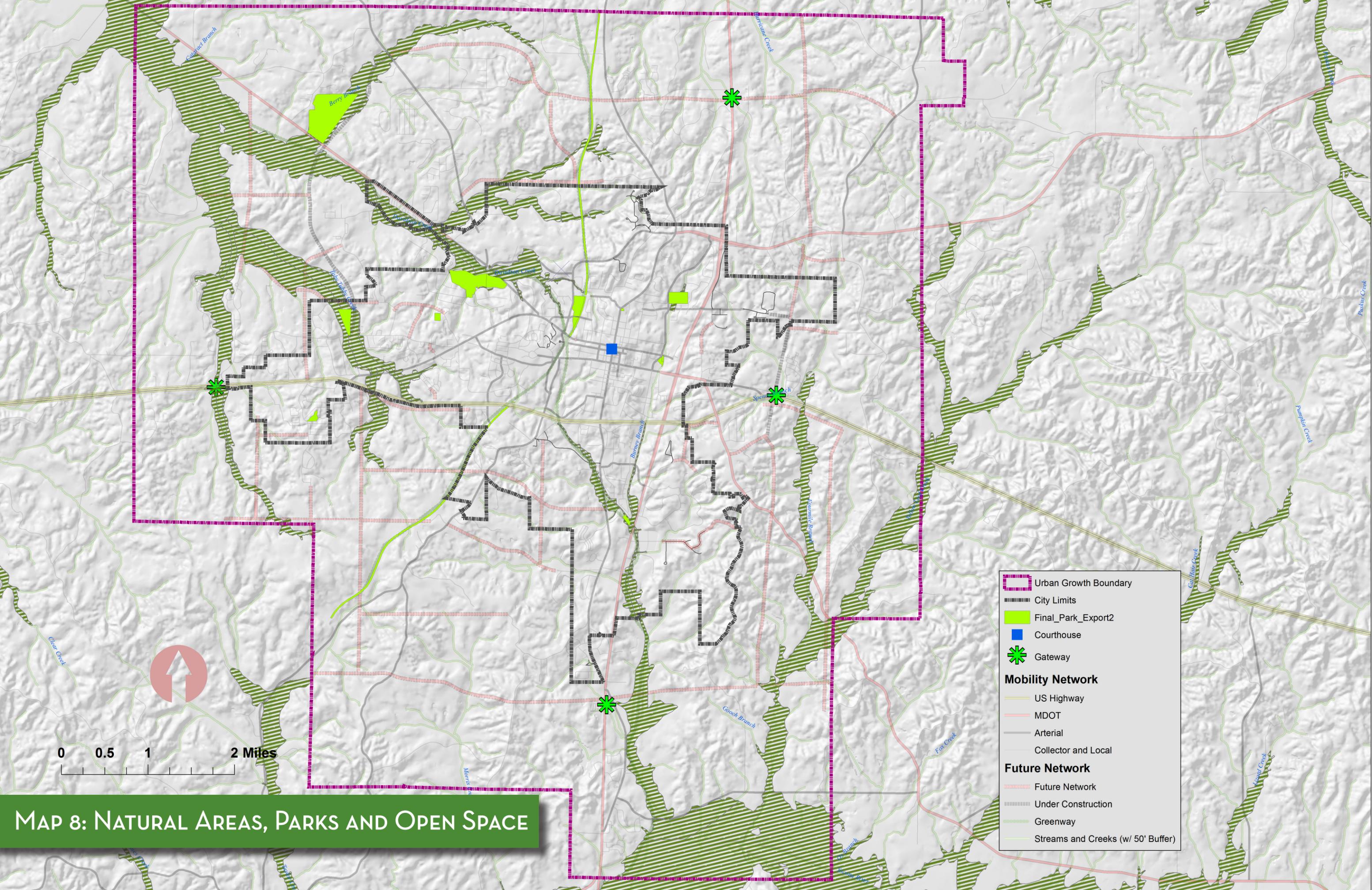
PLAN AS GUIDE

The plan is to serve as a guide to future development decisions in the City of Oxford. Each place type sets out a range of place characteristics that can be achieved through Oxford's development policy, particularly its Land Development Code. Policy outcomes should in all cases align with the Oxford's Guiding Principles. Some of these characteristics, in particular suburban development, are entrenched in Oxford's current development patterns. Others, especially quality design related concepts in the urban types, will require policy adjustment to implement. The plan is not a code, but rather a highly articulated guide to the formulation of appropriate policies, codes and development decisions required to achieve Oxford's planning vision.



Oxford Area Map





MAP 8: NATURAL AREAS, PARKS AND OPEN SPACE

-  Urban Growth Boundary
-  City Limits
-  Final_Park_Export2
-  Courthouse
-  Gateway
- Mobility Network**
-  US Highway
-  MDOT
-  Arterial
-  Collector and Local
- Future Network**
-  Future Network
-  Under Construction
-  Greenway
-  Streams and Creeks (w/ 50' Buffer)



0 0.5 1 2 Miles

Natural Areas, Parks and Open Space

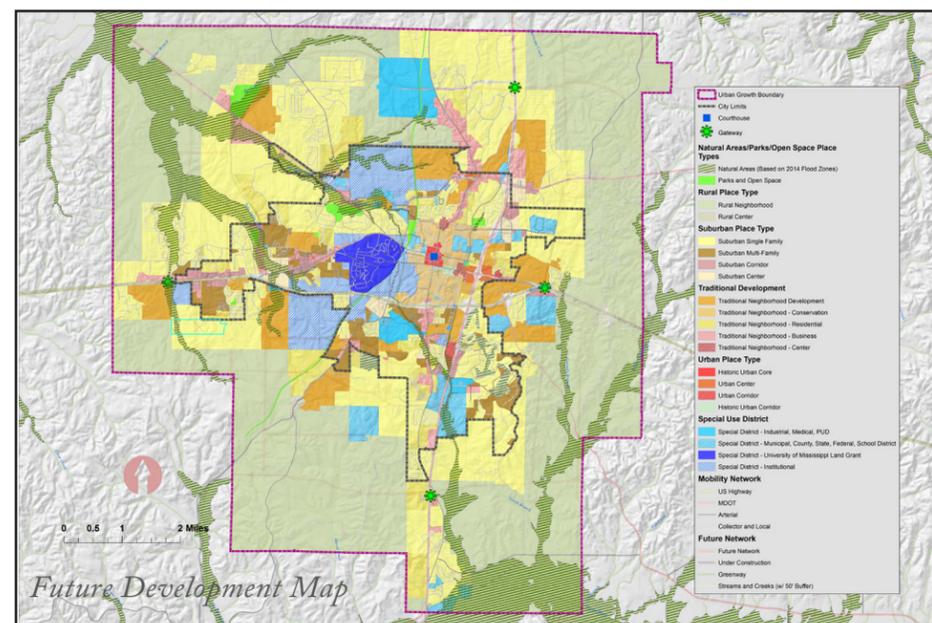
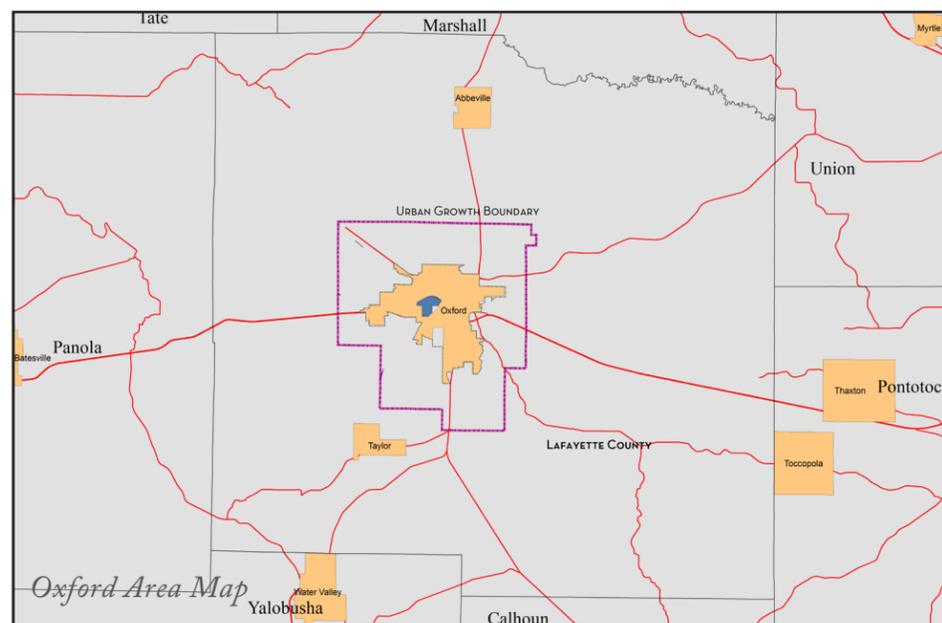
Natural areas are valuable for their natural state and are often characterized by sensitive topography, hydrology, or other environmental conditions. They provide recreation, wildlife habitat, open space and tree canopy in an undisturbed environment. There are generally few buildings in natural areas but for those used by the entities maintaining the natural area.

Natural areas often provide corridor or connections that link habitats, facilitate wildlife access and movement. Natural areas relate to regional parks that have a formal relationship with the public, but are focused on providing outdoor activities such as hiking, camping, bird watching and water recreation if available. Natural areas are often stream corridors, wetland and floodplains. Natural areas often are considered regional with users being drawn from a 90 minute or more drive radius. John W. Kyle State Park, Sardis Lake, and Wall Doxie State Park are examples.

Arterial streets are generally only used to access the natural areas. Roads internal to natural areas are narrow, conform to the topography of the site and provide minimal intrusion into protected areas.

Parks and Open Space are an important element within every place type described in this chapter. There are multiple types of Parks and Open Space areas, each serving different purposes within different areas. Parks and Open Space areas range from regional parks for passive recreational activities such as hiking and camping to community playfields for active recreation to formal open spaces such as playgrounds, greens, and squares. Development within Parks and Open Space are limited to buildings that support the area's function as well as civic and other public benefit buildings. Public Parks and Open Space are maintained by local government. Semi-public Parks and Open Space located within specific developments are maintained by their respective development.

The streets within and around natural areas are generally rural in character. Road layout and design conforms to the natural features of the site and provides minimal intrusion into protected areas. Natural Areas intended for recreation should be well connected to the greater community. Since Parks and Open Space areas can be found in every place type, or context, streets within and around these areas should be compatible with the street design appropriate to surrounding development.



NATURAL AREAS, PARKS AND OPEN SPACE

POTENTIAL DEVELOPMENT USES AND POLICIES	
Primary Land Uses	<ul style="list-style-type: none"> Agriculture Forestry Recreation
Secondary Land Uses	<ul style="list-style-type: none"> Estate residential
Development Intensity	<ul style="list-style-type: none"> 1 to 2 acres per dwelling unit, up to 4 units per acre with sewer.
Sewage Treatment	<ul style="list-style-type: none"> Generally individual septic systems
Appropriate Development Policies	<ul style="list-style-type: none"> Flood zone review Development easements Open space preservation programs Agriculture Tree canopy preservation Site plan review
Private and Public Amenities	<ul style="list-style-type: none"> Open space dedication
GENERAL DESIGN CHARACTER	
Building Placement	<ul style="list-style-type: none"> Building facades have deep setbacks
Building Frontage	<ul style="list-style-type: none"> No requirement
Building Height	<ul style="list-style-type: none"> Up to 2 stories with limitations per code
Parking	<ul style="list-style-type: none"> Parking areas include a perimeter landscape buffer where adjacent to public streets
Access	<ul style="list-style-type: none"> Limited curb-cuts
Landscaping	<ul style="list-style-type: none"> Natural/agricultural
MOBILITY	
Street Types	<ul style="list-style-type: none"> Parkway, avenue, local, sensitive
Non-Vehicular Mobility	<ul style="list-style-type: none"> Greenways, bikeways
Transit	<ul style="list-style-type: none"> Minimal feasibility

PRECEDENT IMAGERY

The imagery on this page illustrates the general character of development within this place type. The intent of this imagery is to provide conceptual guidance to the City, property owners, and developers as to the appropriate type and character of development for a given area.



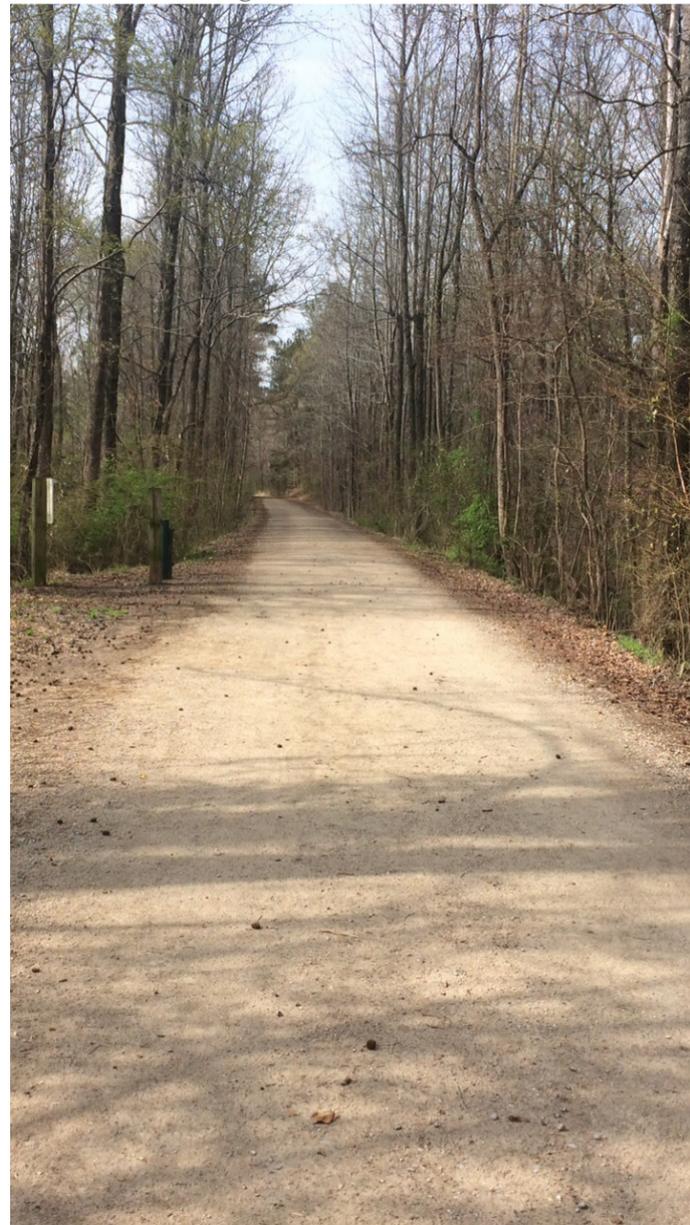
Natural Areas Image 2



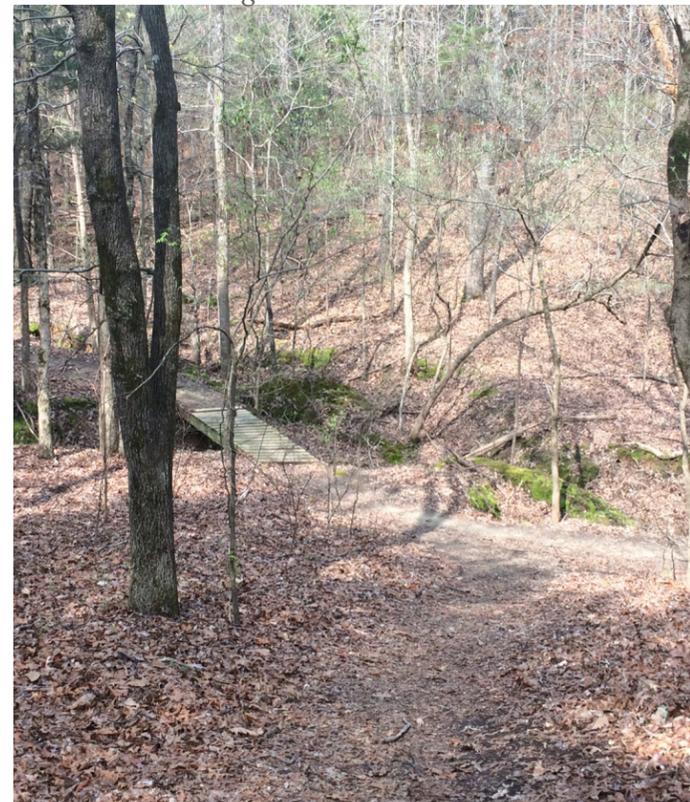
Natural Areas Image 3



Natural Areas Image 1



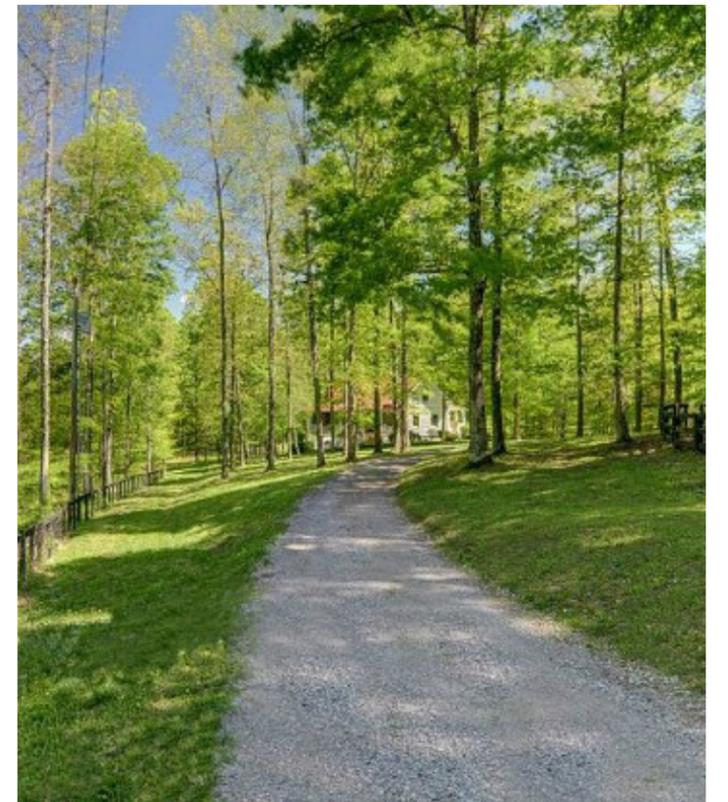
Natural Areas Image 6



Natural Areas Image 5

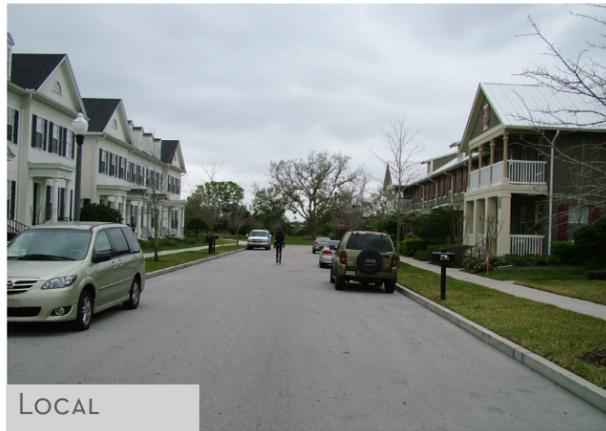


Natural Areas Image 7



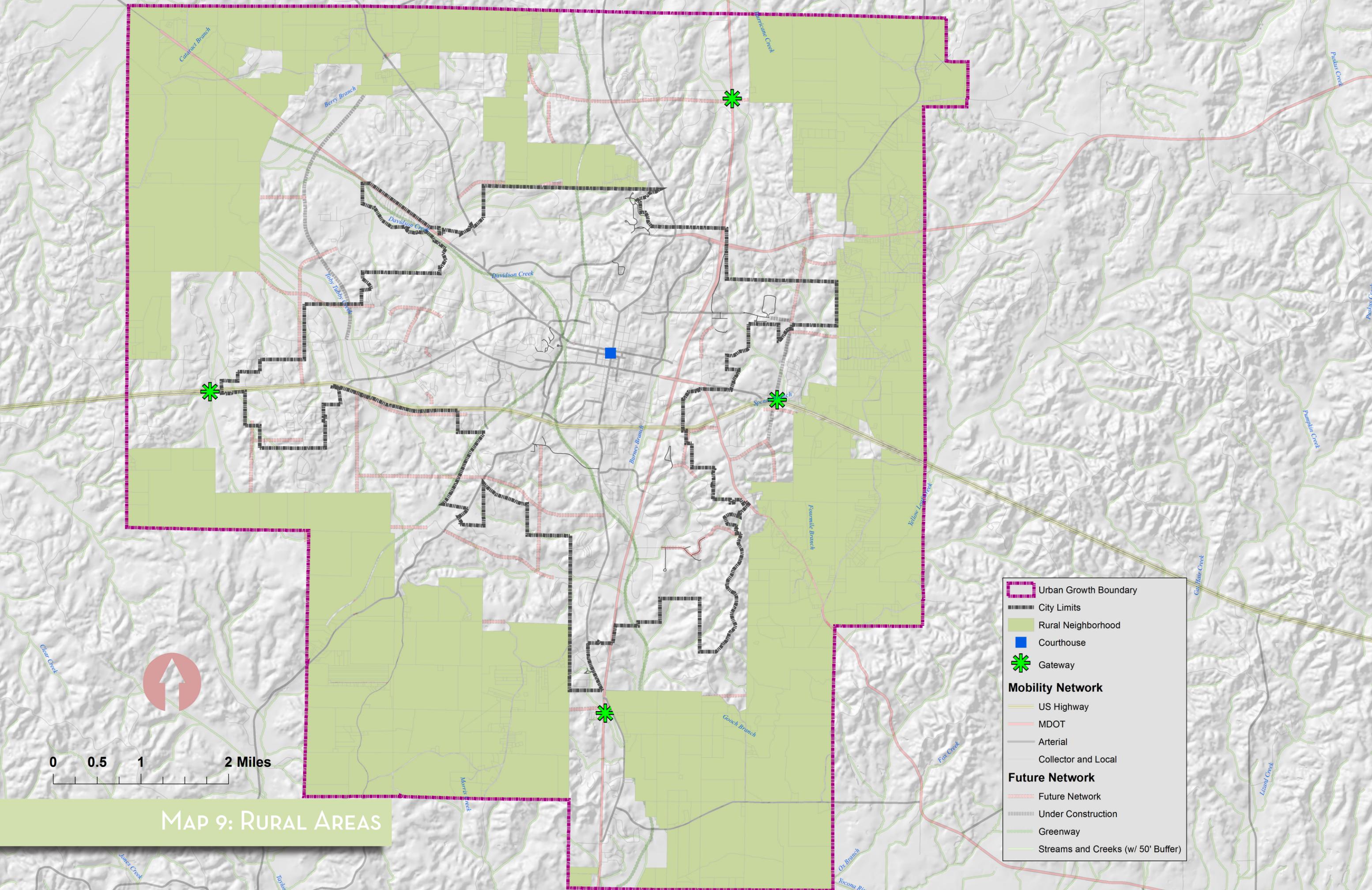
Natural Areas Image 4

MOBILITY FOR NATURAL AREAS, PARKS AND OPEN SPACE



STREET TYPE	ROAD CLASSIFICATION
 Parkway	ARTERIAL
 Boulevard	ARTERIAL
 Avenue	ARTERIAL COLLECTOR
 Main Street	ARTERIAL COLLECTOR
 Local	COLLECTOR LOCAL
 Sensitive	COLLECTOR LOCAL

PLACE TYPE	PARKWAY	BOULEVARD	AVENUE	MAIN STREET	LOCAL	SENSITIVE
NATURAL	●		●		●	●
RURAL AREAS	●		●		●	●
RURAL CENTERS	●		●	●	●	
TRADITIONAL NEIGHBORHOODS			●	●	●	
URBAN CENTERS		●	●		●	
URBAN CORRIDOR		●	●			
URBAN CORE			●	●		
SUBURBAN NEIGHBORHOODS	●		●	●	●	●
SUBURBAN CENTERS		●	●	●	●	
SUBURBAN CORRIDORS	●	●	●			
SPECIAL DISTRICTS	●	●	●		●	●



-  Urban Growth Boundary
-  City Limits
-  Rural Neighborhood
-  Courthouse
-  Gateway
- Mobility Network**
-  US Highway
-  MDOT
-  Arterial
-  Collector and Local
- Future Network**
-  Future Network
-  Under Construction
-  Greenway
-  Streams and Creeks (w/ 50' Buffer)

MAP 9: RURAL AREAS

0 0.5 1 2 Miles



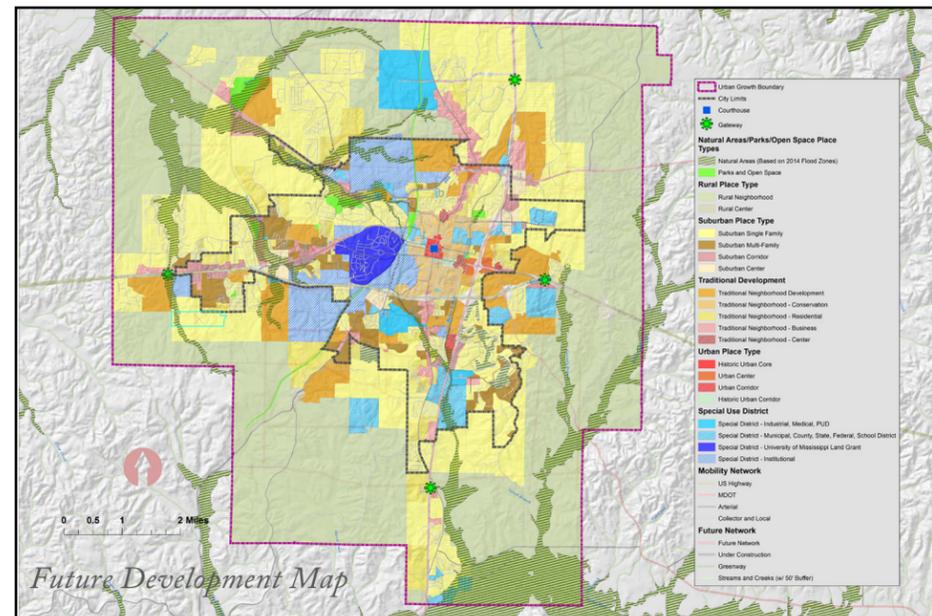
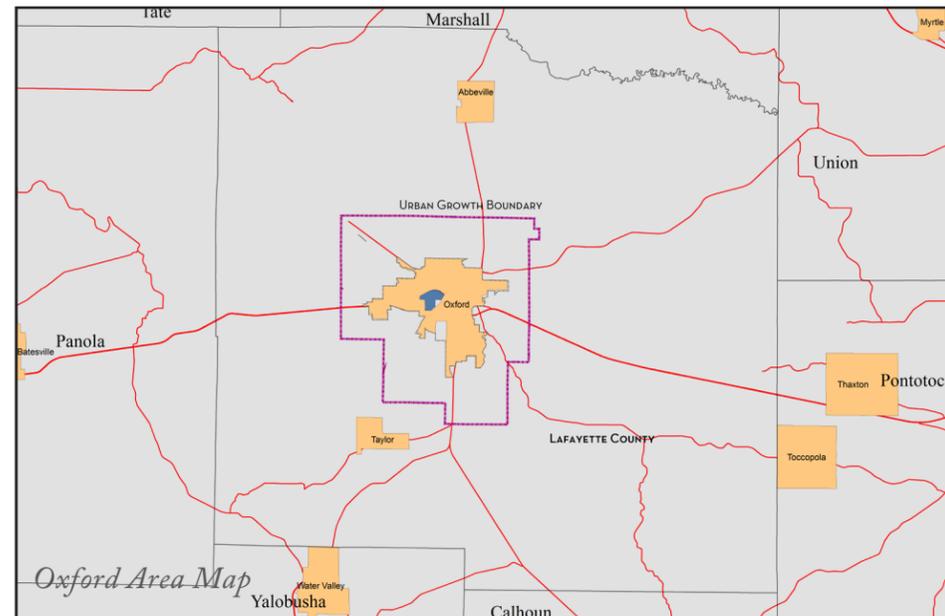
Rural Areas

Rural areas are sparsely developed with agricultural and estate residential as the primary uses, complemented by very limited, low intensity commercial uses. Rural areas provide residents with the choice of seclusion within the natural and rural countryside. These areas are almost entirely in unincorporated Lafayette County and may be characterized by sensitive and unique environmental features, agricultural land or landscapes with a rural community character. These areas provide living and working options very different from the more suburban and urban areas of Oxford and surrounding areas.

The value of rural and conservation land is recognized in Oxford's Planning Principles which seek to protect and preserve the rural character and sensitive environmental resources where urban support services are readily available. Though not within the jurisdiction of the City, the maintenance of a harmonious development pattern, preservation of prime agricultural lands and the conservation of sensitive environmental resources and

rural character is viewed as a priority for the entire Oxford and Lafayette County community. As development occurs, it should be managed to visually and functionally protect and enhance these assets. The proximity to more intensely developed areas offers easy access to retail and services diminishing the need for extensive commercial development.

Residential and agricultural buildings are scattered across the landscape in a pattern that honors environmental features and agricultural uses and does not create a dense road network. Residential buildings are often irregular in their orientation to rural roads with deep and varying setbacks. They are often placed on large contiguous acres of land, resulting in wide spacing between buildings. Some groupings of homes may have clustered in small "hamlets" where residential buildings may be more regularly spaced, sitting closer to the road and oriented to the road.



RURAL AREAS

POTENTIAL DEVELOPMENT USES AND POLICIES	
Primary Land Uses	Agriculture Forestry Recreation
Secondary Land Uses	Single-family detached residential
Development Intensity	1 to 2 acres per dwelling unit, up to 4 units per acre with sewer.
Sewage Treatment	Generally individual septic systems
Appropriate Development Policies	Large lots Open space preservation programs Agriculture Tree canopy preservation Site plan review
Private and Public Amenities	Greenways Development easements Open space associated with conservation subdivisions
GENERAL DESIGN CHARACTER	
Building Placement	Building facades have deep setbacks
Building Frontage	No requirement
Building Height	Up to 3 stories with limitations per code
Parking	Parking areas include a perimeter landscape buffer where adjacent to public streets
Access	Limited curb-cuts
Landscaping	Natural/agricultural
MOBILITY	
Street Types	Parkway, avenue, local, sensitive
Non-Vehicular Mobility	Greenways Bikeways
Transit	Minimal feasibility, but limited potential for park and ride lots

PRECEDENT IMAGERY

The imagery on this page illustrates the general character of development within this place type. The intent of this imagery is to provide conceptual guidance to the City, property owners, and developers as to the appropriate type and character of development for a given area.



Rural Areas Image 2



Rural Areas Image 3



Rural Areas Image 4



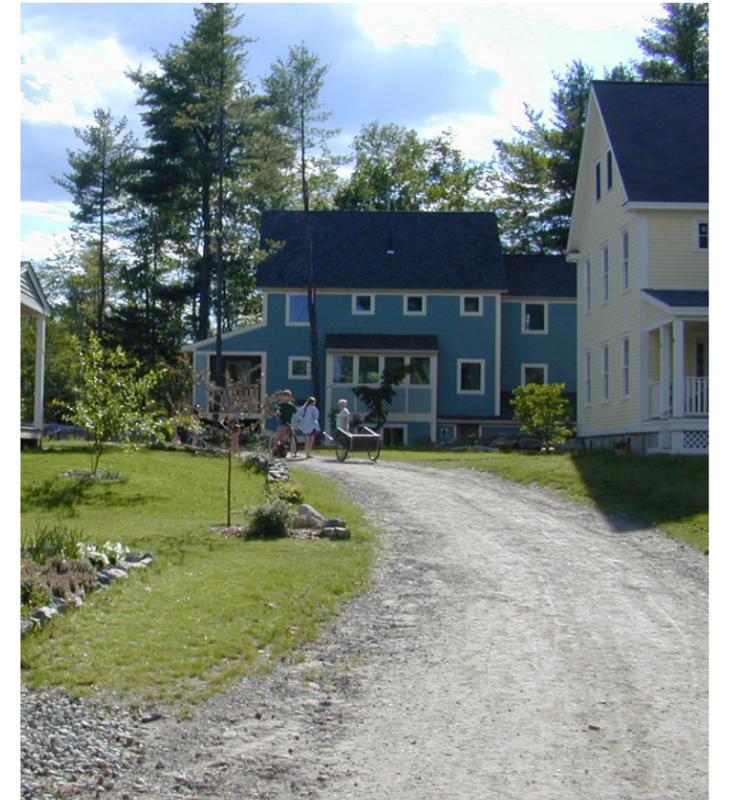
Rural Areas Image 1



Rural Areas Image 7



Rural Areas Image 6



Rural Areas Image 5

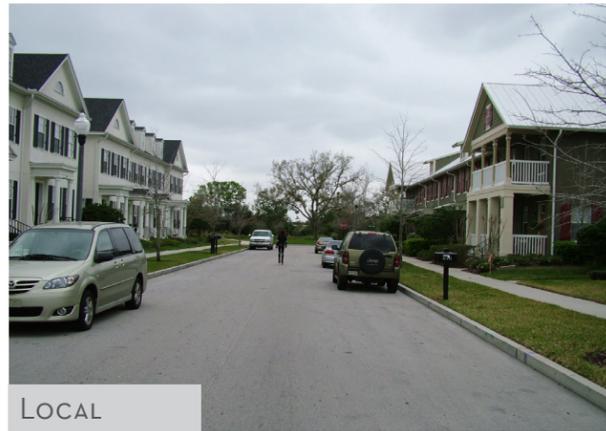
MOBILITY FOR RURAL AREAS



PARKWAY



AVENUE



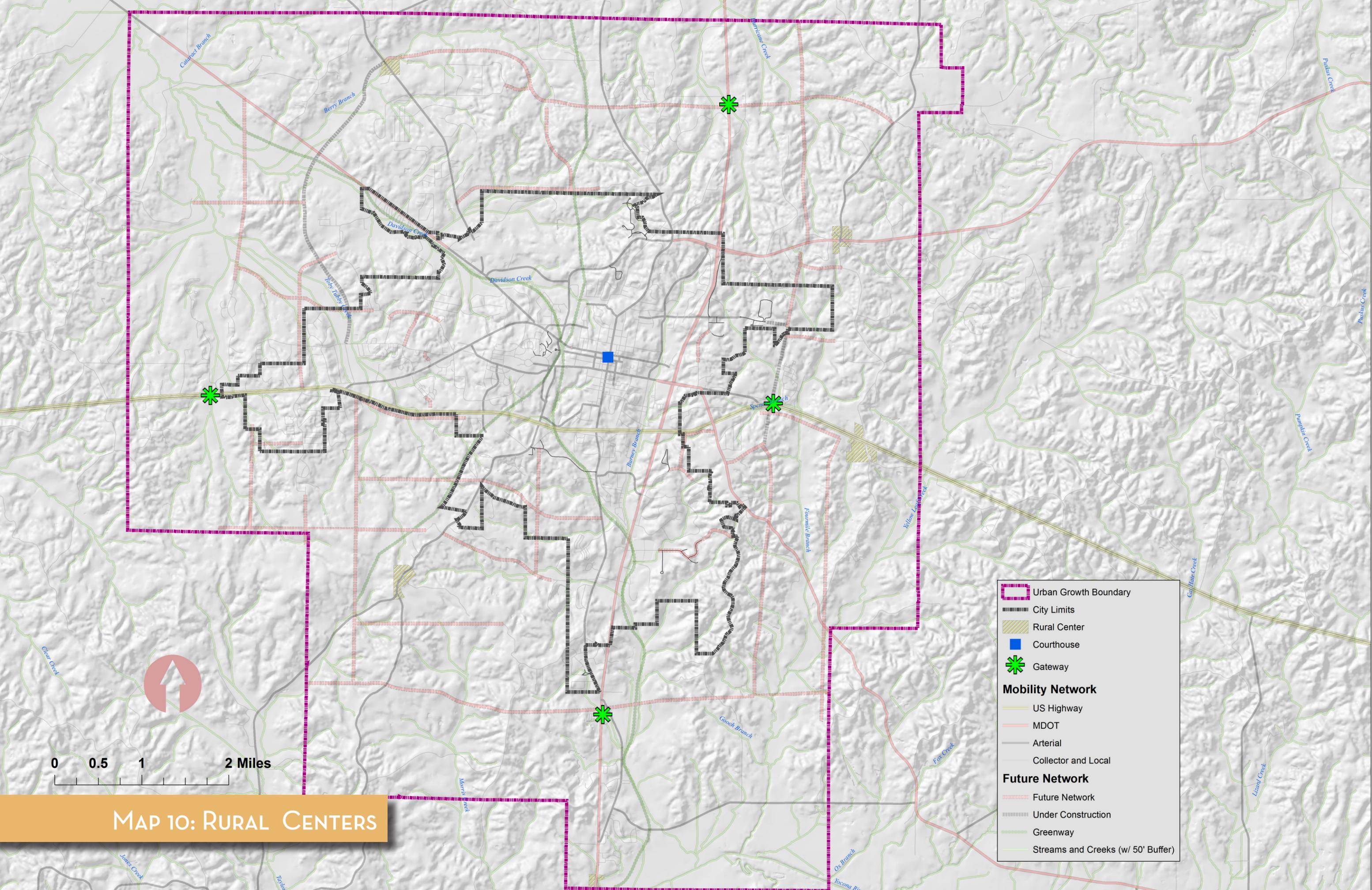
LOCAL



SENSITIVE

PLACE TYPE	PARKWAY	BOULEVARD	AVENUE	MAIN STREET	LOCAL	SENSITIVE
NATURAL	●		●		●	●
RURAL AREAS	●		●		●	●
RURAL CENTERS	●		●	●	●	
TRADITIONAL NEIGHBORHOODS			●	●	●	
URBAN CENTERS		●	●		●	
URBAN CORRIDOR		●	●			
URBAN CORE			●	●		
SUBURBAN NEIGHBORHOODS	●		●	●	●	●
SUBURBAN CENTERS		●	●	●	●	
SUBURBAN CORRIDORS	●	●	●			
SPECIAL DISTRICTS	●	●	●		●	●

STREET TYPE	ROAD CLASSIFICATION
 Parkway	ARTERIAL
 Boulevard	ARTERIAL
 Avenue	ARTERIAL COLLECTOR
 Main Street	ARTERIAL COLLECTOR
 Local	COLLECTOR LOCAL
 Sensitive	COLLECTOR LOCAL



-  Urban Growth Boundary
-  City Limits
-  Rural Center
-  Courthouse
-  Gateway
- Mobility Network**
-  US Highway
-  MDOT
-  Arterial
-  Collector and Local
- Future Network**
-  Future Network
-  Under Construction
-  Greenway
-  Streams and Creeks (w/ 50' Buffer)

0 0.5 1 2 Miles



MAP 10: RURAL CENTERS

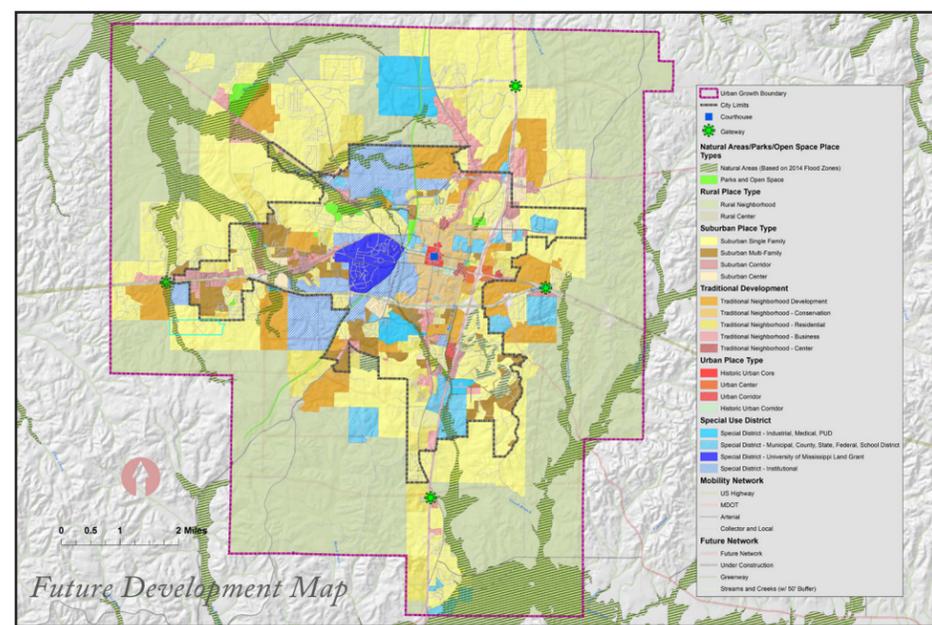
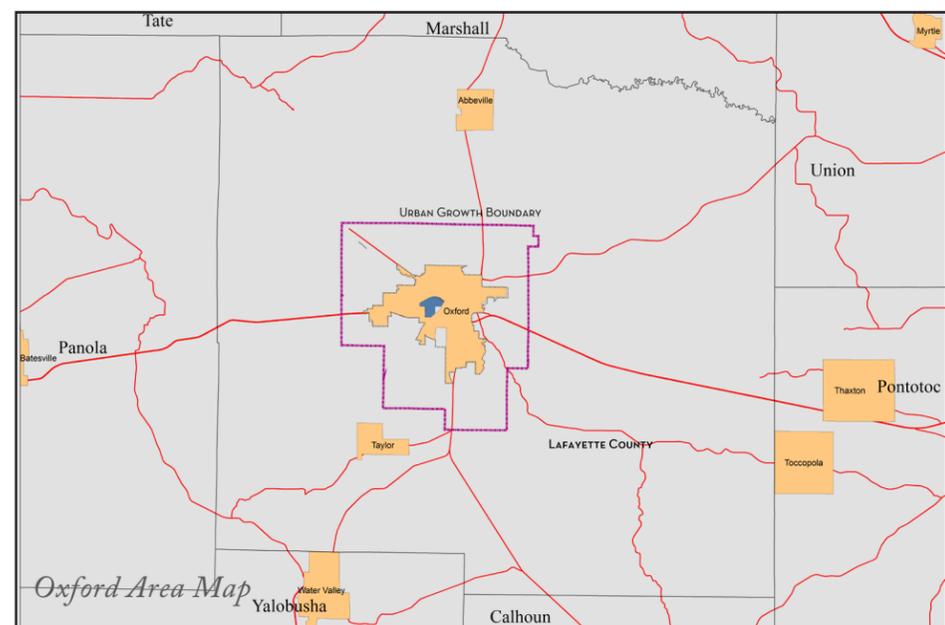
Rural Centers

Rural centers provide necessary services for the surrounding rural community and for compatible rural residential development. Rural centers are areas generally located at existing or proposed defined intersections and contain commercial, mixed use, residential, and institutional land uses. Rural centers serve rural areas with relative brief access times. Rural centers are generally small, not exceeding the four corners of an intersection of prominent rural roads though some may be larger.

Buildings are irregularly spaced, with minimal spacing between buildings when on narrow rural roads. Setbacks for buildings may be deeper when located on wide rural roads. Parking is ideally located behind or beside the buildings but often located to the front of the building. The public realm and streetscape features the infrequent use of lighting, and both formal and informal landscaping. They are ideally served by low to moderate levels of connectivity with rural roads and multi-use paths leading to surrounding rural areas and open space. The edges of rural centers should be firm with clearly distinguishable boundaries identified by land uses, building types,

building placement, block structure, and environmental features. Rural centers are generally surrounded by extensive areas of rural or suburban neighborhoods. New development should be appropriate in scale and designed to complement the unique character of the designated center area. Rural centers are also characterized by low density residential development situated on smaller lots within and in close proximity to the designated Rural center. These rural commercial nodes are typically located at road intersections and are scaled to complement the character of the existing community.

Rural centers should maintain a sense of place and unique character. New development should complement the existing community with regard to scale, architecture, materials, color, and texture. Rural centers should encourage a mix of uses, including neighborhood commercial, residential, as well as assembly or civic buildings.



RURAL CENTERS

POTENTIAL DEVELOPMENT USES AND POLICIES	
Primary Land Uses	<ul style="list-style-type: none"> Commercial/office
Secondary Land Uses	<ul style="list-style-type: none"> Single-family detached residential Institutional
Development Intensity	<ul style="list-style-type: none"> Limited development potential
Sewage Treatment	<ul style="list-style-type: none"> Generally individual septic systems
Appropriate Development Policies	<ul style="list-style-type: none"> Zoned for commercial activity at cross roads. Building designs compatible with the area's rural setting are most appropriate. Outside storage to be minimized. Site plan review
Private and Public Amenities	<ul style="list-style-type: none"> Greenway or trail head
GENERAL DESIGN CHARACTER	
Building Placement	<ul style="list-style-type: none"> Buildings setbacks from road vary Parking lots may occur in front or to the side of buildings
Building Frontage	<ul style="list-style-type: none"> Mixed-use/commercial buildings have shop fronts at street level Residential buildings have front porches At least one primary entrance faces the street
Building Height	<ul style="list-style-type: none"> Up to 3 stories with limitations per code
Parking	<ul style="list-style-type: none"> Parking areas located behind or beside street-facing facades on primary streets
Access	<ul style="list-style-type: none"> Limited curb-cuts, shared access
Landscaping and Transitions	<ul style="list-style-type: none"> Parking should be landscaped and street trees should be preserved or established. Vegetative buffering of nearby residential
MOBILITY	
Street Types	<ul style="list-style-type: none"> Parkway, avenue, main street, local
Non-Vehicular Mobility	<ul style="list-style-type: none"> Greenways, bikeways
Transit	<ul style="list-style-type: none"> Minimal feasibility, but limited potential for park and ride lots

PRECEDENT IMAGERY

The imagery on this page illustrates the general character of development within this place type. The intent of this imagery is to provide conceptual guidance to the City, property owners, and developers as to the appropriate type and character of development for a given area.



Rural Centers Image 1



Rural Centers Image 7



Rural Centers Image 2



Rural Centers Image 3



Rural Centers Image 4



Rural Centers Image 6



Rural Centers Image 5

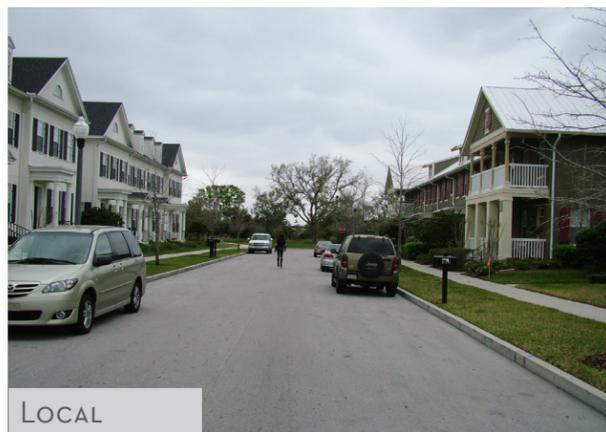
MOBILITY FOR RURAL CENTERS



PARKWAY



AVENUE



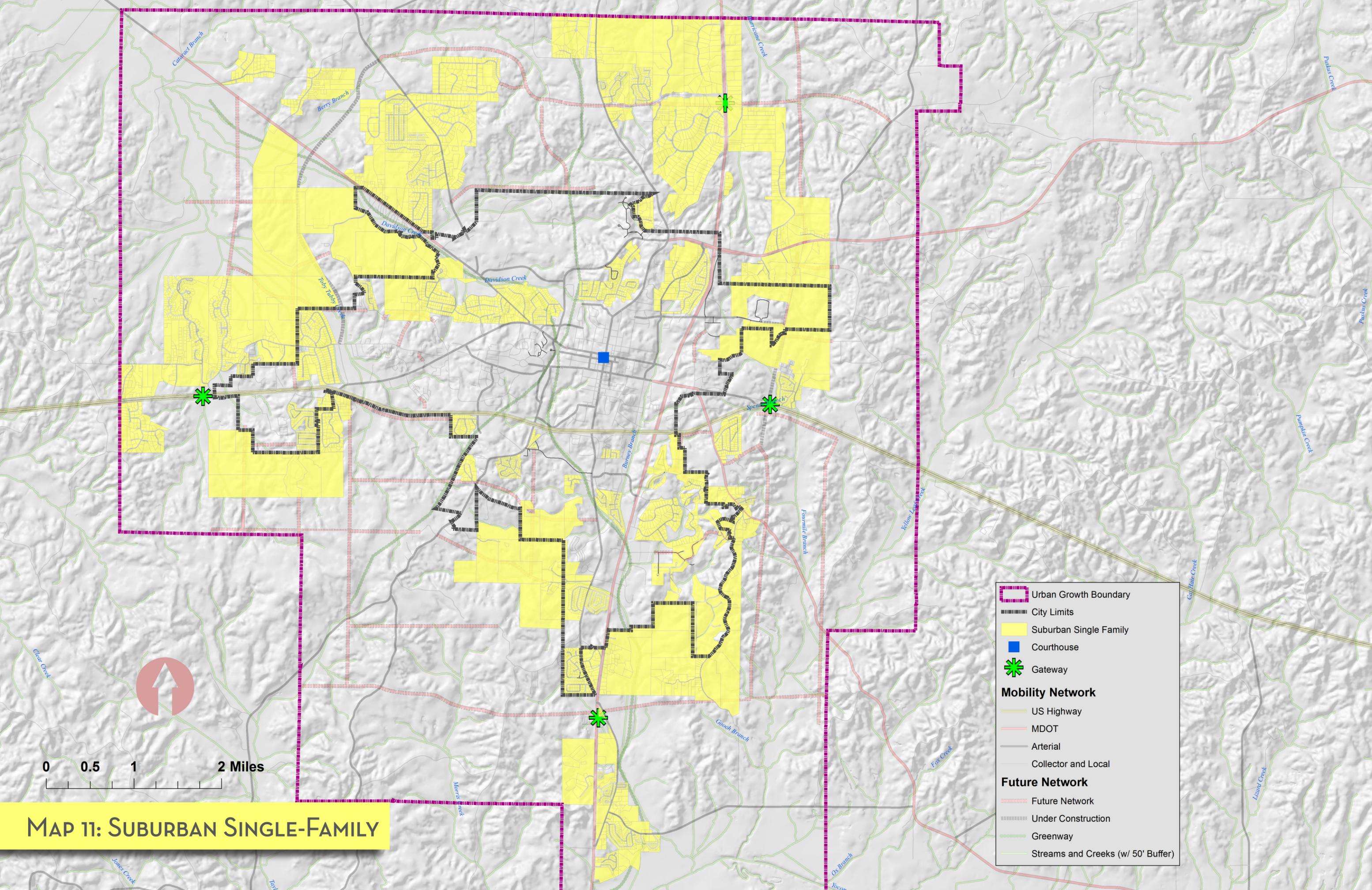
LOCAL



MAIN STREET

PLACE TYPE	PARKWAY	BOULEVARD	AVENUE	MAIN STREET	LOCAL	SENSITIVE
NATURAL	●		●		●	●
RURAL AREAS	●		●		●	●
RURAL CENTERS	●		●	●	●	
TRADITIONAL NEIGHBORHOODS			●	●	●	
URBAN CENTERS		●	●		●	
URBAN CORRIDOR		●	●			
URBAN CORE			●	●		
SUBURBAN NEIGHBORHOODS	●		●	●	●	●
SUBURBAN CENTERS		●	●	●	●	
SUBURBAN CORRIDORS	●	●	●			
SPECIAL DISTRICTS	●	●	●		●	●

STREET TYPE	ROAD CLASSIFICATION
 Parkway	ARTERIAL
 Boulevard	ARTERIAL
 Avenue	ARTERIAL COLLECTOR
 Main Street	ARTERIAL COLLECTOR
 Local	COLLECTOR LOCAL
 Sensitive	COLLECTOR LOCAL



MAP 11: SUBURBAN SINGLE-FAMILY

	Urban Growth Boundary
	City Limits
	Suburban Single Family
	Courthouse
	Gateway
Mobility Network	
	US Highway
	MDOT
	Arterial
	Collector and Local
Future Network	
	Future Network
	Under Construction
	Greenway
	Streams and Creeks (w/ 50' Buffer)

0 0.5 1 2 Miles



Clear Creek

Catawba Branch

Berry Branch

Worcester Creek

Parkus Creek

Parkus Creek

Pumpkin Creek

Yellow L. Creek

Call Hat Creek

Lizard Creek

Fox Creek

Goosh Branch

Morris Creek

Burns Branch

Fountain Branch

Roby Tubbs

Davidson Creek

Spencer

Ox Branch

Yocor

Taylor

Jones Creek

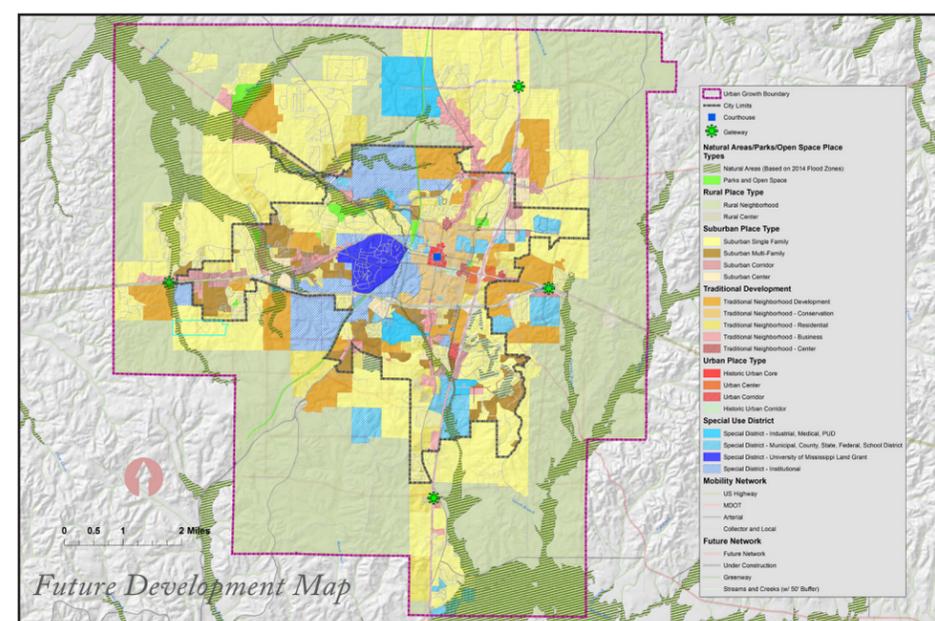
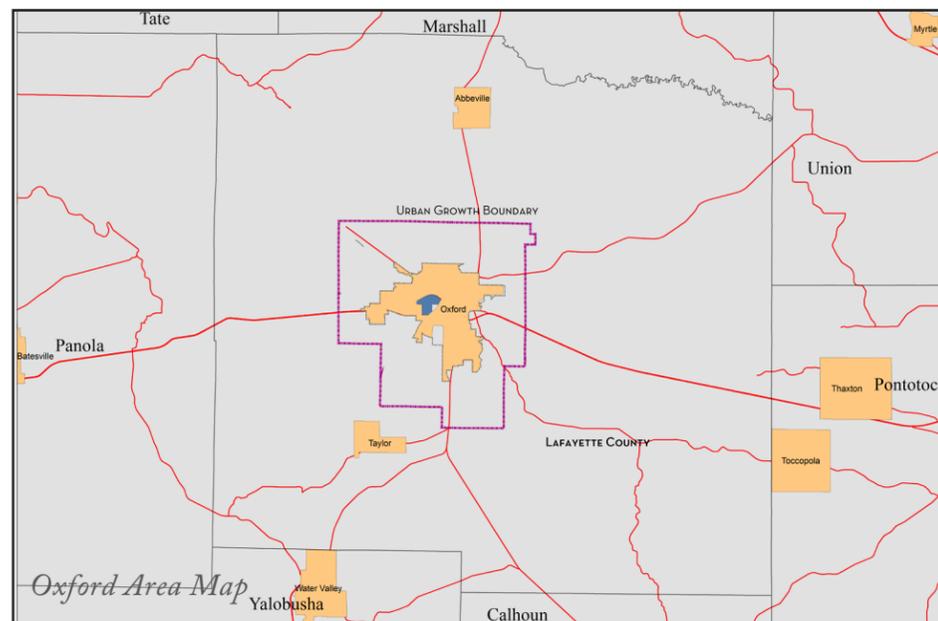
Suburban Single-Family

Suburban single-family neighborhoods typically serve as a transitional development form Rural and Urban place types. Suburban single-family neighborhoods are designed to thoughtfully transition from the least dense natural and rural environment to the denser urban environment. Suburban neighborhoods should strive to strategically incorporate natural features into site design. Existing landscapes may be preserved to define curvilinear streets, common areas and parks spaces associated with civic and institutional uses. Ideally, landscapes, rather than buildings, are designed to frame the development.

Classic models of suburban development, as opposed to more conventional auto dominated developments of suburban sprawl, use nature as a prominent feature while buildings remain secondary, moderate street connectivity and separation of uses. Suburban single-family neighborhood areas of Oxford will ideally be designed according to the classic model preserving the natural environment by strongly incorporating existing vegetation and land forms into the site design. A variety of yard sizes is encouraged to create opportunities for diverse housing market choices.

The suburban character of these residential areas is best maintained by preserving existing vegetation and a balance between buildings and open space. Curvilinear streets remain appropriate in suburban single-family neighborhoods.

Parks and open spaces are important features in suburban single-family neighborhoods, but less important than in more urban areas. Parks and open spaces tend to be more formal than in rural areas with functions ranging from playgrounds to a central gathering space. Buildings with recreational amenities such as fitness centers, pools, or ball courts are often included within these areas.



SUBURBAN SINGLE-FAMILY

POTENTIAL DEVELOPMENT USES AND POLICIES	
Primary Land Uses	<ul style="list-style-type: none"> Single-family detached residential Single family attached townhouses and condominiums Single-family zero lot line dwellings
Secondary Land Uses	<ul style="list-style-type: none"> Institutional Assembly
Development Intensity	<ul style="list-style-type: none"> Low to moderate intensity (1 to 5 dwelling units per acre)
Sewage Treatment	<ul style="list-style-type: none"> Public sewer
Appropriate Development Policies	<ul style="list-style-type: none"> Slope and canopy preservation Underground drainage, but alternative drainage may occur in larger lot developments Selected areas may be suitable for transit-oriented development Underground utilities Site plan review
Private and Public Amenities	<ul style="list-style-type: none"> 10 percent open space Recreation areas must be provided if not with 1/2 mile of a city park
GENERAL DESIGN CHARACTER	
Building Placement	<ul style="list-style-type: none"> Building facades set back from the street Accessory buildings in the rear yard Recessed garages
Building Frontage	<ul style="list-style-type: none"> Residential buildings typically have porches At least one entrance faces the primary street
Building Height	<ul style="list-style-type: none"> Up to 3 stories with limitations per code
Parking	<ul style="list-style-type: none"> Garages are located behind the front facade or placed to the rear of the lot
Access	<ul style="list-style-type: none"> Individual driveways
Landscaping and Transitional Buffering	<ul style="list-style-type: none"> Natural or constructed separation buffer from nearby commercial areas Street trees
MOBILITY	
Street Types	<ul style="list-style-type: none"> Parkway, avenue, main street, local sensitive
Non-Vehicular Mobility	<ul style="list-style-type: none"> Pedestrian facilities on both sides of the street, bike lanes
Transit	<ul style="list-style-type: none"> Marginally feasible, but selected areas may have access

PRECEDENT IMAGERY

The imagery on this page illustrates the general character of development within this place type. The intent of this imagery is to provide conceptual guidance to the City, property owners, and developers as to the appropriate type and character of development for a given area.



Suburban Single-Family Image 1



Suburban Single-Family Image 2



Suburban Single-Family Image 3



Suburban Single-Family Image 4



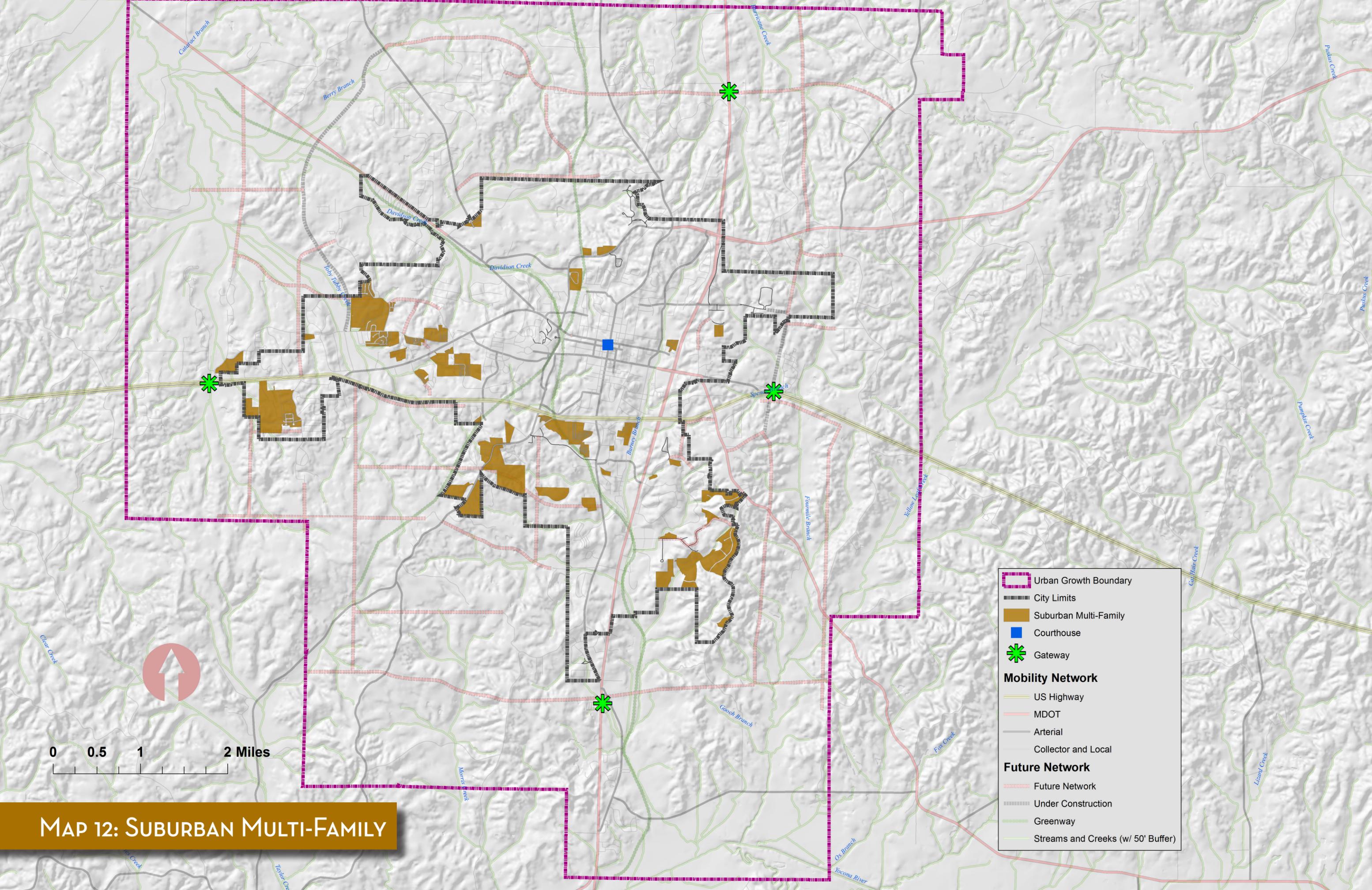
Suburban Single-Family Image 5

MOBILITY FOR SUBURBAN SINGLE-FAMILY



PLACE TYPE	PARKWAY	BOULEVARD	AVENUE	MAIN STREET	LOCAL	SENSITIVE
NATURAL	●		●		●	●
RURAL AREAS	●		●		●	●
RURAL CENTERS	●		●	●	●	
TRADITIONAL NEIGHBORHOODS			●	●	●	
URBAN CENTERS		●	●		●	
URBAN CORRIDOR		●	●			
URBAN CORE			●	●		
SUBURBAN NEIGHBORHOODS	●		●	●	●	●
SUBURBAN CENTERS		●	●	●	●	
SUBURBAN CORRIDORS	●	●	●			
SPECIAL DISTRICTS	●	●	●		●	●

STREET TYPE	ROAD CLASSIFICATION
<p>Parkway</p>	ARTERIAL
<p>Boulevard</p>	ARTERIAL
<p>Avenue</p>	ARTERIAL COLLECTOR
<p>Main Street</p>	ARTERIAL COLLECTOR
<p>Local</p>	COLLECTOR LOCAL
<p>Sensitive</p>	COLLECTOR LOCAL



MAP 12: SUBURBAN MULTI-FAMILY

-  Urban Growth Boundary
-  City Limits
-  Suburban Multi-Family
-  Courthouse
-  Gateway
- Mobility Network**
-  US Highway
-  MDOT
-  Arterial
-  Collector and Local
- Future Network**
-  Future Network
-  Under Construction
-  Greenway
-  Streams and Creeks (w/ 50' Buffer)

0 0.5 1 2 Miles

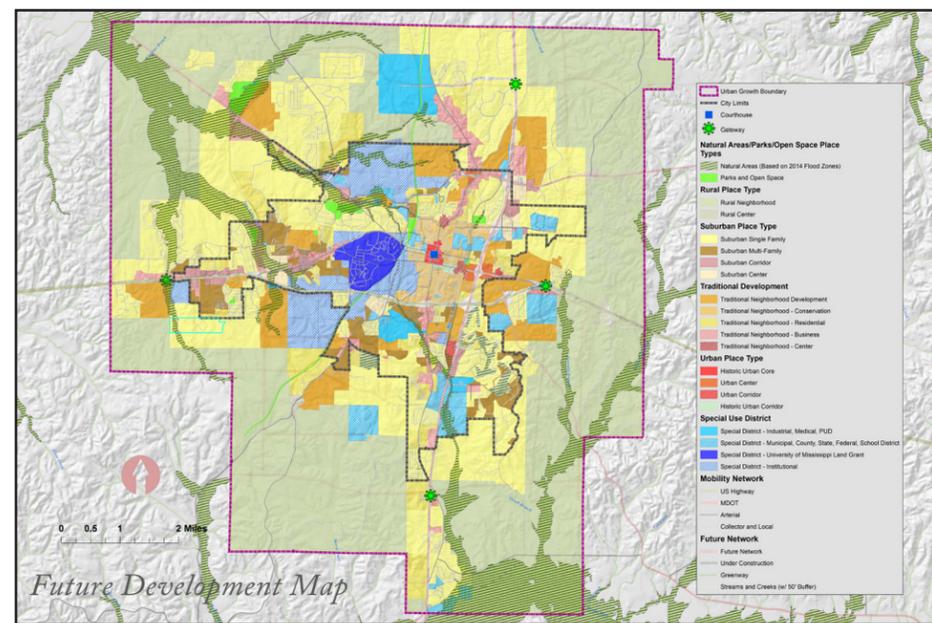
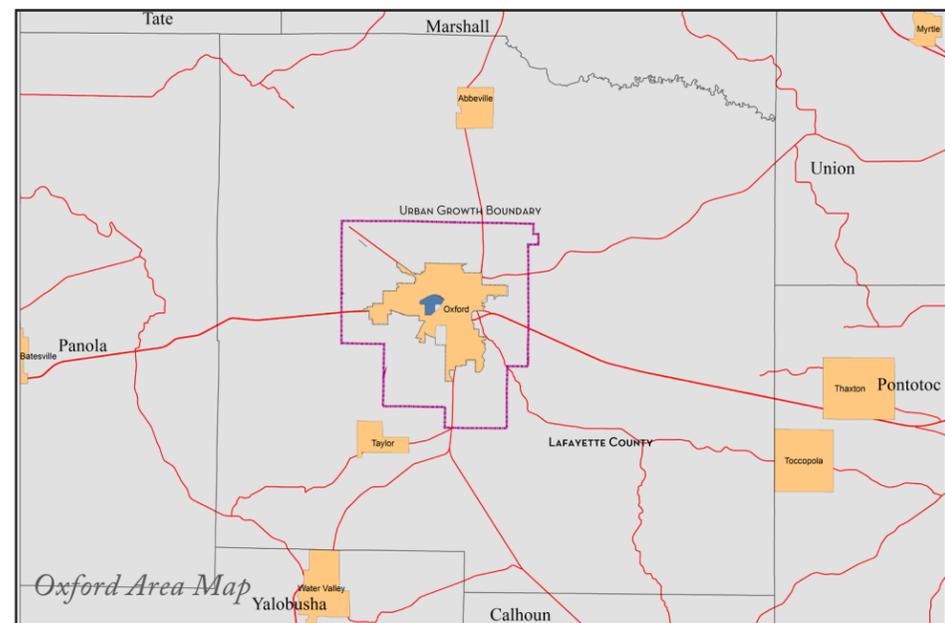


Suburban Multi-Family

The suburban multi-family place type typically follows one of two types. The most prevalent model is the garden apartment/condominium. This housing type is typically two to three stories in height, usually without elevators, often has an exterior entry for each unit, and includes integral parking and open space. Three-story height is rarely exceeded in this model and units are typically accessed by exterior stairway.

Based on higher housing density, these garden apartment/condominium developments are almost always in areas that have access to public sewer systems and are often located near major transportation corridors and commercial and retail areas to both accommodate demand and to serve as transitions between these areas and single-family homes. These housing developments are typically multi-building on large tracts and tenure is primarily rental, though they may also exist as ownership communities. Specialty housing for the elderly or other group or congregate housing for special populations is included this place type. When specialized, the

type differs from the garden apartment/condominium in that it almost universally has elevators when multi storied, a reduced amount of parking, and entry to units through a shared common interior space. These specialized units often include group kitchen, dining, and recreational spaces. Because of the addition of the elevator and interior entry to units, this model of multifamily housing can often reach four or more stories in height



SUBURBAN MULTI-FAMILY

POTENTIAL DEVELOPMENT USES AND POLICIES	
Primary Land Uses	<ul style="list-style-type: none"> Multi-family residential Single-family attached residential
Secondary Land Uses	<ul style="list-style-type: none"> Single-family detached residential Institutional Assembly
Development Intensity	<ul style="list-style-type: none"> Moderate intensity
Appropriate Development Policies	<ul style="list-style-type: none"> Slope and canopy preservation Underground drainage however alternative drainage may occur Site plan review Transit-oriented development where appropriate
Private and Public Amenities	<ul style="list-style-type: none"> 15% open space Active recreational area on or adjacent to site
GENERAL DESIGN CHARACTER	
Building Placement	<ul style="list-style-type: none"> Building facades set back from the street
Building Frontage	<ul style="list-style-type: none"> Residential buildings typically have stoops, porches, or balconies Street-facing facades have at least one entrance that faces the street
Building Height	<ul style="list-style-type: none"> Moderate height with limitations per code
Parking	<ul style="list-style-type: none"> Parking areas have a perimeter landscape buffer where adjacent to streets Garages are located behind the front facade, under the building or placed to the rear of the lot
Access	<ul style="list-style-type: none"> Limited curb-cuts Individual driveways per building
Landscaping and Transitional Buffering	<ul style="list-style-type: none"> Significant constructed buffering along the perimeter of the site Street trees
MOBILITY	
Street Types	<ul style="list-style-type: none"> Parkway, avenue, main street, local sensitive
Non-Vehicular Mobility	<ul style="list-style-type: none"> Pedestrian facilities on both sides of the street, bike lanes, bike racks
Transit	<ul style="list-style-type: none"> Required where access is feasible

PRECEDENT IMAGERY

The imagery on this page illustrates the general character of development within this place type. The intent of this imagery is to provide conceptual guidance to the City, property owners, and developers as to the appropriate type and character of development for a given area.



Suburban Multi-Family Image 1



Suburban Multi-Family Image 2



Suburban Multi-Family Image 3



Suburban Multi-Family Image 4

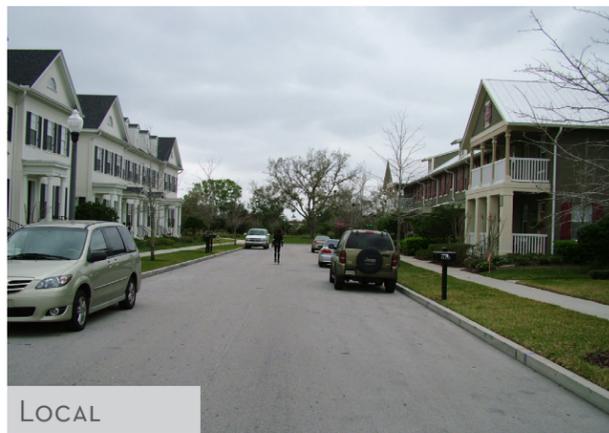


Suburban Multi-Family Image 5



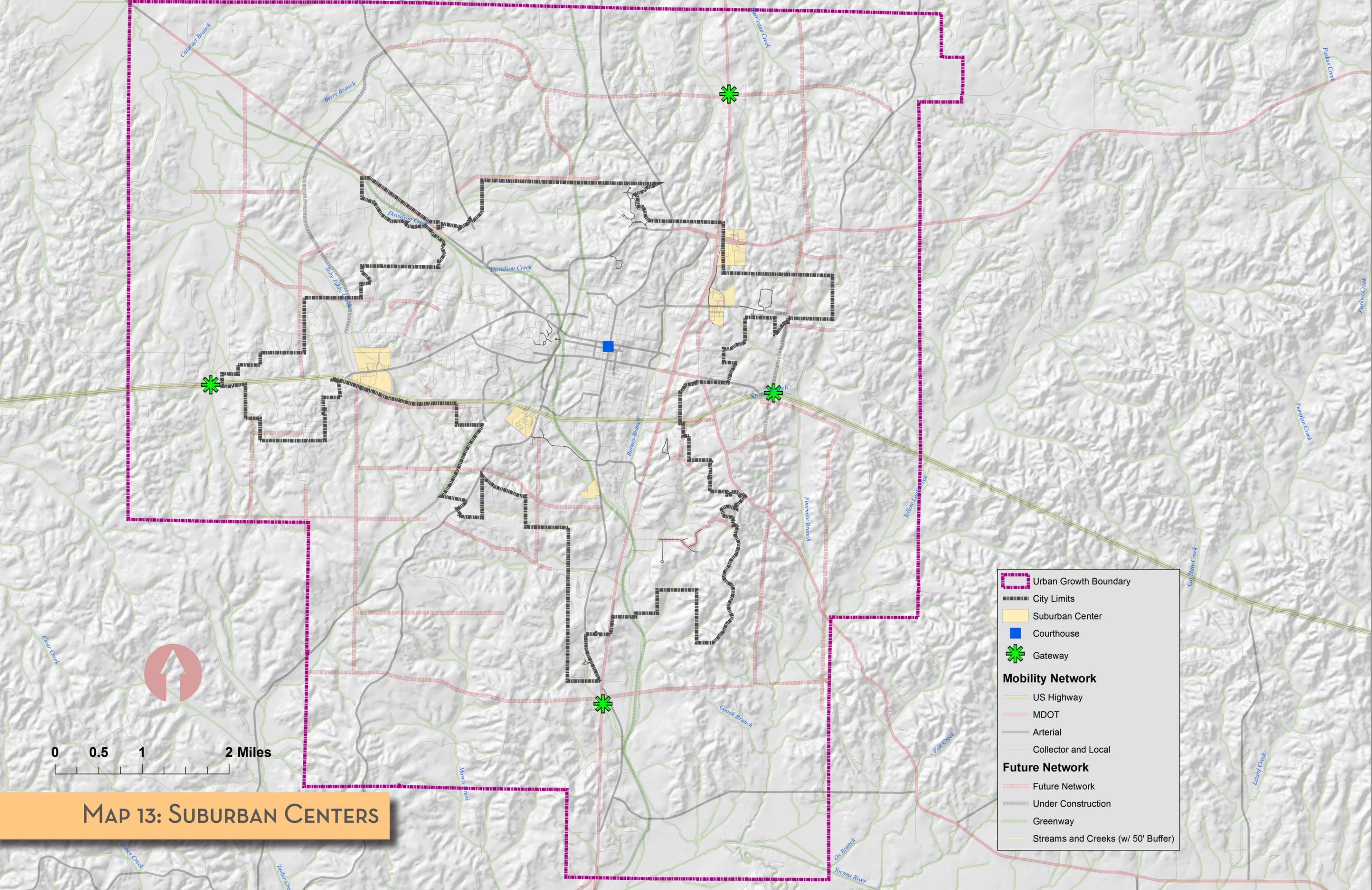
Suburban Multi-Family Image 6

MOBILITY FOR SUBURBAN MULTI-FAMILY



PLACE TYPE	PARKWAY	BOULEVARD	AVENUE	MAIN STREET	LOCAL	SENSITIVE
NATURAL	●		●		●	●
RURAL AREAS	●		●		●	●
RURAL CENTERS	●		●	●	●	
TRADITIONAL NEIGHBORHOODS			●	●	●	
URBAN CENTERS		●	●		●	
URBAN CORRIDOR		●	●			
URBAN CORE			●	●		
SUBURBAN NEIGHBORHOODS	●		●	●	●	●
SUBURBAN CENTERS		●	●	●	●	
SUBURBAN CORRIDORS	●	●	●			
SPECIAL DISTRICTS	●	●	●		●	●

STREET TYPE	ROAD CLASSIFICATION
 Parkway	ARTERIAL
 Boulevard	ARTERIAL
 Avenue	ARTERIAL COLLECTOR
 Main Street	ARTERIAL COLLECTOR
 Local	COLLECTOR LOCAL
 Sensitive	COLLECTOR LOCAL



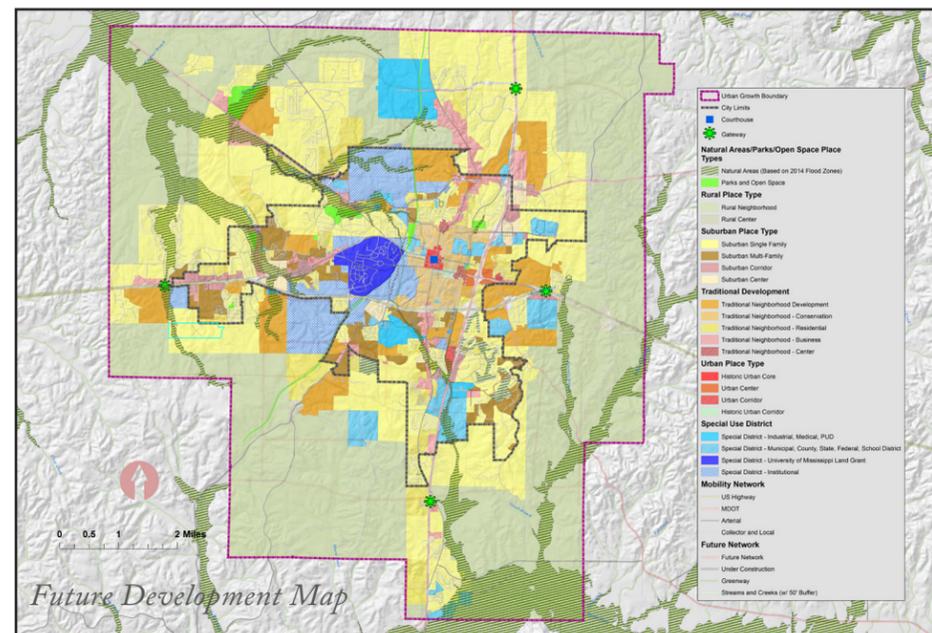
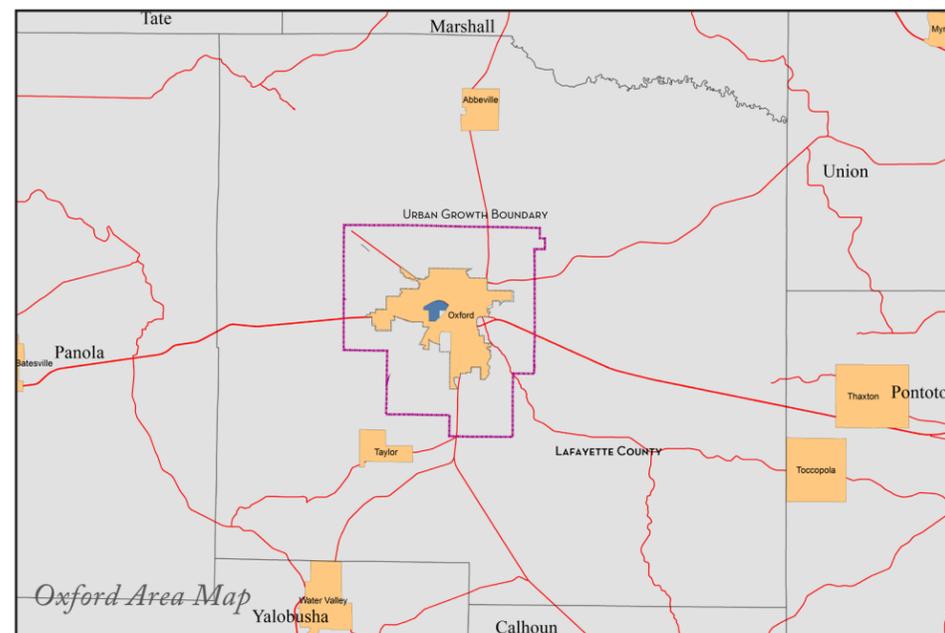
MAP 13: SUBURBAN CENTERS

	Urban Growth Boundary
	City Limits
	Suburban Center
	Courthouse
	Gateway
Mobility Network	
	US Highway
	MDOT
	Arterial
	Collector and Local
Future Network	
	Future Network
	Under Construction
	Greenway
	Streams and Creeks (w/ 50' Buffer)

Suburban Centers

Suburban Centers are generally the location for large footprint commercial uses because they are destinations with a more regional draw. While retail uses are often low-rise, office and lodging uses are typically in mid-rise buildings. Residential development in these areas should be limited to higher density building types that are integrated into the development as opposed to being separated. Suburban Centers cater more to automobile users; however, buildings should be arranged to create a street wall to make walking and cycling between buildings safer and more enjoyable. Suburban Centers demand a great deal of parking, but large parking lots should be located behind or beside buildings. Parking between buildings and streets should be limited. Parking areas must be screened when adjacent to public streets or the internal street network where pedestrian use is expected. Parks and open spaces in Suburban Centers should be more formal and serve as a focal point of the development.

Suburban Centers should be designed with an interconnected network of streets rather than parking lots. An internal network of sidewalks should link buildings to each other and the public sidewalk system. Street design is more urban in these areas and should adequately accommodate pedestrian and bicycles however, the automobile will remain the dominant form of transportation. Landscaping and streetscaping should be more formal featuring a regular pattern of street trees, lighting, and amenities.



SUBURBAN CENTERS

POTENTIAL DEVELOPMENT USES AND POLICIES	
Primary Land Uses	<ul style="list-style-type: none"> Mixed-use Commercial/office
Secondary Land Uses	<ul style="list-style-type: none"> Institutional Assembly Single-family attached residential Multi-family residential
Development Intensity	<ul style="list-style-type: none"> Moderately high intensity
Appropriate Development Policies	<ul style="list-style-type: none"> Slope and canopy preservation Underground drainage Site plan review Transit-oriented development where appropriate
Private and Public Amenities	<ul style="list-style-type: none"> 10% open space Public use spaces
GENERAL DESIGN CHARACTER	
Building Placement	<ul style="list-style-type: none"> Building facades set back from the street but should form a "street wall"
Building Frontage	<ul style="list-style-type: none"> Buildings front the primary street Buildings must be clustered to form groupings
Building Height	<ul style="list-style-type: none"> Moderate height with limitation per code
Parking	<ul style="list-style-type: none"> Parking between buildings and primary streets is limited to one double-loaded aisle Additional parking is located behind, beneath or beside street-facing buildings Parking areas have a perimeter landscape buffer where adjacent to streets Garages are located behind the front facade, under the building or to the rear of the lot
Access	<ul style="list-style-type: none"> Limited curb-cuts Shared access Cross access between developments is common
Landscaping and Transitional Buffering	<ul style="list-style-type: none"> Significant constructed buffering along the perimeter of the site unless adjoining a natural amenity, park or open space. Street trees
MOBILITY	
Street Types	<ul style="list-style-type: none"> Parkway, avenue, boulevard, main street
Non-Vehicular Mobility	<ul style="list-style-type: none"> Pedestrian facilities on both sides of the street, bike lanes, bike racks
Transit	<ul style="list-style-type: none"> Required according to transit policy

PRECEDENT IMAGERY

The imagery on this page illustrates the general character of development within this place type. The intent of this imagery is to provide conceptual guidance to the City, property owners, and developers as to the appropriate type and character of development for a given area.



Suburban Centers Image 1



Suburban Centers Image 2



Suburban Centers Image 3



Suburban Centers Image 7



Suburban Centers Image 5

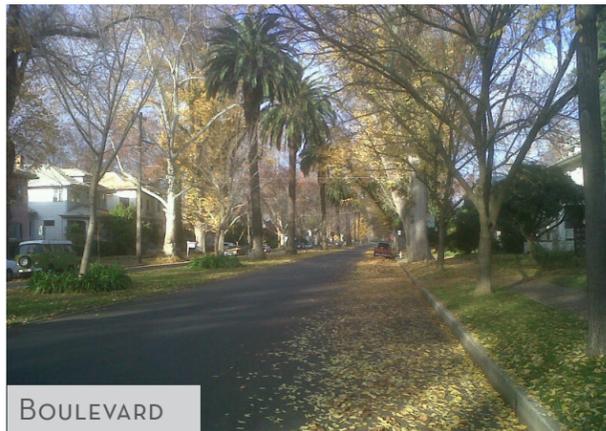


Suburban Centers Image 4



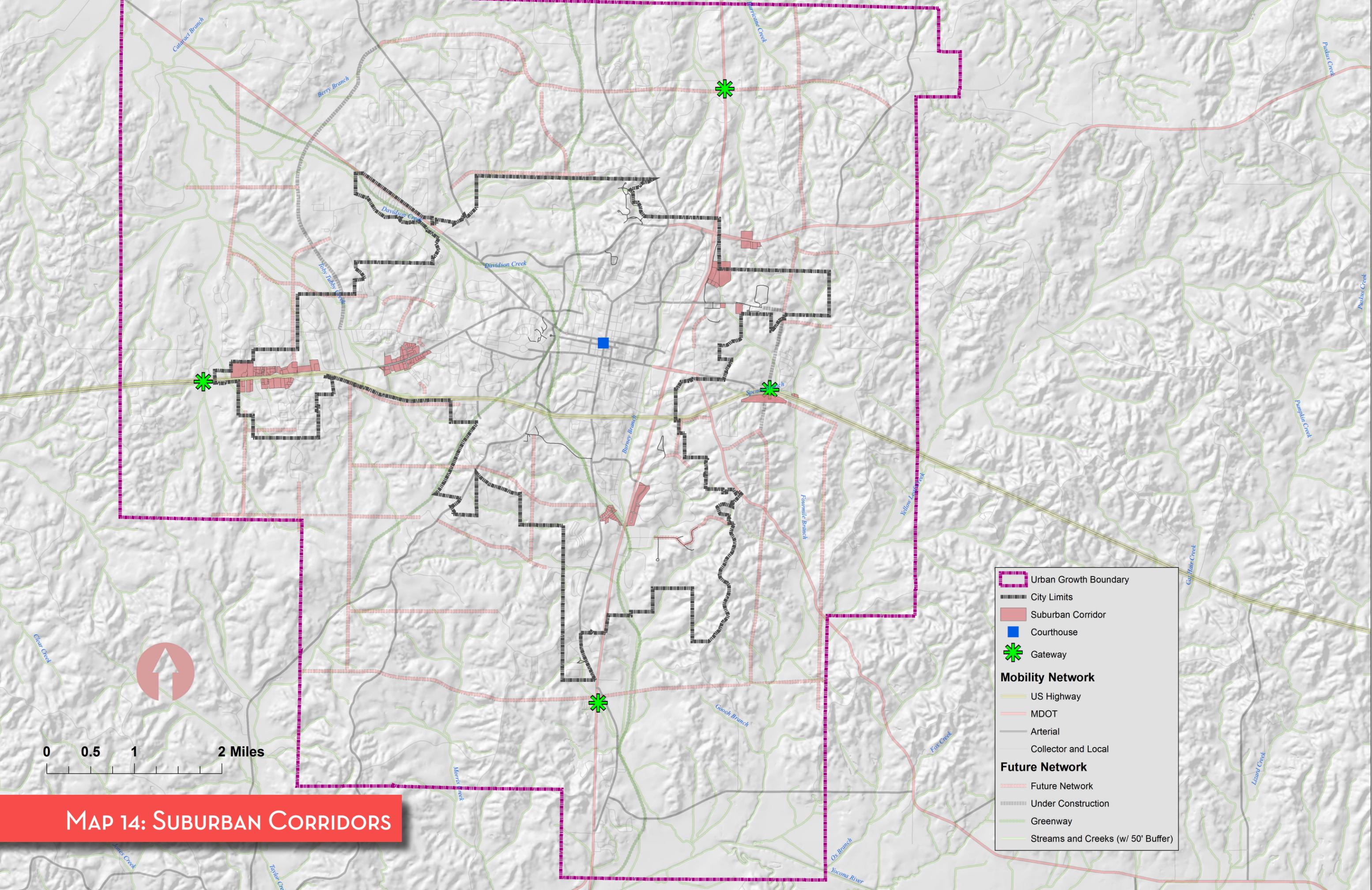
Suburban Centers Image 6

MOBILITY FOR SUBURBAN CENTERS



PLACE TYPE	PARKWAY	BOULEVARD	AVENUE	MAIN STREET	LOCAL	SENSITIVE
NATURAL	●		●		●	●
RURAL AREAS	●		●		●	●
RURAL CENTERS	●		●	●	●	
TRADITIONAL NEIGHBORHOODS			●	●	●	
URBAN CENTERS		●	●		●	
URBAN CORRIDOR		●	●			
URBAN CORE			●	●		
SUBURBAN NEIGHBORHOODS	●		●	●	●	●
SUBURBAN CENTERS		●	●	●	●	
SUBURBAN CORRIDORS	●	●	●			
SPECIAL DISTRICTS	●	●	●		●	●

STREET TYPE	ROAD CLASSIFICATION
 Parkway	ARTERIAL
 Boulevard	ARTERIAL
 Avenue	ARTERIAL COLLECTOR
 Main Street	ARTERIAL COLLECTOR
 Local	COLLECTOR LOCAL
 Sensitive	COLLECTOR LOCAL



-  Urban Growth Boundary
-  City Limits
-  Suburban Corridor
-  Courthouse
-  Gateway
- Mobility Network**
-  US Highway
-  MDOT
-  Arterial
-  Collector and Local
- Future Network**
-  Future Network
-  Under Construction
-  Greenway
-  Streams and Creeks (w/ 50' Buffer)

MAP 14: SUBURBAN CORRIDORS

0 0.5 1 2 Miles



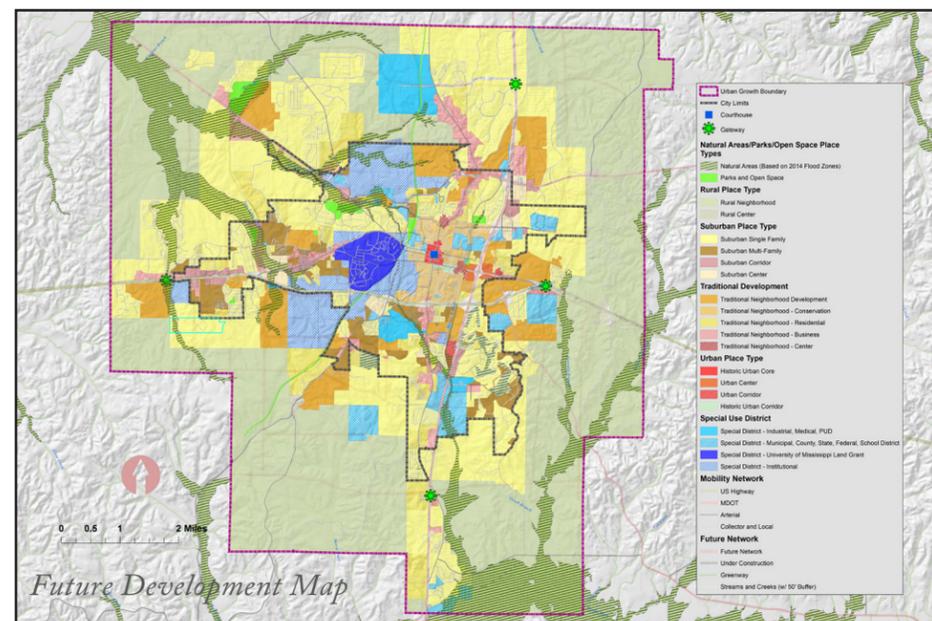
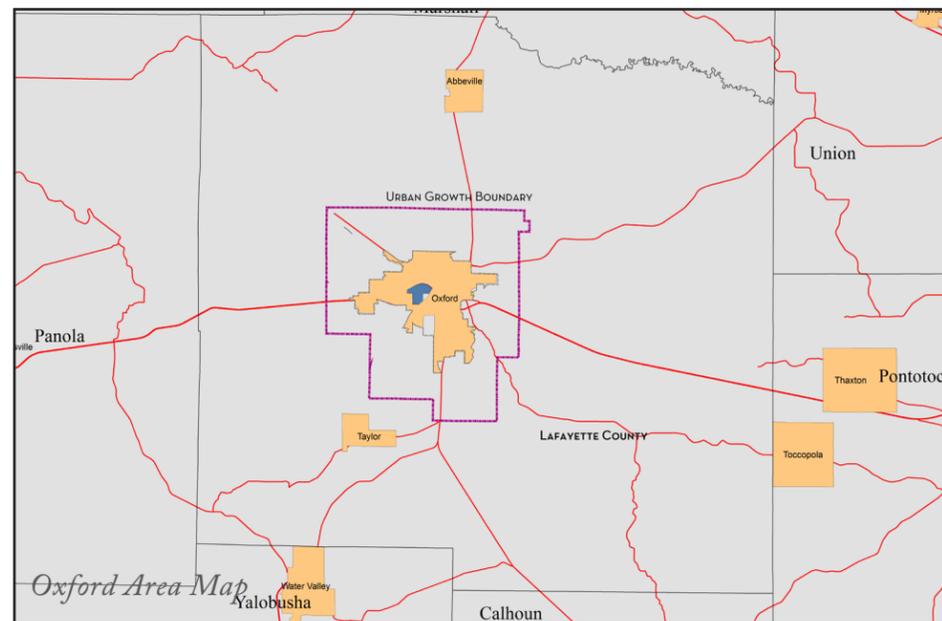
Suburban Corridors

Typically, suburban corridors link suburban neighborhoods to suburban centers and have a distinct character and function in the neighborhoods versus in the centers. Residential and mixed use suburban corridors are intended to allow traffic to move efficiently while also accommodating pedestrians and cyclists. The corridor will be framed by buildings and streetscape. In suburban neighborhoods and between suburban centers, the corridor should generally be framed by open space, preserving existing vegetation and land forms.

Suburban Corridors are major thoroughfares that link outer and inner suburban rings, provide access to suburban centers and provide access to the core urban area. Automobiles serve as the underlying organizing design element. Moving traffic through the corridor is a primary concern

along with other functions of providing for consumer activity. They are often lined with commercial, office and residential uses that link the City's neighborhoods and centers. Characteristically, Suburban Corridors contain larger scale commercial developments such as regional shopping centers, supermarkets, movie theaters and department stores.

Low rise buildings line corridors with opportunities for more dense infill development on vacant and under utilized properties. Frontage roads may be found where single-or multi-family residential uses exist. Direct vehicular access from the corridor into a site is typical. Bike lanes typically exist, although street parking may or may not be present depending on the location. The streetscape contains street trees and landscaping, lighting and other amenities that enhance commercial activities.



SUBURBAN CORRIDORS

POTENTIAL DEVELOPMENT USES AND POLICIES	
Primary Land Uses	<ul style="list-style-type: none"> Commercial and office
Secondary Land Uses	<ul style="list-style-type: none"> Single-family attached residential Multi-family residential (above 1st floor) Institutional and assembly
Development Intensity	<ul style="list-style-type: none"> Moderately high intensity
Appropriate Development Policies	<ul style="list-style-type: none"> Slope and canopy preservation Underground drainage Site plan review Transit-oriented development where appropriate Underground utilities
Private and Public Amenity	<ul style="list-style-type: none"> 15% open space Public use spaces
GENERAL DESIGN CHARACTER	
Building Placement	<ul style="list-style-type: none"> Building facades set back from the street
Building Frontage	<ul style="list-style-type: none"> Mixed-use/commercial buildings, shop fronts at street level Residential buildings typically have stoops, porches, or balconies Street-facing facades have at least one entrance that faces the street
Building Height	<ul style="list-style-type: none"> Moderately high with limitations per code
Parking	<ul style="list-style-type: none"> Parking between buildings and primary streets is limited to one double-loaded aisle Additional parking is located behind, beneath or beside street-facing buildings Parking areas have a perimeter landscape buffer where adjacent to streets Garages are located behind the front facade, under the building or to the rear of the lot
Access	<ul style="list-style-type: none"> Limited curb-cuts Shared access and cross access between developments is common
Landscaping and Transitional Buffering	<ul style="list-style-type: none"> Significant constructed buffering along the perimeter of the site, unless adjoining a natural amenity, park or open space Street trees
MOBILITY	
Street Types	<ul style="list-style-type: none"> Parkway, boulevard, avenue
Non-Vehicular Mobility	<ul style="list-style-type: none"> Pedestrian facilities on both sides of the street, bike lanes, bike racks
Transit	<ul style="list-style-type: none"> Required according to transit policy

PRECEDENT IMAGERY

The imagery on this page illustrates the general character of development within this place type. The intent of this imagery is to provide conceptual guidance to the City, property owners, and developers as to the appropriate type and character of development for a given area.



Suburban Corridors Image 1



Suburban Corridors Image 2



Suburban Corridors Image 3



Suburban Corridors Image 10



Suburban Corridors Image 5



Suburban Corridors Image 4



Suburban Corridors Image 9



Suburban Corridors Image 8



Suburban Corridors Image 7



Suburban Corridors Image 6

MOBILITY FOR SUBURBAN CORRIDORS



PARKWAY



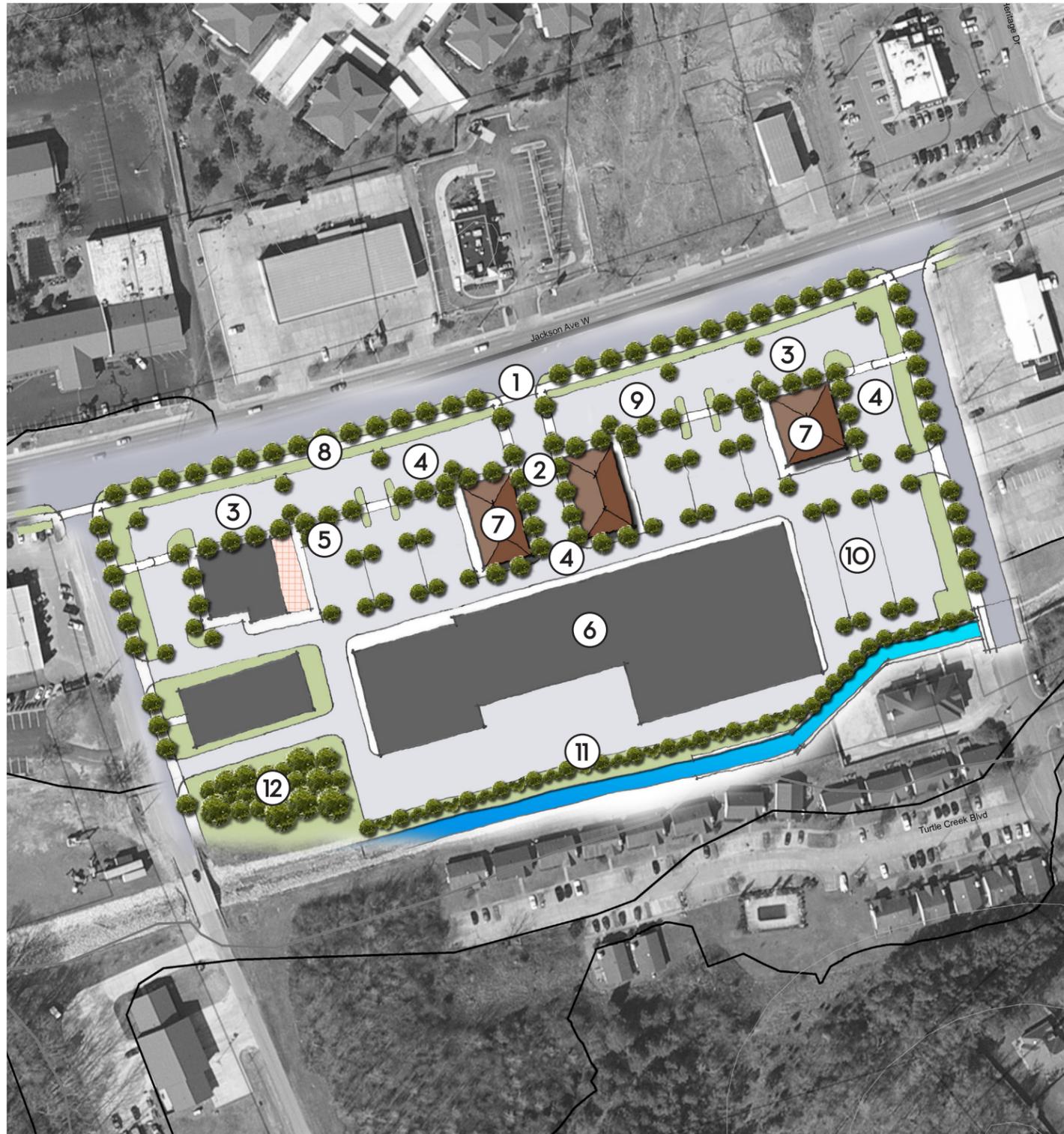
BOULEVARD



AVENUE

PLACE TYPE	PARKWAY	BOULEVARD	AVENUE	MAIN STREET	LOCAL	SENSITIVE
NATURAL	●		●		●	●
RURAL AREAS	●		●		●	●
RURAL CENTERS	●		●	●	●	
TRADITIONAL NEIGHBORHOODS			●	●	●	
URBAN CENTERS		●	●		●	
URBAN CORRIDOR		●	●			
URBAN CORE			●	●		
SUBURBAN NEIGHBORHOODS	●		●	●	●	●
SUBURBAN CENTERS		●	●	●	●	
SUBURBAN CORRIDORS	●	●	●			
SPECIAL DISTRICTS	●	●	●		●	●

STREET TYPE	ROAD CLASSIFICATION
 Parkway	ARTERIAL
 Boulevard	ARTERIAL
 Avenue	ARTERIAL COLLECTOR
 Main Street	ARTERIAL COLLECTOR
 Local	COLLECTOR LOCAL
 Sensitive	COLLECTOR LOCAL



DETAILED DESIGN • WEST JACKSON SUBURBAN CORRIDOR 'A'
PARTIAL REDEVELOPMENT

POTENTIAL DESIGN A

This scenario illustrates a potential partial redevelopment of an existing strip shopping center along the West Jackson corridor. Most of the existing buildings have been retained in this scenario, which limits the amount of new development possible due to building coverage and parking constraints. New development must be sited in a manner that better anchors the intersection of streets and access drives. Since development in Suburban areas is generally detached from the street and less pedestrian-friendly, it is important to consolidate access and improve and enhance connectivity between the development and adjacent streets and sidewalks.

- ① Curb cuts should be consolidated into as few access points as possible and located away from existing streets.
- ② Primary access points should be designed more like streets rather than parking lot drive aisles.
- ③ Along primary street frontages, parking should be limited to one double-loaded aisle between buildings and streets.
- ④ Redevelopment and new development separated from the street should include a secondary sidewalk system (minimum 6 to 12 ft. wide) that links buildings and parking and connects to the public sidewalk system.
- ⑤ Access to interior parking lots should be limited across the secondary sidewalk system.
- ⑥ Existing buildings to remain should be connected to new development and the adjoining street via sidewalks.

- ⑦ New development should first be concentrated at street corners and along main access drives fronting the secondary sidewalk system. Buildings should be oriented to the sidewalk and include shop fronts intended to activate the sidewalk and enhance the pedestrian experience.
- ⑧ Parking lots should be screened from adjoining streets with low walls or shrubs that provide year round screening.
- ⑨ The secondary sidewalk system should include evenly spaced trees to define the sidewalk and provide some protection from the weather.
- ⑩ Interior parking lots should include landscaped islands with trees.
- ⑪ Landscape buffers should be utilized to screen loading areas from adjacent development.
- ⑫ Existing mature trees should be preserved when possible.



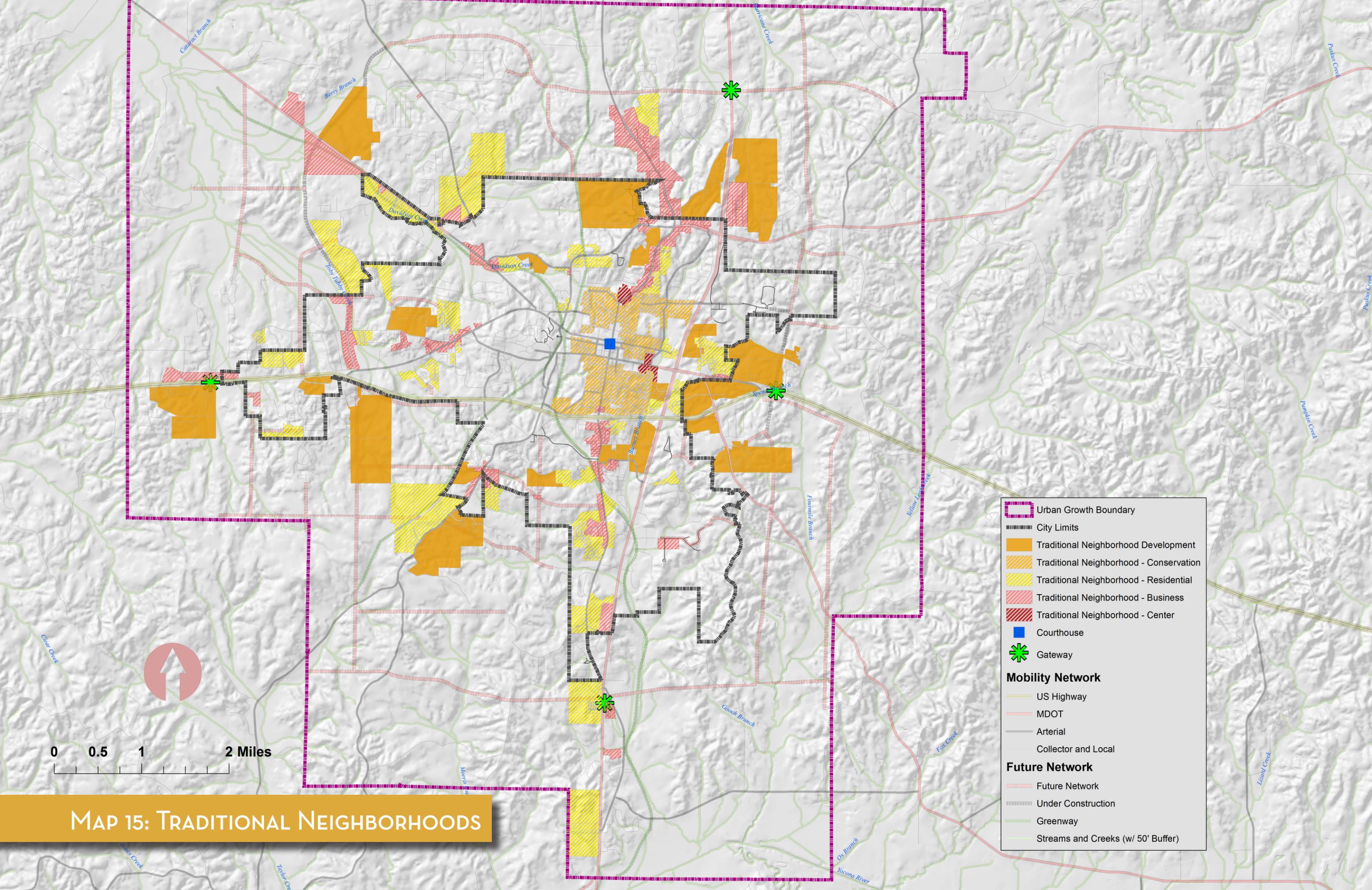
DETAILED DESIGN • W. JACKSON SUBURBAN CORRIDOR 'B'
LARGE SCALE REDEVELOPMENT

POTENTIAL DESIGN B

This scenario illustrates the potential large-scale redevelopment of the same strip shopping center along the W. Jackson corridor. By incorporating smaller footprints and multiple stories, there is greater potential for a mixture of complimentary uses. To the extent possible, large sites should be broken into distinct blocks with buildings fronting streets or access drives and include a secondary sidewalk system ties into a public sidewalk system. This design approach improves connectivity and encourages fewer vehicular trips between uses within a single development.

- ① Curb cuts should be consolidated into as few access points as possible and located away from existing streets.
- ② Primary access points should be designed more like streets rather than parking lot drive aisles.
- ③ Along primary street frontages, parking should be limited to one double-loaded aisle between buildings and streets.
- ④ Redevelopment and new development separated from the street should include a secondary sidewalk system (minimum 6 to 12 ft. wide) that links buildings and parking and connects to the public sidewalk system.
- ⑤ Access to interior parking lots should be limited across the secondary sidewalk system.
- ⑥ Existing buildings to remain should be connected to new development and the adjoining street via sidewalks.

- ⑦ New development should first be concentrated at street corners and along main access drives fronting the secondary sidewalk system. Buildings should be oriented to the sidewalk and include shop fronts intended to activate the sidewalk and enhance the pedestrian experience.
- ⑧ Uses such as office and lodging should be considered that compliment typical retail and restaurant uses. This mixture of uses should be well connected in an effort to capture internal pedestrian trips.
- ⑨ Parking lots should be screened from adjoining streets with low walls or shrubs that provide year round screening.
- ⑩ The secondary sidewalk system should include evenly spaced trees to define the sidewalk and provide some protection from the weather.
- ⑪ Interior parking lots should include landscaped islands with trees.
- ⑫ Open space should not be leftover space, but usable space framed by buildings and streets and/or sidewalks.
- ⑬ When possible, existing engineered streams should be reclaimed as natural spaces that are part of the larger open space system and provide value to surrounding development.



	Urban Growth Boundary
	City Limits
	Traditional Neighborhood Development
	Traditional Neighborhood - Conservation
	Traditional Neighborhood - Residential
	Traditional Neighborhood - Business
	Traditional Neighborhood - Center
	Courthouse
	Gateway
Mobility Network	
	US Highway
	MDOT
	Arterial
	Collector and Local
Future Network	
	Future Network
	Under Construction
	Greenway
	Streams and Creeks (w/ 50' Buffer)

0 0.5 1 2 Miles



MAP 15: TRADITIONAL NEIGHBORHOODS

Traditional Neighborhoods

Traditional neighborhoods primarily serve the residential needs of urban areas. The primary use is generally single family residential housing, but traditional neighborhoods often feature a small business center, providing services such as a library, small scale store, coffee shop, bank or other neighborhood oriented businesses. The business district of a traditional neighborhood is generally at the edge or in its center. Traditional neighborhood centers also provide the opportunity for higher density housing. Traditional neighborhoods may feature parks, schools or other public features. They should be easy to navigate on foot with important features within a 20 minute walk for the average resident.

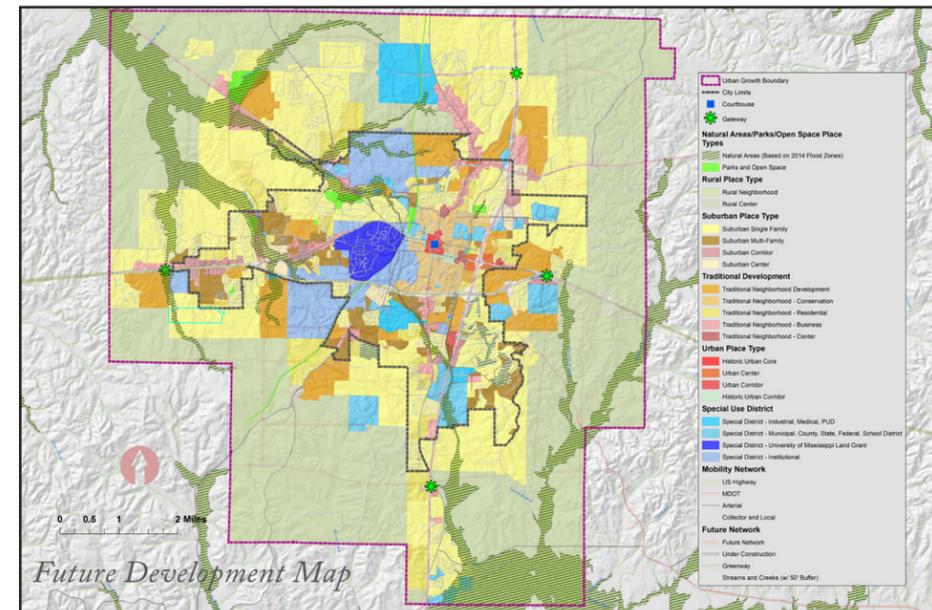
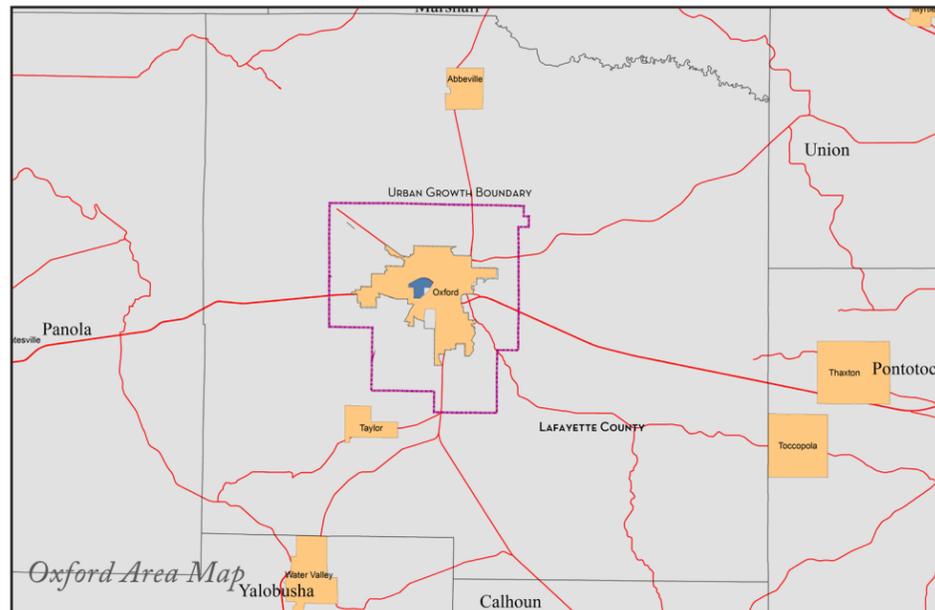
Traditional neighborhoods are most often new developments based on the pattern of well-established urban centers or a core, like the Courthouse Square. However, the plan designates Oxford's existing traditional neighborhoods as Traditional Neighborhood-Conservation as a sub-type to emphasize the priority of conservation and preservation approach to these areas.

The context of a traditional neighborhood includes small blocks on a grid formation with a discernible center public space and an edge that transition

into different less intensive uses. Traditional neighborhoods are pedestrian friendly and accessible for all modes of transportation. Buildings are built close to the street at a human scale, with abundant transparency on the ground floor of buildings. Buildings have minimal setbacks from the street, but allow for wide tree-lined sidewalks, as well as space for sidewalk uses like café and sales tables. Traditional neighborhoods provide parking that is on the street or within parking lots that are behind or underneath new buildings.

Use is mixed in traditional neighborhoods consisting of residential and commercial uses within the same buildings. A wide variety of housing types are provided, both in size and affordability, with higher density housing types closer to the center of the neighborhood and lower density single family homes toward the edges of the defined neighborhood area.

There is an active public open space at or near the center of the traditional neighborhood. This space lends itself both to passive recreation as well as organized events, such as festivals, farmers markets and performances.



TRADITIONAL NEIGHBORHOODS

POTENTIAL DEVELOPMENT USES AND POLICIES	
Primary Land Uses	<ul style="list-style-type: none"> Mixed Use All forms of residential
Secondary Land Uses	<ul style="list-style-type: none"> Institutional and assembly
Development Intensity	<ul style="list-style-type: none"> Moderate to moderately high
Appropriate Development Policies	<ul style="list-style-type: none"> Canopy mitigation Underground drainage however alternative drainage may occur Mixed Use, traditional neighborhood design Site plan review Transit-oriented development Multiple-family limited as a percentage of overall development
Private and Public Amenities	<ul style="list-style-type: none"> Featured green spaces and parks at 20% Public use spaces
GENERAL DESIGN CHARACTER	
Building Placement	<ul style="list-style-type: none"> Building facades of residential buildings have shallow setbacks Building facades of mixed-use/commercial buildings are built close to the sidewalk
Building Frontage	<ul style="list-style-type: none"> Buildings with residential uses typically have porches, stoops or balconies Single-family residential buildings typically have stoops or porches Mixed-use/commercial buildings have shopfronts at street level Street-facing facades have at least one entrance that faces the street
Building Height	<ul style="list-style-type: none"> Moderate height with limitations per code
Parking	<ul style="list-style-type: none"> Parking located behind or beside the street-facing building facade on primary streets Parking areas have a perimeter landscape buffer where adjacent to street(s) Garages are located behind the front facade, under the building or placed to the rear of the lot
Access	<ul style="list-style-type: none"> Alleys & shared access
Landscaping and Transitional Buffering	<ul style="list-style-type: none"> Street trees and significant constructed buffering along the perimeter of the site, unless adjoining a natural amenity, park or open space
MOBILITY	
Street Types	<ul style="list-style-type: none"> Avenue, Main Street, Local
Non-Vehicular Mobility	<ul style="list-style-type: none"> Pedestrian facilities both side of the street Bike lanes, bike racks
Transit	<ul style="list-style-type: none"> Transit service highly feasible

PRECEDENT IMAGERY

The imagery on this page illustrates the general character of development within this place type. The intent of this imagery is to provide conceptual guidance to the City, property owners, and developers as to the appropriate type and character of development for a given area.



Traditional Neighborhood Image 3



Traditional Neighborhood Image 9



Traditional Neighborhood Image 2



Traditional Neighborhood Image 7



Traditional Neighborhood Image 8



Traditional Neighborhood Image 1



Traditional Neighborhood Image 6



Traditional Neighborhood Image 4



Traditional Neighborhood Image 5

MOBILITY FOR TRADITIONAL NEIGHBORHOODS



PLACE TYPE	PARKWAY	BOULEVARD	AVENUE	MAIN STREET	LOCAL	SENSITIVE
NATURAL	●		●		●	●
RURAL AREAS	●		●		●	●
RURAL CENTERS	●		●	●	●	
TRADITIONAL NEIGHBORHOODS			●	●	●	
URBAN CENTERS		●	●		●	
URBAN CORRIDOR		●	●			
URBAN CORE			●	●		
SUBURBAN NEIGHBORHOODS	●		●	●	●	●
SUBURBAN CENTERS		●	●	●	●	
SUBURBAN CORRIDORS	●	●	●			
SPECIAL DISTRICTS	●	●	●		●	●

MOBILITY TYPOLOGY	ROAD CLASSIFICATION
 Parkway	ARTERIAL
 Boulevard	ARTERIAL
 Avenue	ARTERIAL COLLECTOR
 Main Street	ARTERIAL COLLECTOR
 Local	COLLECTOR LOCAL
 Sensitive	COLLECTOR LOCAL

DETAILED DESIGN - NEW

In general, Traditional neighborhoods should have the same structure as Oxford's older historic neighborhoods. Essentially, this involves a framework of streets, blocks, and lots. Specifically, Traditional neighborhoods:

- Should be pedestrian-friendly (buildings close to street, tree-lined streets, on street parking hidden parking lots, etc.);
- Should have a mixture of housing types that decreases in intensity from the center to the edge;
- Should respond to the existing surrounding context (similar building types, setbacks, intensities, etc. adjacent to existing development that is likely to remain); and
- Should have a discernible center and edge, with a public open space at or near the center.



DETAILED DESIGN • TRADITIONAL NEIGHBORHOOD

- ① Traditional neighborhoods should include a public open space framed by buildings at or near the center of the neighborhood
- ② Walkable commercial and/or mixed-use development should be placed near major streets.
- ③ Higher density housing, such as apartments, should be located near the center of the neighborhood.
- ④ Medium density housing, such as townhouses, creates transitions between higher and lower density areas.
- ⑤ Lower density housing, such as detached dwellings and cottage courts creates a transition to the lowest density areas.
- ⑥ Large-lot, front-loaded, detached dwellings are typically placed at the edge of the neighborhood.

- ⑦ A network of streets with rear alleys in medium and higher density areas improves connectivity throughout the development.
- ⑧ Connections to existing and future development is important.
- ⑨ Environmentally sensitive areas are preserved.
- ⑩ Trails provide passive recreation and improve connectivity throughout the neighborhood.
- ⑪ Storm water quality features designed as amenities.
- ⑫ Neighborhoods are generally a five-minute walk, or one-quarter mile, from center to edge.



Image 1



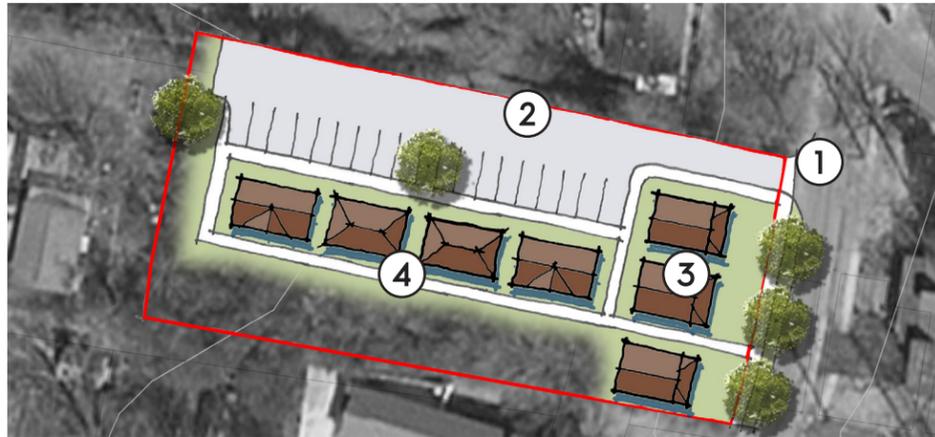
Image 2



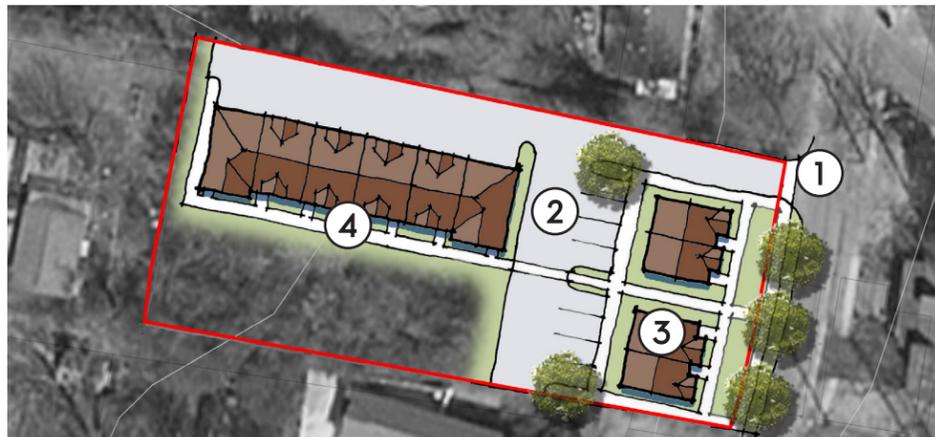
Image 3



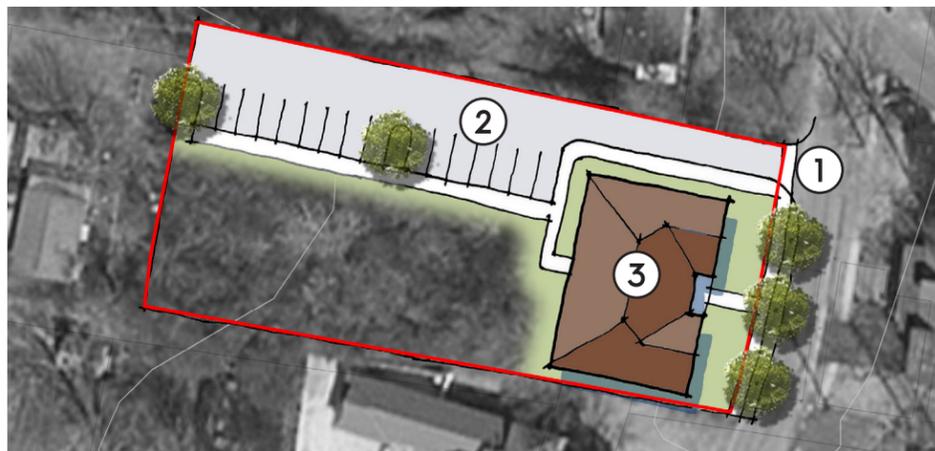
Image 4



COTTAGE COURT • DETACHED DWELLINGS



TOWNHOUSES • ATTACHED OR SEMI-ATTACHED DWELLINGS



FLATS • STACKED DWELLINGS

DETAILED DESIGN • NEIGHBORHOOD INFILL

DETAILED DESIGN - INFILL

The scenarios to the left illustrate three potential alternatives for appropriate infill residential development. These areas will be determined on their merits. New infill development may be more intense than adjacent residential development, when serving as a transition to non-residential development. Otherwise, these developments should be compatible with the surrounding development in terms of height, scale, massing, siting, and setbacks. In general they will be found in older neighborhoods, outside historic districts and near the transitional edges of abutting Traditional Neighborhood and Urban Center and Urban Corridor placetypes. Infill is generally inappropriate in the Traditional Neighborhood - Conservation placetype as illustrated on Map 15.

Good infill development has three basic elements that must be adequately addressed: 1) access, 2) parking location, and 3) building placement and orientation. These three elements are important so that incremental, infill development is integrated—as seamlessly as possible—into the existing urban pattern of streets, blocks, and lots.

COTTAGE COURT

A building type that accommodates 5 to 9 detached dwelling units organized around an internal shared courtyard.

TOWNHOUSES

A building type that accommodates 3 or more dwelling units where each unit is separated vertically by a common side wall. Units cannot be vertically mixed.

FLATS

A building type that accommodates 4 or more dwelling units vertically and horizontally integrated.

- ① Curb cuts should be limited for small infill sites to mimic the pattern of existing driveways.
- ② Parking should be in the form of surface lots or covered parking located to the rear of the site and hidden from view from the street.
- ③ A portion of the buildings should be oriented to the street.
- ④ The remainder of the buildings should be oriented to open space interior to the lot with sidewalk(s) that directly connect to the public sidewalk along the street



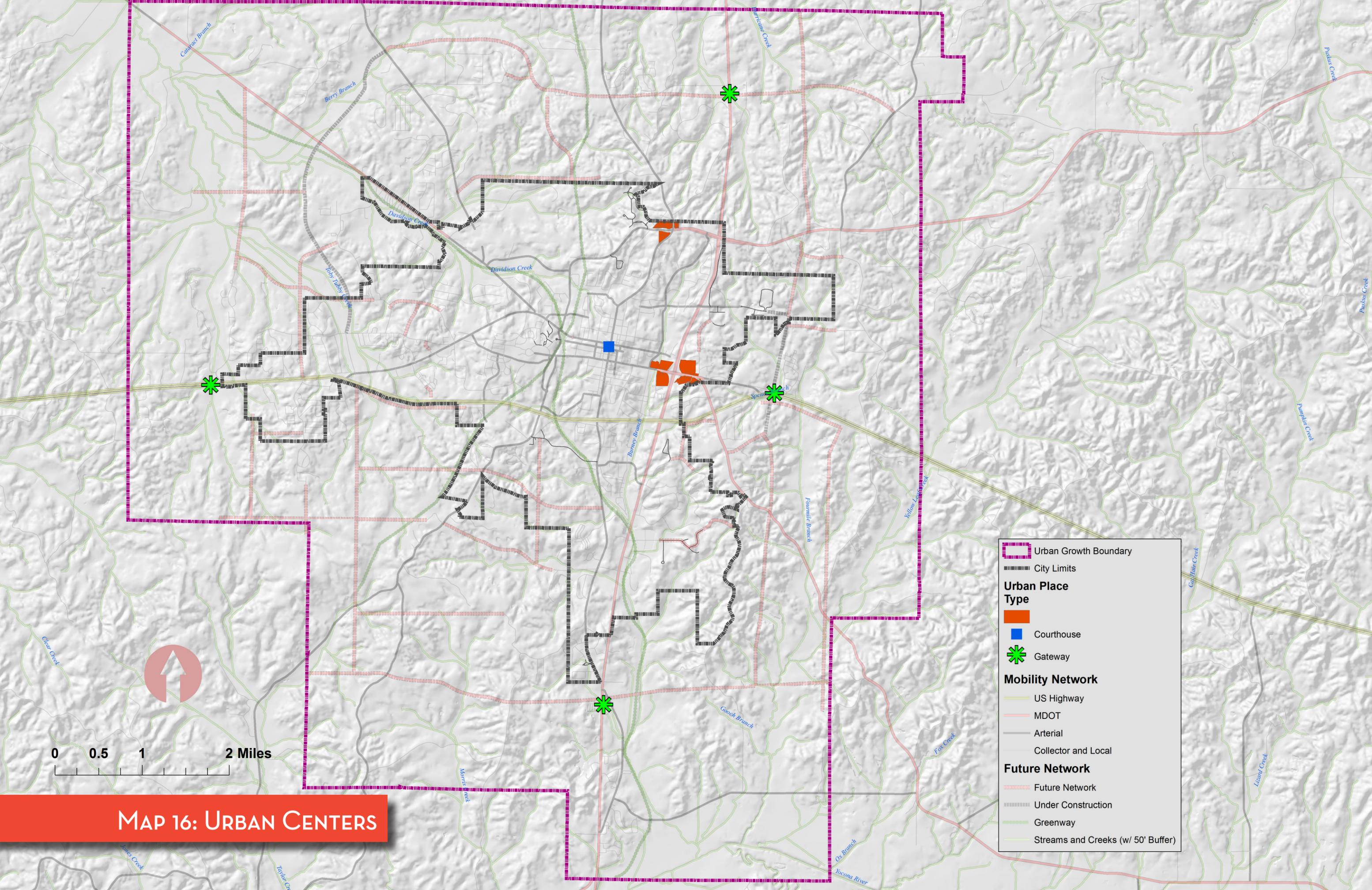
Infill Image 1



Infill Image 2



Infill Image 3



	Urban Growth Boundary
	City Limits
Urban Place Type	
	Courthouse
	Gateway
Mobility Network	
	US Highway
	MDOT
	Arterial
	Collector and Local
Future Network	
	Future Network
	Under Construction
	Greenway
	Streams and Creeks (w/ 50' Buffer)

MAP 16: URBAN CENTERS

0 0.5 1 2 Miles

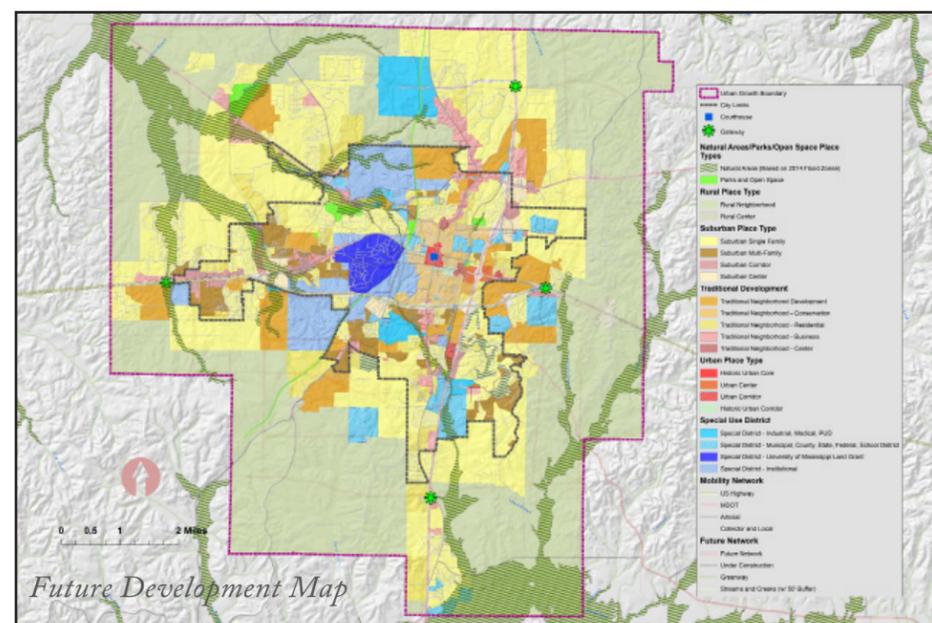
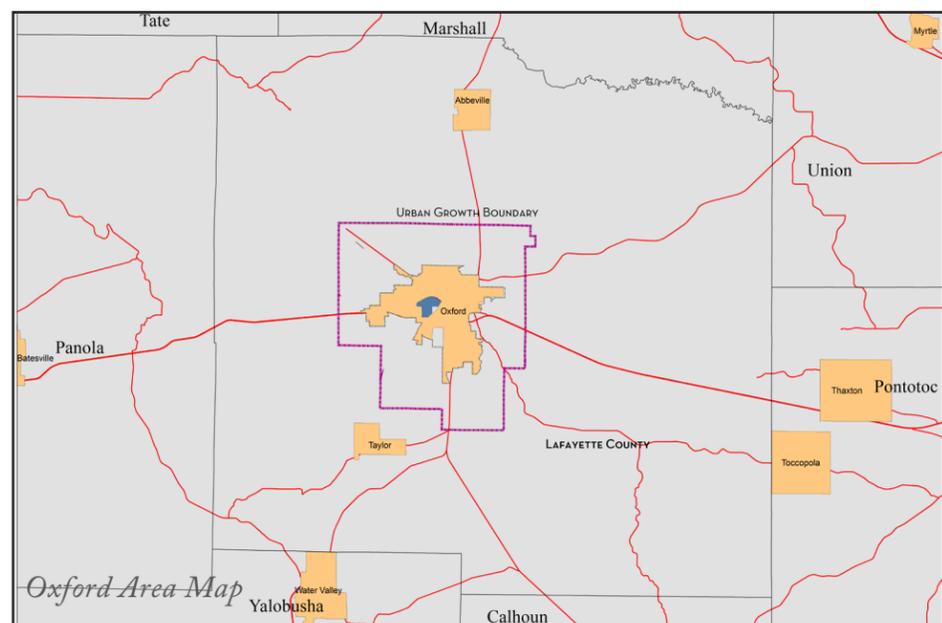


Urban Centers

Urban centers have a traditional commercial identity but on a smaller scale with a strong sense of the immediate neighborhood. The intent is to provide for the shopping and service needs of the immediate urban neighborhood and as such should be readily accessible by car and foot from the surrounding neighborhoods, and they should feature good access to transit. Urban centers are intended to provide the community with a mix of retail, service and business needs on a medium to large scale within a mixed use planned development. Medium and high density residential uses, as well as various office and institutional uses, may be permitted. Generally, an Urban center location should be at an arterial intersection and on a transit route. Urban centers are most successful when they are separated from other commercial centers by 2 to 5 miles depending on market area and population density.

Urban centers are places with concentrations of businesses, services, housing, gathering places and green spaces that provide residents options and access for their day to day lives. In Urban centers, getting around by walking, bicycling or wheelchair is safe, attractive and convenient. When

services and other destinations are clustered in compact areas, economic vitality is strengthened as well walking, transit and bicycling become more practical and accessible. The primary urban center in Oxford, established around the Courthouse Square, is a perfect example of how a concentration of services naturally makes neighborhoods more walkable and bikeable, and thus more attractive for people who want to live in an urban center.



URBAN CENTERS

POTENTIAL DEVELOPMENT USES AND POLICIES	
Primary Land Uses	<ul style="list-style-type: none"> Mixed-use Commercial/office Residential on upper floors
Secondary Land Use	<ul style="list-style-type: none"> Institutional and assembly Single-family attached residential
Development Intensity	<ul style="list-style-type: none"> Moderate to moderately high
Appropriate Development Policy	<ul style="list-style-type: none"> Canopy mitigation Underground drainage, however alternative drainage may occur Site plan review Transit-oriented development
Private and Public Amenity	<ul style="list-style-type: none"> 10% open Public use spaces
GENERAL DESIGN CHARACTER	
Building Placement	<ul style="list-style-type: none"> Building facades of mixed-use/commercial buildings are built close to the sidewalk Building facades of residential buildings have shallow setbacks
Building Frontage	<ul style="list-style-type: none"> Mixed-use/commercial buildings have shop fronts at street level Residential units are likely to have balconies, stoops, or porches Street-facing facades have at least one entrance that faces the street
Building Height	<ul style="list-style-type: none"> Minimum 2 stories with limitations per code
Parking	<ul style="list-style-type: none"> Parking located behind or beside the street-facing building facade on primary streets Perimeter landscape buffer where adjacent to street(s) Garages are located behind the front facade, under the building or placed to the rear of the lot
Access	<ul style="list-style-type: none"> Alleys & shared access
Landscaping and Transitional Buffering	<ul style="list-style-type: none"> Limited buffering along the perimeter of the site, additional buffering if adjoining a residential land use type Street trees
MOBILITY	
Street Type(s)	<ul style="list-style-type: none"> Boulevard, avenue, local
Non Vehicular Mobility	<ul style="list-style-type: none"> Pedestrian facilities on both sides of the street, bike lanes, bike racks
Transit	<ul style="list-style-type: none"> Required according transit policy

PRECEDENT IMAGERY

The imagery on this page illustrates the general character of development within this place type. The intent of this imagery is to provide conceptual guidance to the City, property owners, and developers as to the appropriate type and character of development for a given area.



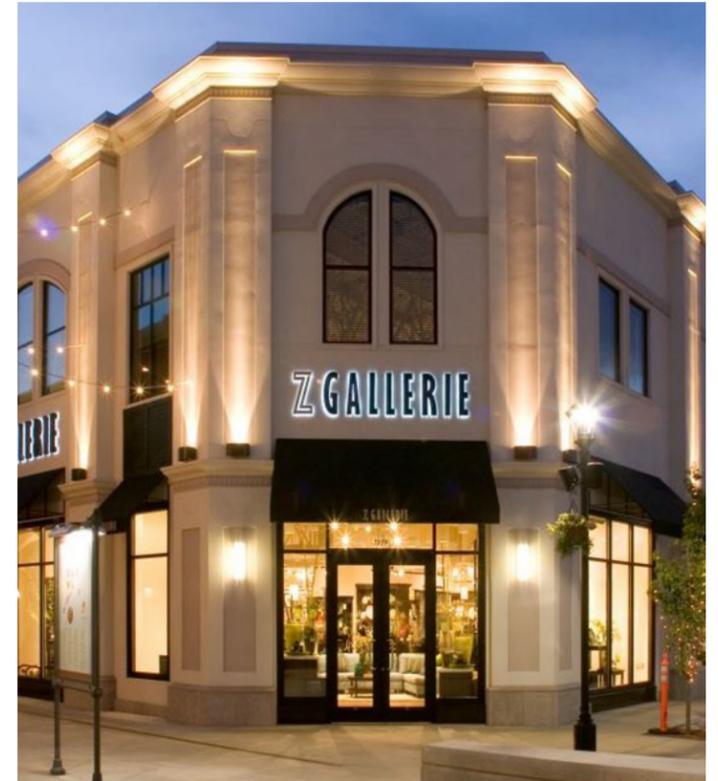
Urban Centers Image 1



Urban Centers Image 2



Urban Centers Image 3



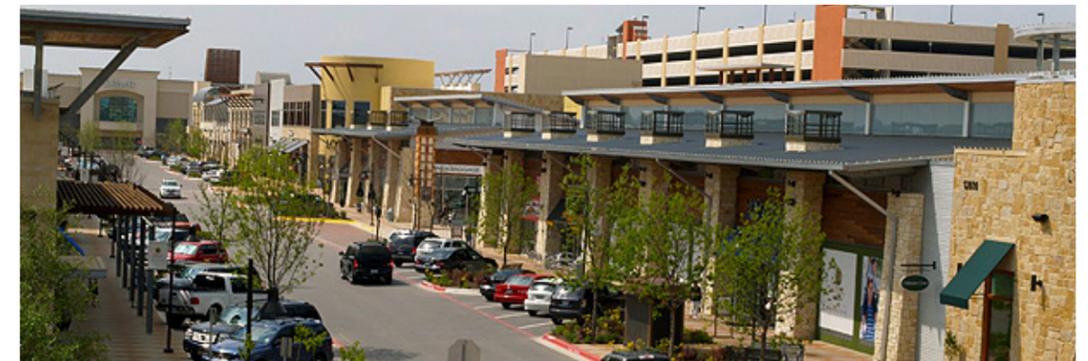
Urban Centers Image 4



Urban Centers Image 9



Urban Centers Image 7



Urban Centers Image 5



Urban Centers Image 8



Urban Centers Image 6

MOBILITY FOR URBAN CENTERS



BOULEVARD



AVENUE



LOCAL

PLACE TYPE	PARKWAY	BOULEVARD	AVENUE	MAIN STREET	LOCAL	SENSITIVE
NATURAL	●		●		●	●
RURAL AREAS	●		●		●	●
RURAL CENTERS	●		●	●	●	
TRADITIONAL NEIGHBORHOODS			●	●	●	
URBAN CENTERS		●	●		●	
URBAN CORRIDOR		●	●			
URBAN CORE			●	●		
SUBURBAN NEIGHBORHOODS	●		●	●	●	●
SUBURBAN CENTERS		●	●	●	●	
SUBURBAN CORRIDORS	●	●	●			
SPECIAL DISTRICTS	●	●	●		●	●

MOBILITY TYPOLOGY	ROAD CLASSIFICATION
 Parkway	ARTERIAL
 Boulevard	ARTERIAL
 Avenue	ARTERIAL COLLECTOR
 Main Street	ARTERIAL COLLECTOR
 Local	COLLECTOR LOCAL
 Sensitive	COLLECTOR LOCAL



DETAILED DESIGN • N. LAMAR URBAN CENTER 'A'
PARTIAL REDEVELOPMENT

DETAILED DESIGN A

This scenario illustrates partial redevelopment of an existing strip shopping center along North Lamar into an Urban Center. In this scenario, the majority of existing buildings remain, but this limits the density of new development due to site and parking constraints. New development is sited close to North Lamar to promote a pedestrian-friendly node of activity along the street and near the intersection of North Lamar and Price Street. Existing buildings to remain must be well-connected to N. Lamar via a secondary sidewalk system.

- ① Curb cuts should be consolidated into as few access points as possible and located away from existing streets.
- ② Existing parking should be hidden from view of all primary streets.
- ③ New parking areas should be located to the rear of structures and accessed from side streets when possible.
- ④ Improvements to N. Lamar should include wide sidewalks (12 ft. minimum), street trees, and on-street parking to create a pedestrian-friendly environment.
- ⑤ Existing buildings to remain should be connected to primary streets via a secondary sidewalk system within the site.
- ⑥ New development should be built close to the street and include shop front frontage at street level to create a pedestrian-friendly environment.
- ⑦ Space between existing buildings and streets should be designed as outdoor dining or open space to avoid vehicles being placed between the building and the street.
- ⑧ Take advantage of changes in topography to incorporate features such as tuck-under parking.
- ⑨ Where vehicular connections are not possible, encourage pedestrian and bicycle connections to adjacent development.

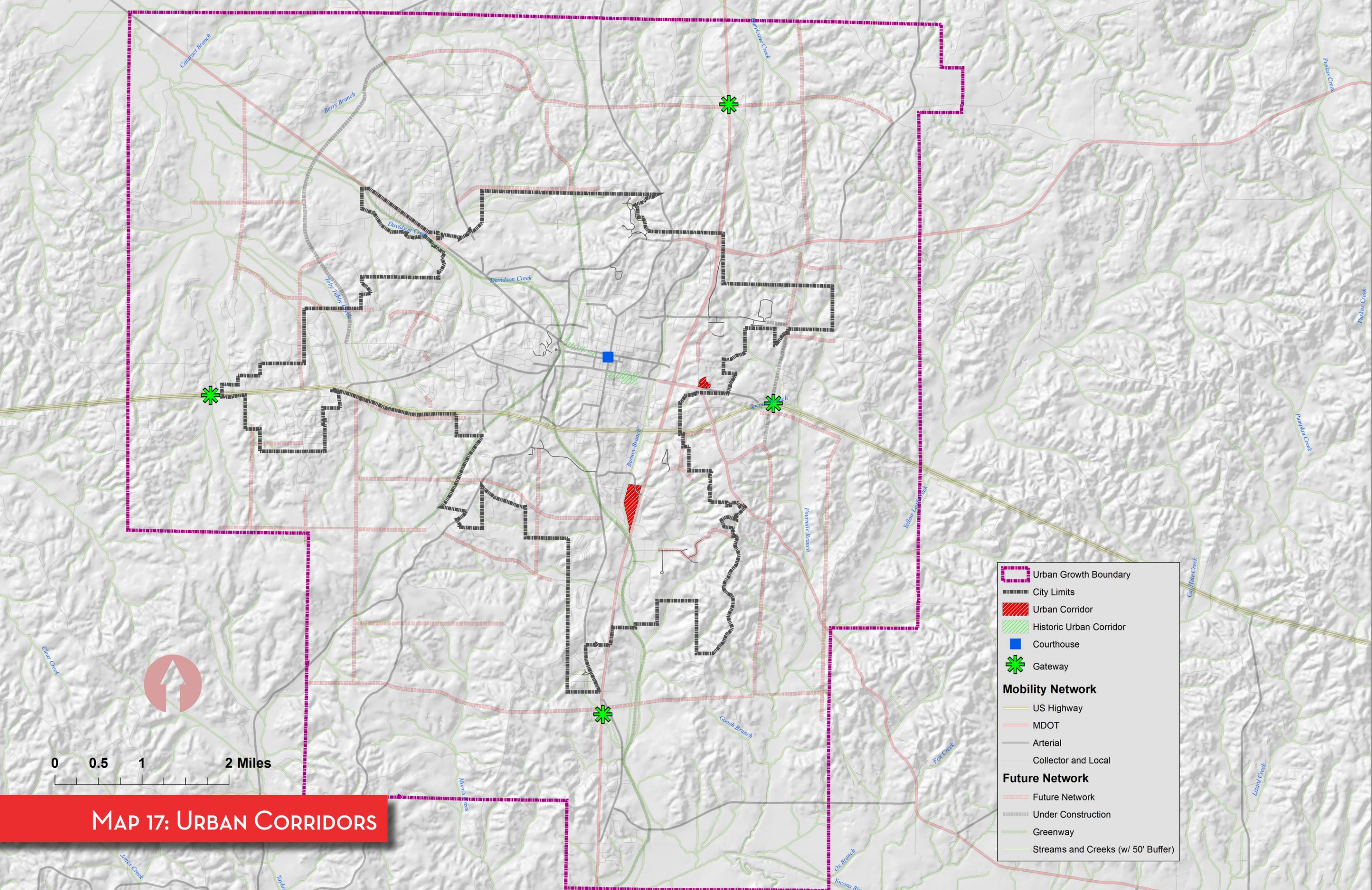


DETAILED DESIGN • N. LAMAR URBAN CENTER 'B'
LARGE-SCALE REDEVELOPMENT

DETAILED DESIGN B

This scenario illustrates a large-scale redevelopment of an existing strip shopping center along North Lamar into an Urban Center. This scenario utilizes the change in topography from North Lamar to the back of the site to create a large amount of tuck-under parking. This allows for a greater density and mixture of uses on the site as a whole. A U-shaped street connects the interior of the site to North Lamar and creates a block structure within the site. New development is built close to North Lamar and internal streets with shop frontage at street level and residential and/or office above.

- ① Curb cuts should be consolidated into as few access points as possible and located away from existing streets.
- ② Where topography permits, tuck-under parking should be utilized to maximize density within the site.
- ③ Improvements to North Lamar should include wide sidewalks (12 ft. minimum), street trees, and on-street parking to create a pedestrian-friendly environment.
- ④ New development should be built close to the street and include shop frontage at street level to foster a pedestrian-friendly environment.
- ⑤ Medium density residential, such as townhouses, create a transition to adjacent development.
- ⑥ Usable open space in the form of plazas, squares, and greens should be incorporated into Urban Centers when possible.



-  Urban Growth Boundary
-  City Limits
-  Urban Corridor
-  Historic Urban Corridor
-  Courthouse
-  Gateway
- Mobility Network**
-  US Highway
-  MDOT
-  Arterial
-  Collector and Local
- Future Network**
-  Future Network
-  Under Construction
-  Greenway
-  Streams and Creeks (w/ 50' Buffer)

0 0.5 1 2 Miles



MAP 17: URBAN CORRIDORS

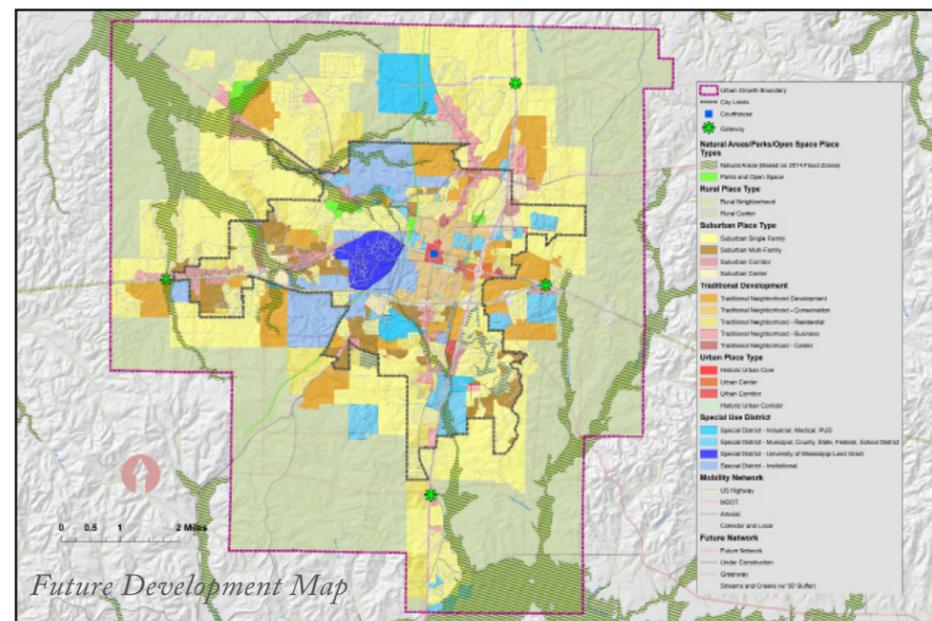
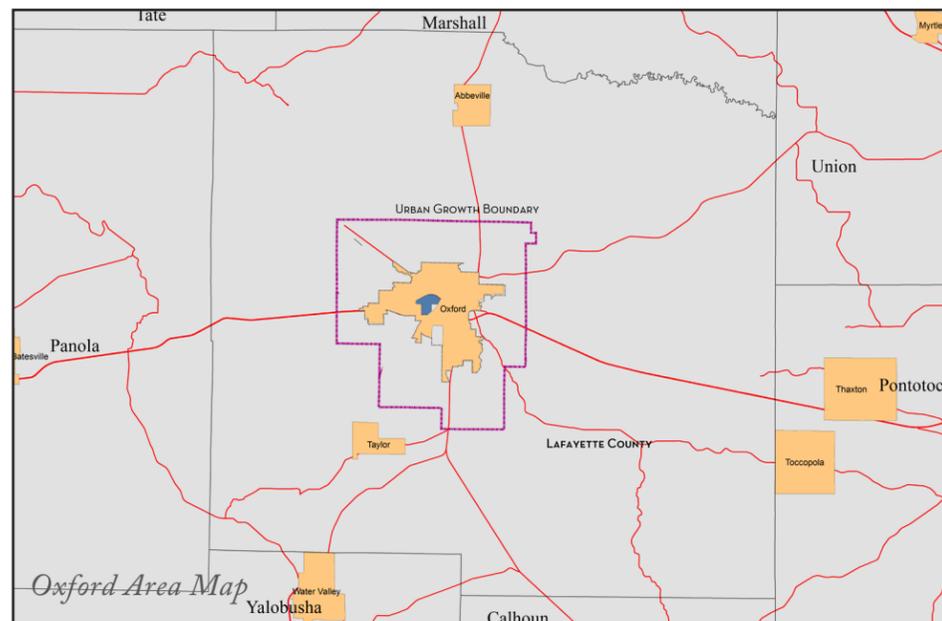
Urban Corridors

Urban corridors are typically perceived in regard to their function as major transportation routes rather than public spaces. Corridors in Oxford function as gateways to the City and its neighborhoods, and provide access throughout the City. The planning and design of corridors should reflect their varied functions and the desire to transform Oxford into a less auto oriented, more pedestrian-friendly community.

Urban corridors consist of complete streets accommodating a variety of travel modes and uses that serve as major transportation routes for people and goods linking traditional neighborhoods to each other and providing relatively fast and easy access to the urban core of a town. Ideally well-served by transit, corridors can include a mix of commercial, light industrial and multi-dwelling housing. Urban Corridors serve as important links between traditional neighborhoods and urban centers, and also provide opportunities for the development of larger scale retail uses, such as

grocery stores and big box retailers. Urban corridors should be designed to provide convenient car access while at the same time allowing for safe and appealing use by pedestrians, cyclists and other modes of transportation. Streets are designed to provide access and to lower vehicle speeds, which allows for safe pedestrian and multi-modal paths along corridors.

They typically contain multi-story structures and a compact development pattern. Buildings are located along the sidewalk to create a street wall and enhance the pedestrian environment. Urban corridors may range from two to six travel lanes, have bike lanes and on-street parking. Public transit is common with frequent bus service. Wide sidewalks with ample pedestrian and transit amenities are also common. Streetscape furnishings and public art are common, sometimes with a direct theme linked to a nearby center or neighborhood.



URBAN CORRIDORS

POTENTIAL DEVELOPMENT USES AND POLICIES	
Primary Land Uses	<ul style="list-style-type: none"> Commercial Office
Secondary Land Uses	<ul style="list-style-type: none"> Upper floor residential Institutional Assembly
Development Intensity	<ul style="list-style-type: none"> Moderately high intensity
Appropriate Development Policies	<ul style="list-style-type: none"> Canopy mitigation Underground drainage, however alternative drainage may occur Site plan review Mixed use buildings Preservation
Private and Public Amenities	<ul style="list-style-type: none"> Open space provided as pocket parks
GENERAL DESIGN CHARACTER	
Building Placement	<ul style="list-style-type: none"> Building facades of mixed-use/commercial buildings are built close to the sidewalk
Building Frontage	<ul style="list-style-type: none"> Mixed-use/commercial buildings have shopfronts at street level Residential units are likely to have balconies Street-facing facades have at least one entrance that faces the street
Building Height	<ul style="list-style-type: none"> Minimum 2 stories with limitation per code Maximum 4 stories along historic corridors
Parking	<ul style="list-style-type: none"> Parking located behind or beside the street-facing building facade on primary streets Parking areas have a perimeter landscape buffer where adjacent to street(s) Garages are located behind the front façade, under the building, or to the rear of the lot
Access	<ul style="list-style-type: none"> Alleys Shared access
Landscaping and Transitional Buffering	<ul style="list-style-type: none"> Significant constructed buffering along the perimeter of the site unless adjoining other urban designated area Street trees
MOBILITY	
Street Types	<ul style="list-style-type: none"> Boulevard, avenue
Non-Vehicular Mobility	<ul style="list-style-type: none"> Pedestrian facilities on both sides of the street, bike lanes, bike racks
Transit	<ul style="list-style-type: none"> Often serve as transit routes

PRECEDENT IMAGERY

The imagery on this page illustrates the general character of development within this place type. The intent of this imagery is to provide conceptual guidance to the City, property owners, and developers as to the appropriate type and character of development for a given area.



Urban Corridors Image 1



Urban Corridors Image 3



Urban Corridors Image 4



Urban Corridors Image 2



Urban Corridors Image 5



Urban Corridors Image 9



Urban Corridors Image 7



Urban Corridors Image 6



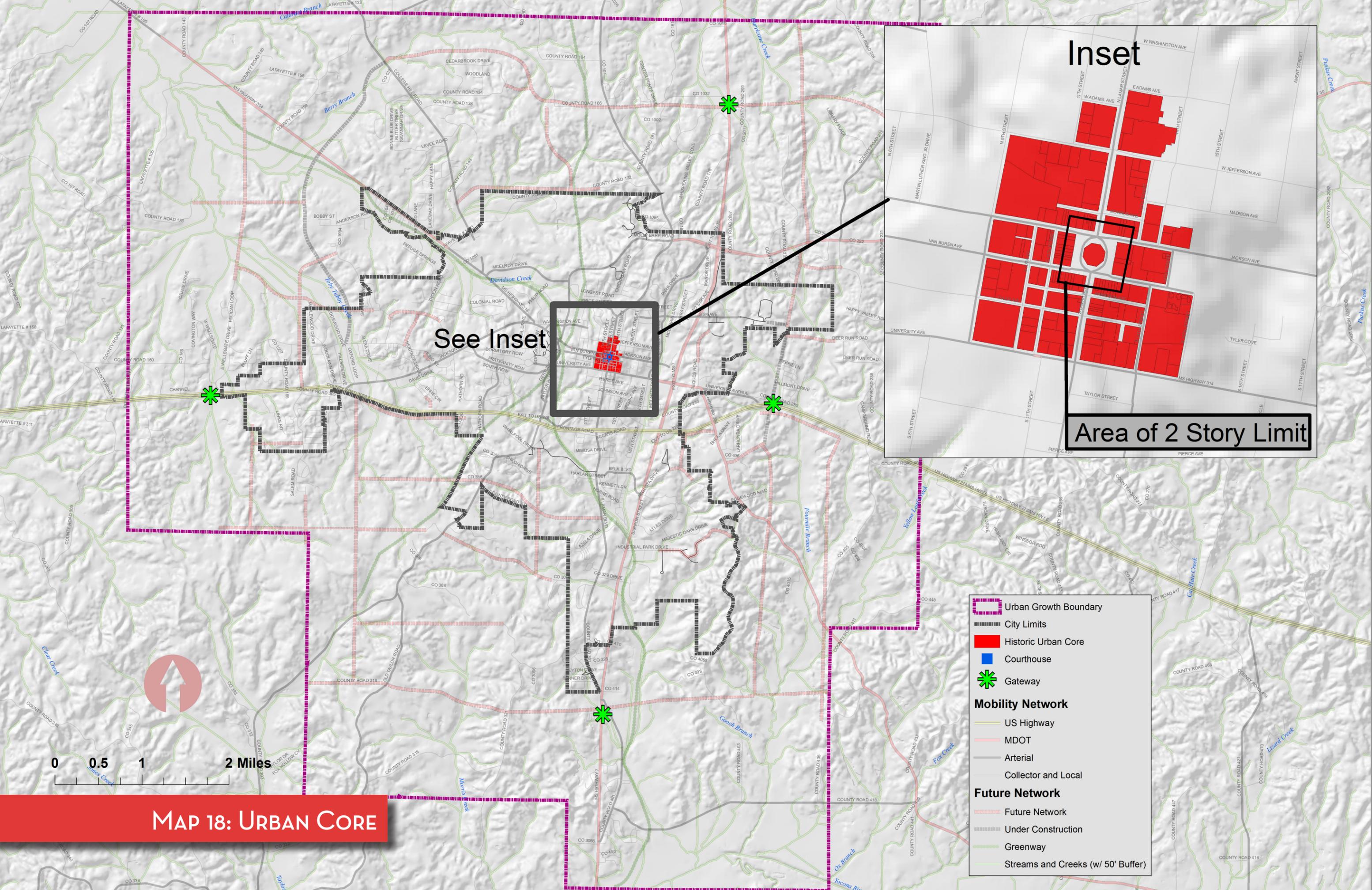
Urban Corridors Image 8

MOBILITY FOR URBAN CORRIDORS



PLACE TYPE	PARKWAY	BOULEVARD	AVENUE	MAIN STREET	LOCAL	SENSITIVE
NATURAL	●		●		●	●
RURAL AREAS	●		●		●	●
RURAL CENTERS	●		●	●	●	
TRADITIONAL NEIGHBORHOODS			●	●	●	
URBAN CENTERS		●	●		●	
URBAN CORRIDOR		●	●			
URBAN CORE			●	●		
SUBURBAN NEIGHBORHOODS	●		●	●	●	●
SUBURBAN CENTERS		●	●	●	●	
SUBURBAN CORRIDORS	●	●	●			
SPECIAL DISTRICTS	●	●	●		●	●

MOBILITY TYPOLOGY	ROAD CLASSIFICATION
 Parkway	ARTERIAL
 Boulevard	ARTERIAL
 Avenue	ARTERIAL COLLECTOR
 Main Street	ARTERIAL COLLECTOR
 Local	COLLECTOR LOCAL
 Sensitive	COLLECTOR LOCAL



Inset

See Inset

Area of 2 Story Limit

-  Urban Growth Boundary
-  City Limits
-  Historic Urban Core
-  Courthouse
-  Gateway
- Mobility Network**
-  US Highway
-  MDOT
-  Arterial
-  Collector and Local
- Future Network**
-  Future Network
-  Under Construction
-  Greenway
-  Streams and Creeks (w/ 50' Buffer)

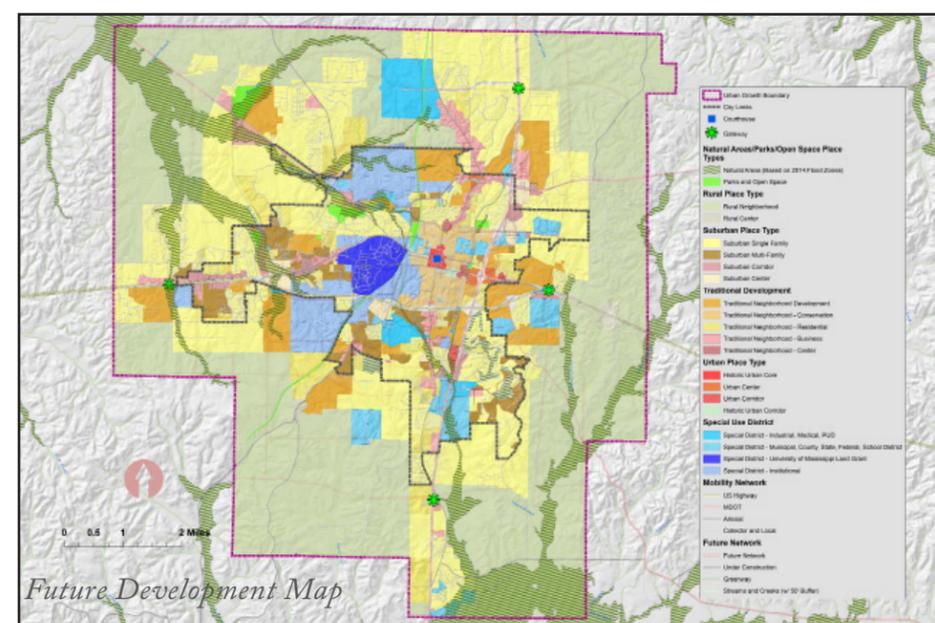
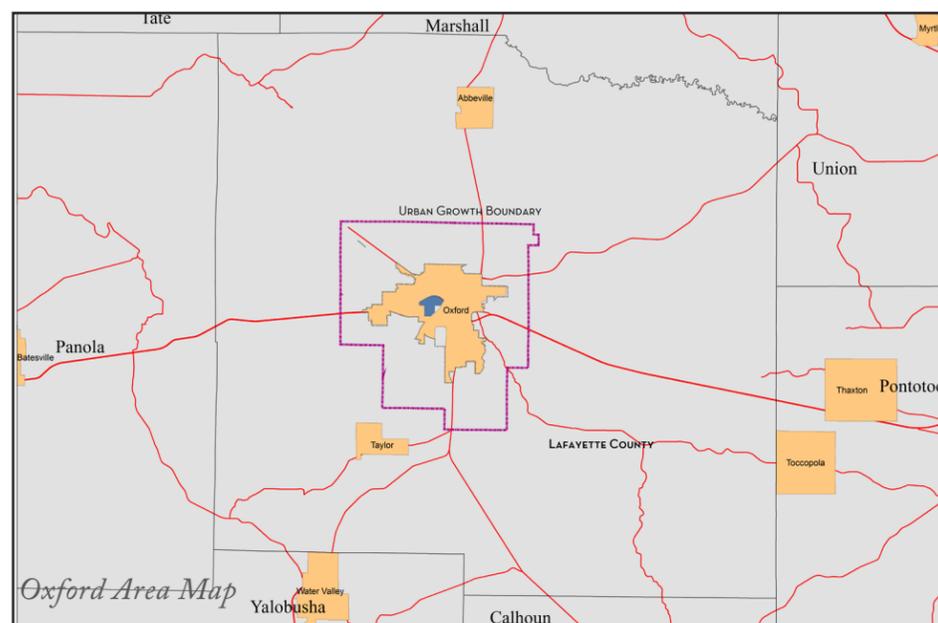
MAP 18: URBAN CORE

Urban Core

The Urban Core is intended to be the most intensely developed area in Oxford. It accommodates a variety of uses including commercial, office, civic, entertainment, cultural, residential and open space. The Urban Core is oriented around the historic Courthouse Square with a formal framework of streets laid out in the original plan of Oxford. It is anchored by the Lafayette County Courthouse and City Hall. The future of the Urban Core includes a compact development pattern with taller buildings, more refined street grid and a lively streetscape environment including residential development.

The Urban core is the traditional heart of the Oxford community and embodies the community symbolically, culturally, and historically associated with the early development of Oxford. This core, which includes the Courthouse Square and surrounding areas, is pedestrian oriented and within easy walking distance to serve the surrounding neighborhoods. It provides locations for people to shop, eat, socialize and take care of daily activities. Infill development opportunities may exist that would help add

to the traditional fabric and character of the Courthouse Square area. Residential and office uses should be integrated to diversify the mix of uses and create job opportunities, respectively. Streetscape furnishings and pedestrian amenities are abundant and intended to reflect the town's history and cultural aspects of the area. Vehicular traffic is secondary to fundamental pedestrian and human scale of the area.



URBAN CORE	
POTENTIAL DEVELOPMENT USES AND POLICIES	
Primary Land Uses	<ul style="list-style-type: none"> Mixed-use with residential on upper floors Commercial/office
Secondary Land Uses	<ul style="list-style-type: none"> Institutional and assembly
Development Intensity	<ul style="list-style-type: none"> Moderately high intensity
Appropriate Development Policies	<ul style="list-style-type: none"> Canopy mitigation Underground drainage, however alternative drainage may occur Site plan review Mixed-use buildings Preservation and conservation
Private and Public Amenities	<ul style="list-style-type: none"> Open space provided as pocket parks Public spaces (such as the Square) are primary amenities along with street furniture to facilitate a pedestrian environment
GENERAL DESIGN CHARACTER	
Building Placement	<ul style="list-style-type: none"> Building facades of mixed-use/commercial buildings are built close to the sidewalk
Building Frontage	<ul style="list-style-type: none"> Mixed-use/commercial buildings have shop fronts at street level Street-facing facades have at least one entrance that faces the street Residential units are likely to have balconies
Building Height	<ul style="list-style-type: none"> Minimum 2 stories with limitations per code Maximum 3 stories in Historic Urban Core with limitations per code
Parking	<ul style="list-style-type: none"> Parking located behind or beside the street-facing building facade on primary streets Parking areas have a perimeter landscape buffer where adjacent to street(s) Garages are located behind the front façade, under the building, or to the rear of the lot Public parking lots or garages may be available
Access	<ul style="list-style-type: none"> Alleys and shared access Direct street frontage
Landscaping and Transitional Buffering	<ul style="list-style-type: none"> Landscaping typically occurs in public space Street trees where feasible
MOBILITY	
Street Types	<ul style="list-style-type: none"> Avenue, main street
Non-Vehicular Mobility	<ul style="list-style-type: none"> Pedestrian facilities on both sides of the street, bike lanes, bike racks
Transit	<ul style="list-style-type: none"> Urban Cores are transit destinations

PRECEDENT IMAGERY

The imagery on this page illustrates the general character of development within this place type. The intent of this imagery is to provide conceptual guidance to the City, property owners, and developers as to the appropriate type and character of development for a given area.



Urban Core Image 2



Urban Core Image 3



Urban Core Image 1



Urban Core Image 6



Urban Core Image 5



Urban Core Image 4



Urban Core Image 10



Urban Core Image 7



Urban Core Image 9



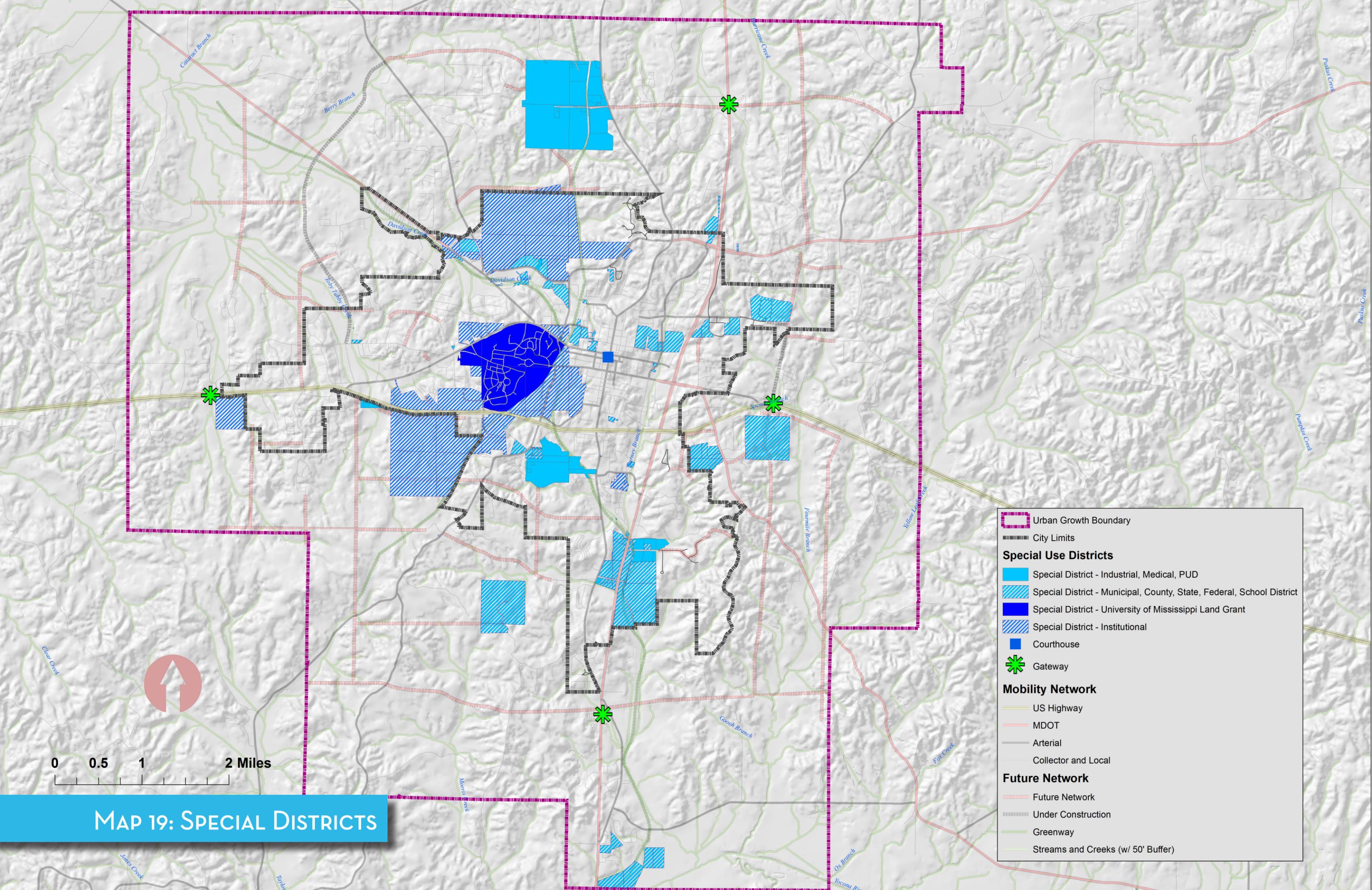
Urban Core Image 8

MOBILITY FOR URBAN CORE



PLACE TYPE	PARKWAY	BOULEVARD	AVENUE	MAIN STREET	LOCAL	SENSITIVE
NATURAL	●		●		●	●
RURAL AREAS	●		●		●	●
RURAL CENTERS	●		●	●	●	
TRADITIONAL NEIGHBORHOODS			●	●	●	
URBAN CENTERS		●	●		●	
URBAN CORRIDOR		●	●			
URBAN CORE			●	●		
SUBURBAN NEIGHBORHOODS	●		●	●	●	●
SUBURBAN CENTERS		●	●	●	●	
SUBURBAN CORRIDORS	●	●	●			
SPECIAL DISTRICTS	●	●	●		●	●

MOBILITY TYPOLOGY	ROAD CLASSIFICATION
 Parkway	ARTERIAL
 Boulevard	ARTERIAL
 Avenue	ARTERIAL COLLECTOR
 Main Street	ARTERIAL COLLECTOR
 Local	COLLECTOR LOCAL
 Sensitive	COLLECTOR LOCAL



Urban Growth Boundary

City Limits

Special Use Districts

- Special District - Industrial, Medical, PUD
- Special District - Municipal, County, State, Federal, School District
- Special District - University of Mississippi Land Grant
- Special District - Institutional
- Courthouse
- Gateway

Mobility Network

- US Highway
- MDOT
- Arterial
- Collector and Local

Future Network

- Future Network
- Under Construction
- Greenway
- Streams and Creeks (w/ 50' Buffer)

MAP 19: SPECIAL DISTRICTS

0 0.5 1 2 Miles



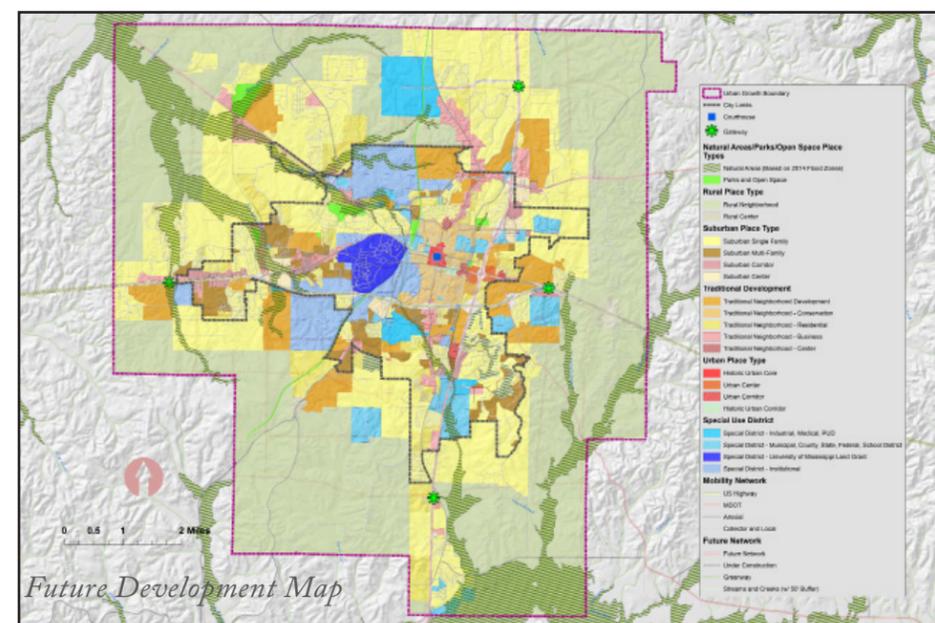
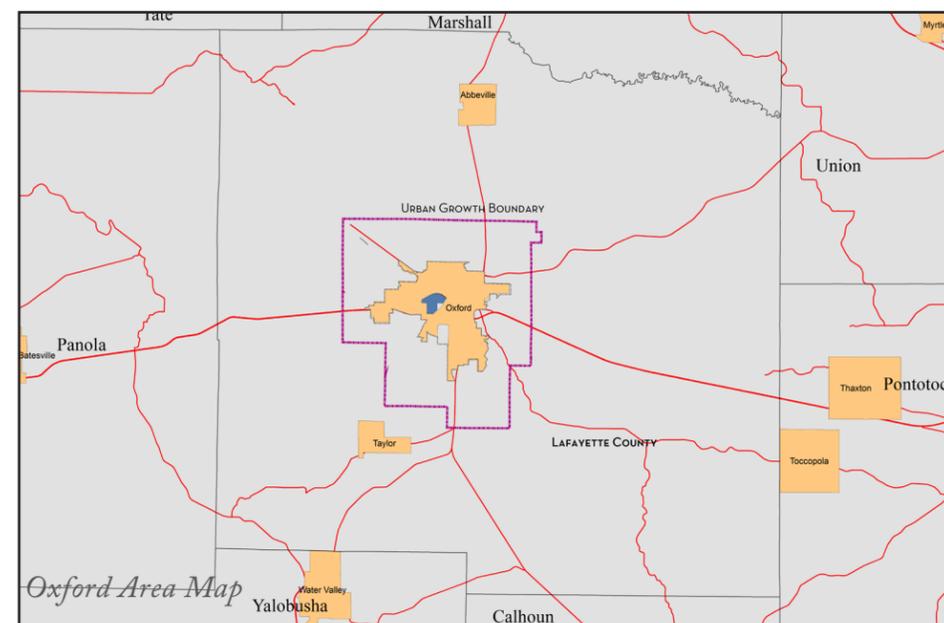
Special Districts

Special districts are intended to support large numbers of employment uses, and will take different forms based upon the use and the intensity of the use. Special districts are areas of a variety of development forms that have their own unique internal layout of streets, blocks, and buildings typically owned, maintained or designed by a single entity. Most suitably located near but just off major roads and highways, Special districts will include such activities and uses as educational institutions and campuses, hospitals, group homes, industrial and business parks, conference centers, airports and undeveloped planned unit developments.

Buildings located internal to a special district and situated in a campus-like arrangement should be drawn closer to the street for optimal pedestrian access between adjacent buildings. Surface parking should be placed to the rear of buildings, shielded or screened from the sidewalk and the street. Access to the campus should be compatible with surrounding uses and development should include necessary buffering or transitions from adjacent uses.

A substantial local road network is required to accommodate heavy freight traffic where industrial uses are concentrated, high levels of vehicular traffic during peak hours in special districts with office and educational uses may slow traffic movement. Multi-modal transportation options should be integrated in these districts to provide alternative travel to and from these destination districts.

Parks and open spaces in special districts are very important to provide areas for outdoor activity and as a complement to concentrated activity. These should be more formal and serve as a focal point of the development.

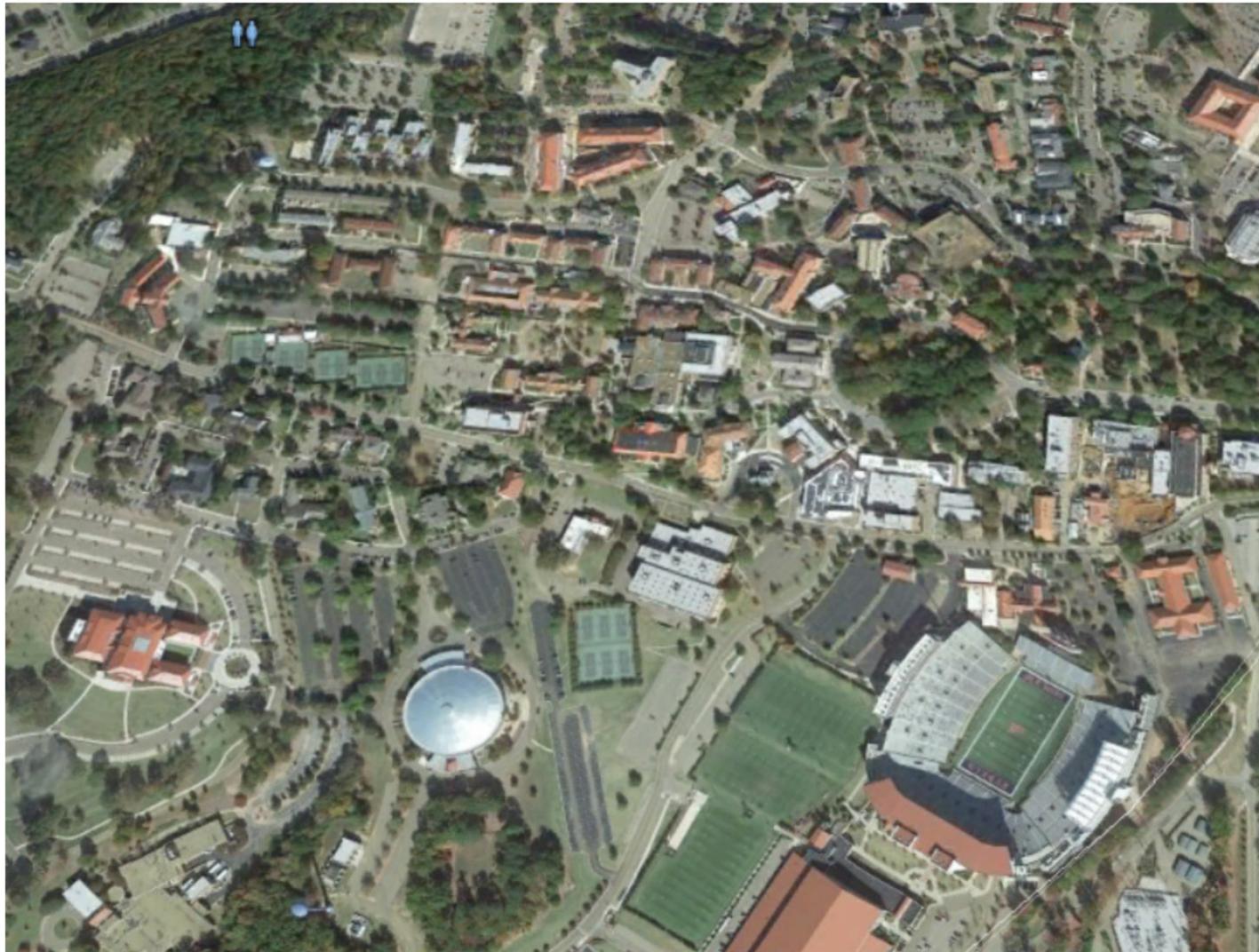


SPECIAL DISTRICTS

POTENTIAL DEVELOPMENT USES AND POLICIES	
Primary Land Uses	<ul style="list-style-type: none"> Educational institutions with campus setting Health care institutions with campus setting Employment centers with campus setting Industrial centers Airport Conference centers or exposition facilities
Secondary Land Uses	<ul style="list-style-type: none"> Specialized commercial area
Development Intensity	<ul style="list-style-type: none"> Intensity varies by use type
Appropriate Development Policies	<ul style="list-style-type: none"> Best practices for development of individual use consistent with the principles of this plan Slope and canopy preservation Site plan review Underground drainage, however alternative drainage may occur Mixed-use buildings
Private and Public Amenities	<ul style="list-style-type: none"> Amenity provision varies by use
GENERAL DESIGN CHARACTER	
Building Placement	<ul style="list-style-type: none"> Buildings are placed in accordance with a master development plan accounting for the nature of the particular use
Building Frontage	<ul style="list-style-type: none"> Building frontages are determined in accordance with a master development plan accounting for the nature of the particular use
Building Height	<ul style="list-style-type: none"> Height limits are set in accordance with a master development plan accounting for the nature of the particular use
Parking	<ul style="list-style-type: none"> Parking appropriate for the particular use
Access	<ul style="list-style-type: none"> Major destination access provisions
Landscaping and Transitional Buffering	<ul style="list-style-type: none"> Significant constructed buffering along the perimeter of the site unless adjoining a natural amenity, park or open space. Street trees along public streets
MOBILITY	
Street Types	<ul style="list-style-type: none"> Parkway, boulevard, avenue, local, sensitive
Non-Vehicular Mobility	<ul style="list-style-type: none"> Pedestrian facilities on both sides of the street, bike lanes, bike racks, greenways
Transit	<ul style="list-style-type: none"> Special Districts are often transit destinations

PRECEDENT IMAGERY

The imagery on this page illustrates the general character of development within this place type. The intent of this imagery is to provide conceptual guidance to the City, property owners, and developers as to the appropriate type and character of development for a given area.



Special Districts Image 1



Special Districts Image 2



Special Districts Image 3

MOBILITY FOR SPECIAL DISTRICTS



PLACE TYPE	PARKWAY	BOULEVARD	AVENUE	MAIN STREET	LOCAL	SENSITIVE
NATURAL	●		●		●	●
RURAL AREAS	●		●		●	●
RURAL CENTERS	●		●	●	●	
TRADITIONAL NEIGHBORHOODS			●	●	●	
URBAN CENTERS		●	●		●	
URBAN CORRIDOR		●	●			
URBAN CORE			●	●		
SUBURBAN NEIGHBORHOODS	●		●	●	●	●
SUBURBAN CENTERS		●	●	●	●	
SUBURBAN CORRIDORS	●	●	●			
SPECIAL DISTRICTS	●	●	●		●	●

MOBILITY TYPOLOGY	ROAD CLASSIFICATION
<p>Parkway</p>	ARTERIAL
<p>Boulevard</p>	ARTERIAL
<p>Avenue</p>	ARTERIAL COLLECTOR
<p>Main Street</p>	ARTERIAL COLLECTOR
<p>Local</p>	COLLECTOR LOCAL
<p>Sensitive</p>	COLLECTOR LOCAL

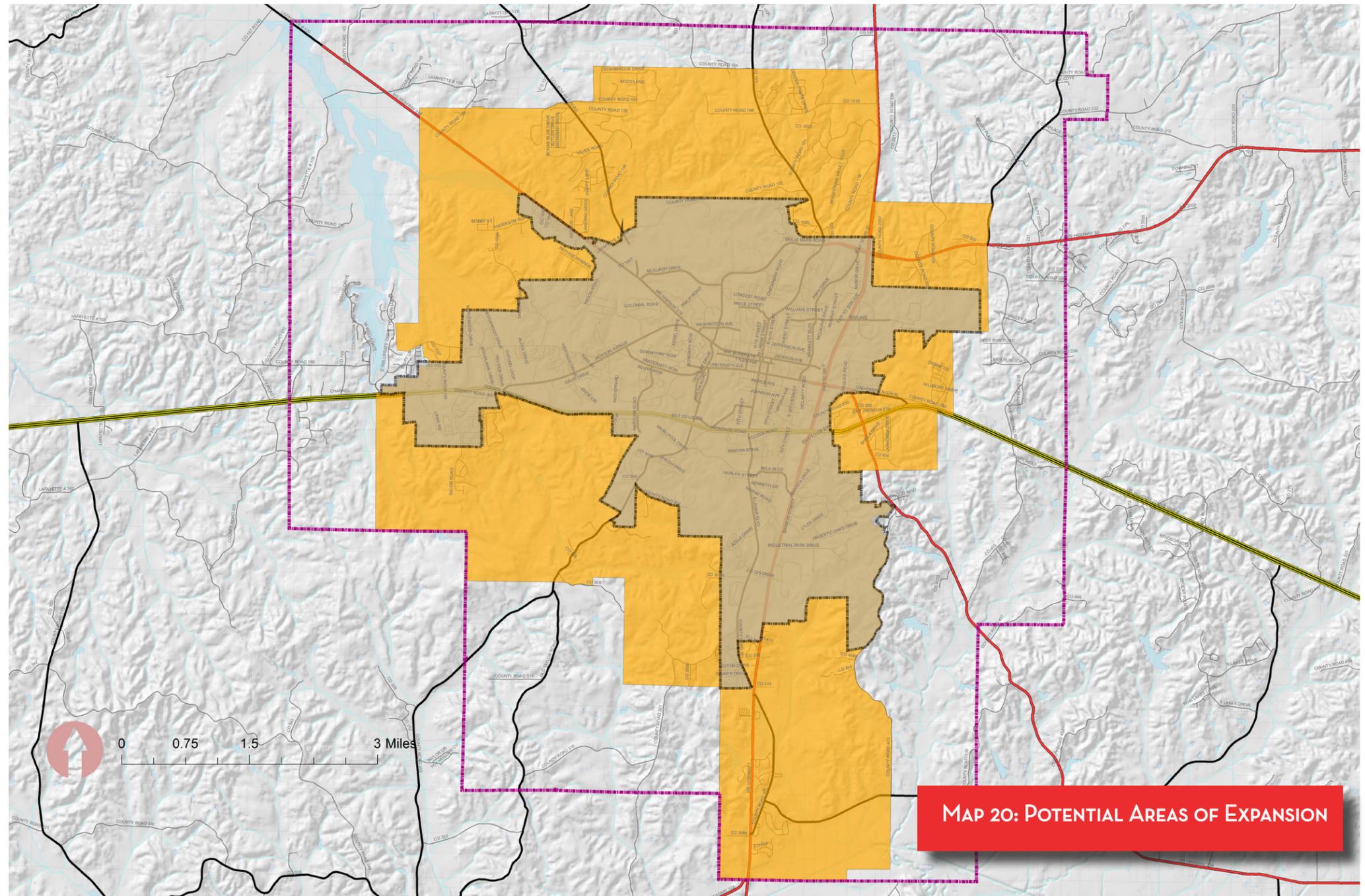
AREAS OF EXPANSION

Oxford and Lafayette County are growing rapidly and growth is forecasted to continue into the foreseeable future. Due to the diminishing supply of land in the city limits, growth is occurring on the fringe of the city and within the Urban Growth Boundary. Much of this growth requires the sanitary sewer and water service of the City to achieve development densities needed to offset land costs in the current market.

In addition, the major new road construction is occurring either at the city's edge or partially in the county. These new routes will provide new access to areas on the city's edge and will reinforce new existing growth and development pressures and induce new ones.

Much of Oxford's projected growth on its edges is designated to occur according to the Traditional Neighborhood Place Type. This place type will require a substantial increase in the quality of design of new development. Other areas on the edge or within the urban growth boundary serve as key gateways or commercial corridors and also require careful policy implementation. Key concerns include quality development design and strategic access management to avoid mobility congestion issues while implementing a holistic and seamless mobility network.

Oxford has no land use or planning authority outside of its city limits. Mississippi law would allow for such extra territorial arrangements only in the case of a joint city-county planning commission or where extra territorial jurisdiction might be established by a local and private act of the legislature. The more common method of dealing with the need for planning adjacent to Mississippi cities is annexation.



The map above indicates broadly the potential areas for City expansion. Expansion is a critical component of the principles of this plan and further study will be required to determine the ultimate direction and extent geographic expansion of the city. This study should be

guided by Oxford's annexation policies included in the appendix of this plan (p. 133).

OXFORD MOBILITY

FUTURE NETWORK

The plan proposes a future mobility network that acknowledges the achievements of and builds upon previous mobility planning. The plan refines previous mobility planning by encouraging development design that is less auto dependent and provides greater mobility choice. This approach reduces the need for expensive, extensive and sprawl producing road network while reinforcing desirable development character. At the site level, this plan sets out a set of detailed street type designs and encourages a dense network of connectivity as a part of development and redevelopment.

New streets in Oxford should be designed to follow the proposed street typologies of this plan. Current plans state the completion of a “loop” system around Oxford creating additional routes for people to take

as alternates to the congested routes of West Jackson Avenue, Highway 7, and Highway 6. However, the illustration shows how the same alternate routes can be created without creating a “swooping” set of highways that would be similar in character to Highway 6 or Highway 7. The accessibility benefits can be realized with streets that are in character with the proposed street types and character types and the legs can terminate in intersections as shown on the Composite Mobility Map rather than sweeping curves. Care should be taken to insure that the streets are built with no more lanes than needed to satisfy the projected traffic demand, which will likely result in context-sensitive two-lane facilities. In this way, Oxford can satisfy growth with network-building rather than highway-building.

GATEWAYS

Currently, visitors to Oxford enter the community on large, high-speed highways. With the proposed network additions, there is an opportunity to create community gateways at the locations denoted in the Composite Mobility Map. Gateways can be as simple as a decorative element on an interchange bridge or enhanced plantings at the gateway; the important thing is to convey to the motorist that they are no longer in the high speed environment in which they have been traveling, but have entered the community of Oxford, and the driving behavior should respond to the context change.

ACTIVE TRANSPORTATION

As shown in the STRAVA heat map at lower left, cycling is used often in Oxford as a mode of transport, and should therefore be a focus of this plan. The blob in the southwest quadrant of the map shows the heavy usage of the Whirlpool Mountain Biking Trails, which

is accessible from Downtown and the University. The proposed street types accommodate cyclists in multiple ways to expand the on-road facilities in Oxford and provide much-needed connectivity among destinations such as the University campus, Downtown, concentrations of neighborhoods and student housing, and recreational amenities such as the Thacker Mountain Rail Trail and Whirlpool Trails.

GREENWAYS

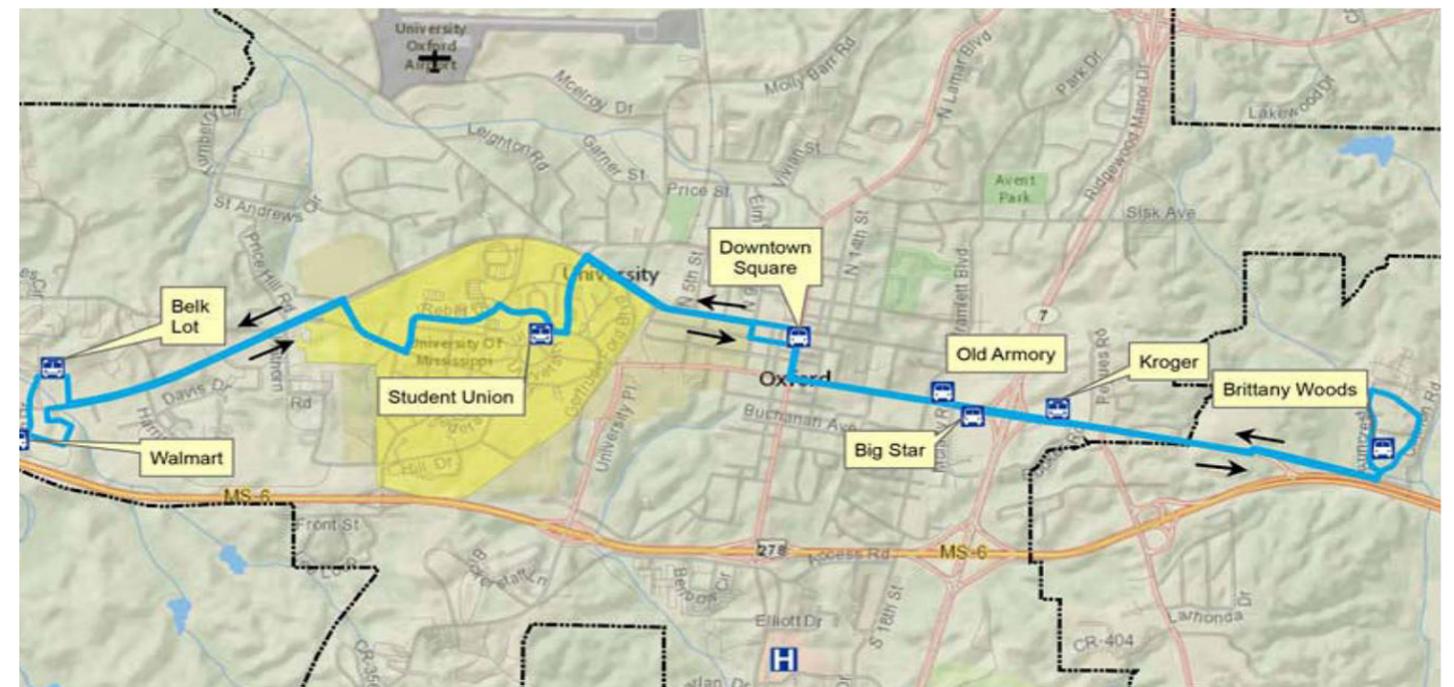
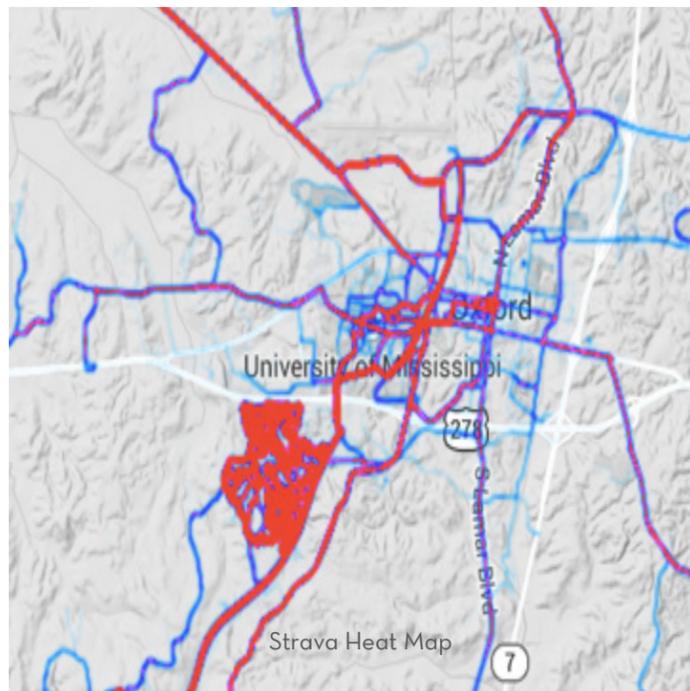
Oxford should also build on the success of the Thacker Mountain Rail Trail by investing in creating a series of greenway spines along existing floodplains as shown on the Composite Mobility Map. This investment, coupled with the implementation of on-road cycling facilities through street modifications, would create a robust network of cycling facilities that will allow movement among most Oxford destinations by cycling or walking as an alternate to car use.

SEAMLESS NETWORK

Integrating the on and off street cycle networks in conjunction with street network enhancements creates a much more robust transportation network than what exists today. In this manner Oxford can support growth consistent with this plan, while not creating barriers by constantly widening roads.

TRANSIT

Oxford should also continue to invest in its highly successful transit system. The base of the system is sound. As the system has seen success, it has become challenged by high ridership and the need for additional service and more frequent headways on routes that currently have 30-minute headways.



PROPOSED STREET TYPOLOGIES

Many streets in Oxford serve car movement extremely well, but are seen as barriers to pedestrian and bicycle movement. With the exception of the Square, Downtown, and on the University of Mississippi campus streets are geared almost entirely toward moving personal motor vehicles and trucks, resulting in facilities that move traffic well, but at the expense of other modes of travel. In addition, these streets have by their very nature created a pattern of development that is auto-oriented, where people don't have viable choices about movement other than motor vehicles.

North Lamar is an example of a Main Street Typology



As part of this comprehensive planning effort, the community made it known that it wants streets that offer choices about how residents and visitors can move around the city. There is an opportunity to rebalance the streets to move people better, and not just cars. By adhering to the principles of complete streets, in which streets are designed to afford people choices in how they move about, many Oxford streets can be rebalanced. During the charrette, a palette of street types and cross sections was developed to allow Oxford to realize the desired vision for their transportation system.

By adhering to these principles, the palette of street types for each context area was developed. Sufficient design flexibility is built into the design elements and dimensional specifications for each street type to respond to contextual variations and to be able to

create a street that is holistically consistent with each of the character types envisioned for Oxford. These street types adhere to best practices for Complete Streets that afford safe and efficient movement for people, and not just cars. Design for safe and efficient mobility from a complete streets approach takes into account vehicular speed when selecting facility designs for pedestrians and cyclists.



Examples of well-balanced mobility corridors

GUIDING PRINCIPLES USED TO DEVELOP THE STREET TYPES IN THIS COMPREHENSIVE PLAN

- STREETS WILL RESPECT THE BUILT AND NATURAL CONTEXTS THROUGH WHICH THEY PASS;
- STREETS WILL SUPPORT ALL MODES OF TRAVEL, WHERE CONTEXTUALLY APPROPRIATE, TO FOSTER THE ABILITY FOR PEOPLE TO CHOOSE HOW THEY MOVE ABOUT OXFORD;
- STREETS WILL STRIKE A BALANCE BETWEEN APPROPRIATE VEHICULAR OPERATIONAL EFFICIENCY AND SAFETY FOR ALL USERS, REGARDLESS OF THEIR CHOICE OF TRAVEL MODE;
- THE CITY WILL WORK WITH MDOT ON FACILITIES UNDER MDOT JURISDICTION TO ACHIEVE STREETS AS COMPLETE AS THEY CAN BE WITHIN THE STATE SYSTEM; AND
- STREET DESIGN WILL SUPPORT THE TYPES OF DEVELOPMENT AND REDEVELOPMENT APPROPRIATE FOR THE CHARACTER AREA IN WHICH THEY OCCUR.

APPLICABILITY MATRICES

The following matrices show the proposed street types related to the character areas in which they should occur. In addition, the second table relates the new street types to the conventional functional classification system used by Mississippi Department of Transportation. The street types as proposed are described in detail in the following sections.

STREET APPLICABILITY MATRIX

PLACE TYPE	PARKWAY	BOULEVARD	AVENUE	MAIN-STREET	LOCAL	SENSITIVE
NATURAL	●		●		●	●
RURAL NEIGHBORHOODS	●		●		●	●
RURAL CENTERS	●		●	●	●	
TRADITIONAL NEIGHBORHOODS			●	●	●	
URBAN CENTERS		●	●		●	
URBAN CORE			●	●		
SUBURBAN NEIGHBORHOODS	●		●	●	●	●
SUBURBAN CENTERS		●	●	●	●	
SUBURBAN CORRIDORS	●	●	●			
SPECIAL DISTRICTS	●	●	●		●	●

TYPOLGY RELATED TO FUNCTIONAL CLASSIFICATION

	PARKWAY	BOULEVARD	AVENUE	MAIN STREET	LOCAL	SENSITIVE
ARTERIAL	●	●	●	●		
COLLECTOR		●	●	●	●	
LOCAL				●	●	



Above left: Rural street

Left: Sensitive street

Bottom left: Local single family

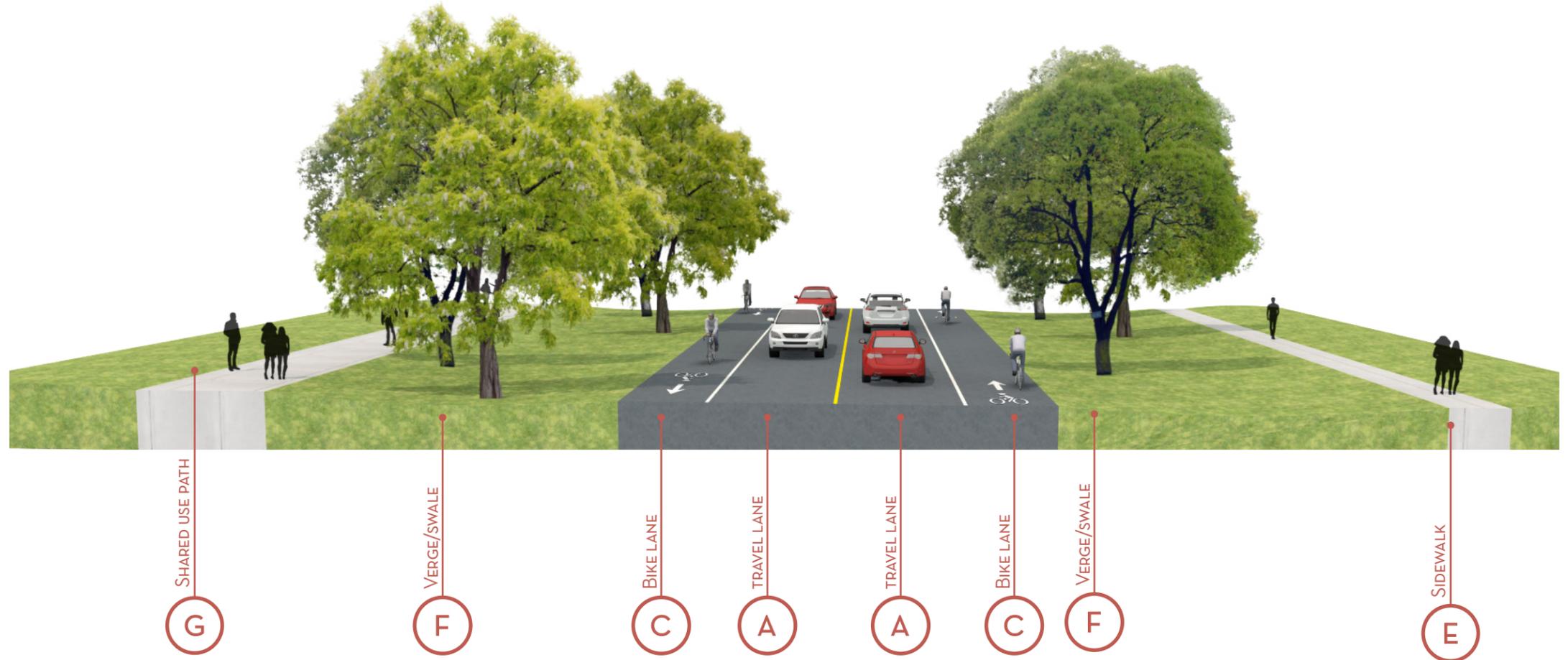
Above: Main street



PARKWAY

Parkways apply to thoroughfare and arterial streets that require two or four lanes to accommodate traffic demand. Parkways with four lanes always feature medians; the medians can be broken to provide a left turn bay. Signalized intersections are spaced further apart on parkways to better facilitate vehicular mobility. Depending on traffic counts, mid-block pedestrian crossings can be installed on long (>600') blocks to maintain walkability in areas where pedestrian usage could be heavy. Major transit routes are often found on these corridors. Streetscape elements such as street trees and lighting as well as furnishings are consistent with the character area in which the parkway occurs. Active transportation modes on parkways are supported by shared use paths or dedicated on-street bike facilities such as bike lanes or a cycle track.

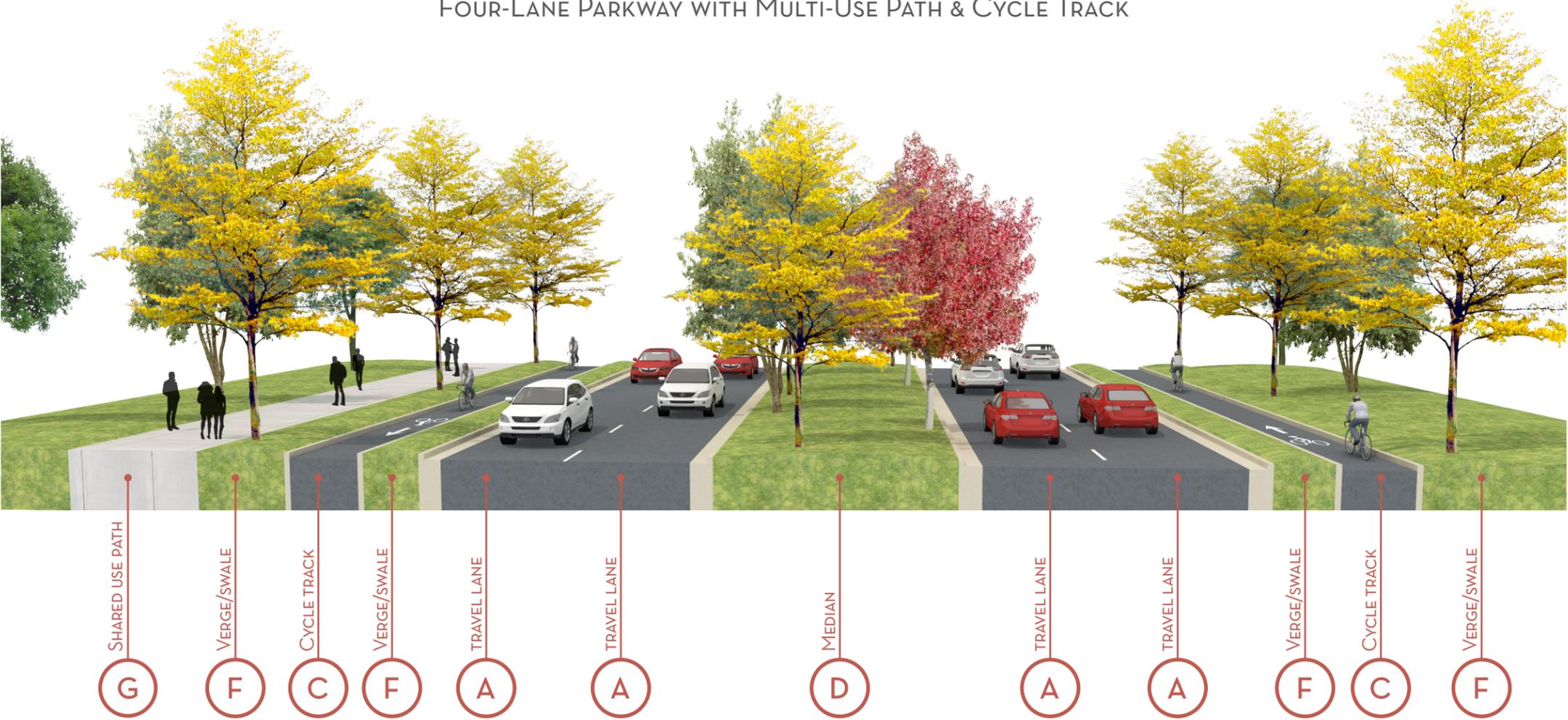
TWO-LANE PARKWAY WITH MULTI-USE PATH (RURAL)



PARKWAY DESIGN PARAMETERS	
Number of Lanes	2-4
Parking	Off-Street
Pedestrian Facilities	Yes
Bicycle Facilities	Shared Use Path (preferred) one or both sides / Bike lanes or protected lanes optional
Drainage	Open (swale) or closed (curb + gutter); context dependent
Median	Optional on 2-lane / required on 4-lane
Streetscape	Appropriate street trees in median and tree lawn / verge
Furnishings	Yes, benches and shelters related to transit service
Lighting	Yes in urban contexts; optional in rural

PARKWAY DESIGN SPECIFICATIONS		
COMPONENT	DESCRIPTION	DIMENSIONS
A	Travel lane width	11'-12'
C	Bike lane	6' (curb + gutter) / 8' swale
D	Median width	12'-16'
F	Verge / Swale	10'-30' (preferred) / 4' Min.
G	Shared Use Path	10' min. - 12' preferred
	Target speed	45 MPH (rural); 35 MPH (urban)
	Max/Min ROW	124'/58'

FOUR-LANE PARKWAY WITH MULTI-USE PATH & CYCLE TRACK

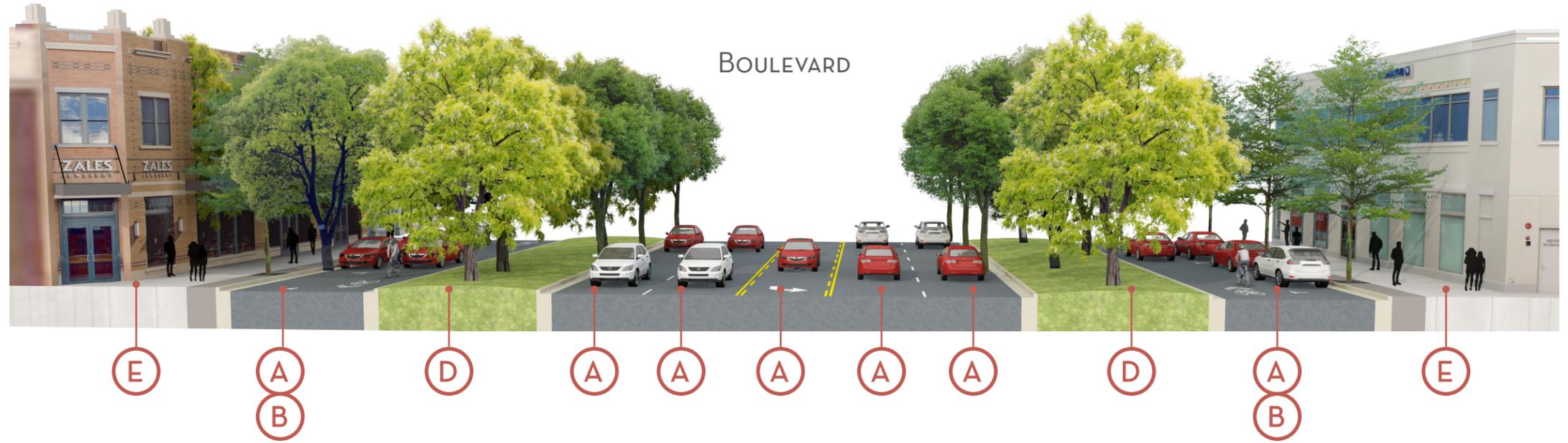


PARKWAY DESIGN PARAMETERS	
Number of Lanes	2-4
Parking	Off-Street
Pedestrian Facilities	Yes
Bicycle Facilities	Shared Use Path (preferred) both sides / Bike lanes or protected lanes optional
Drainage	Open (swale) or closed (curb + gutter); context dependent
Median	Optional on 2-lane / required on 4-lane
Streetscape	Appropriate street trees in median and tree lawn / verge
Furnishings	Yes, benches and shelters related to transit service
Lighting	Yes in urban contexts; optional in rural

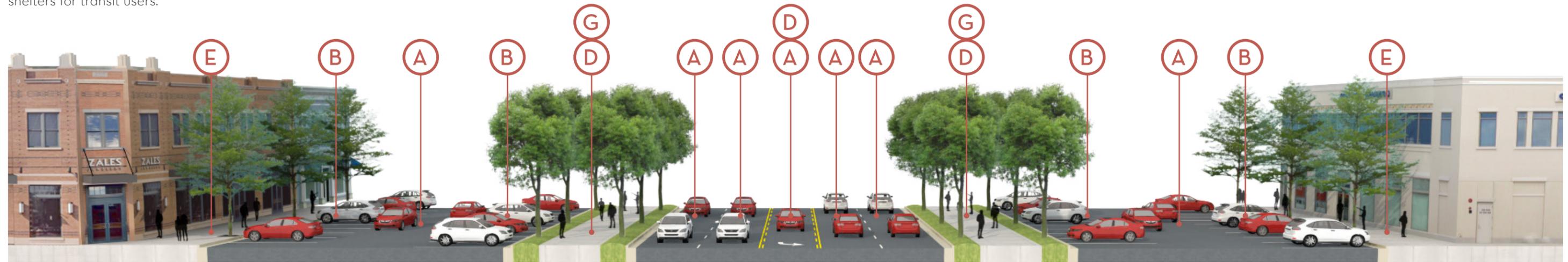
PARKWAY DESIGN SPECIFICATIONS		
COMPONENT	DESCRIPTION	DIMENSIONS
A	Travel lane width	11'-12'
C	Bike lane	6' (curb + gutter) / 8' swale
D	Median width	12'-16'
F	Verge / Swale	10'-30' (preferred) / 4' Min.
G	Shared Use Path	10' min. - 12' preferred
	Target speed	45 MPH (rural); 35 MPH (urban)
	Max/Min ROW	168'/98'

BOULEVARD

Boulevards are designed to support multiple travel modes, including automobiles, freight movers, transit vehicles, pedestrians and bicyclists. Boulevards balance high vehicular capacity with high pedestrian and vehicular accessibility to adjoining urban land uses. Boulevards include a center median or left turn lane, 4 through travel lanes, sidewalks and/or a shared use path on one or both sides. In an urban multi-way configuration, landscaped medians separate and buffer through traffic from a local access lane that accommodates parking, low-speed vehicular traffic, bicyclists and pedestrians in a street frontage condition. In this configuration, the access lanes are low-speed and are designated as shared use. Streetscape on boulevards is typically formal in nature, with regularly spaced tree plantings, spot or full medians, lighting, and benches and shelters for transit users.



BOULEVARD ALTERNATE



BOULEVARD DESIGN PARAMETERS

COMPONENT	DESCRIPTION	DIMENSIONS
Number of Lanes	4 Through + center turn lane; +2 on access lanes	
Parking	Only on access lanes in multi-way configuration	
Pedestrian Facilities	Yes	
Bicycle Facilities	Shared Use Path; sharrows in access lane/ multi-way configuration	
Drainage	Closed (curb + gutter)	
Median	Yes, with left turn bays	
Streetscape	Formal; street trees in median and tree lawn / verge; Tree wells in walkway in multi-way configuration	
Furnishings	Benches, trash receptacles, bike racks on access lanes in multi-way configuration	
Lighting	Yes; vehicle scale on main lane; pedestrian scale on access lanes	

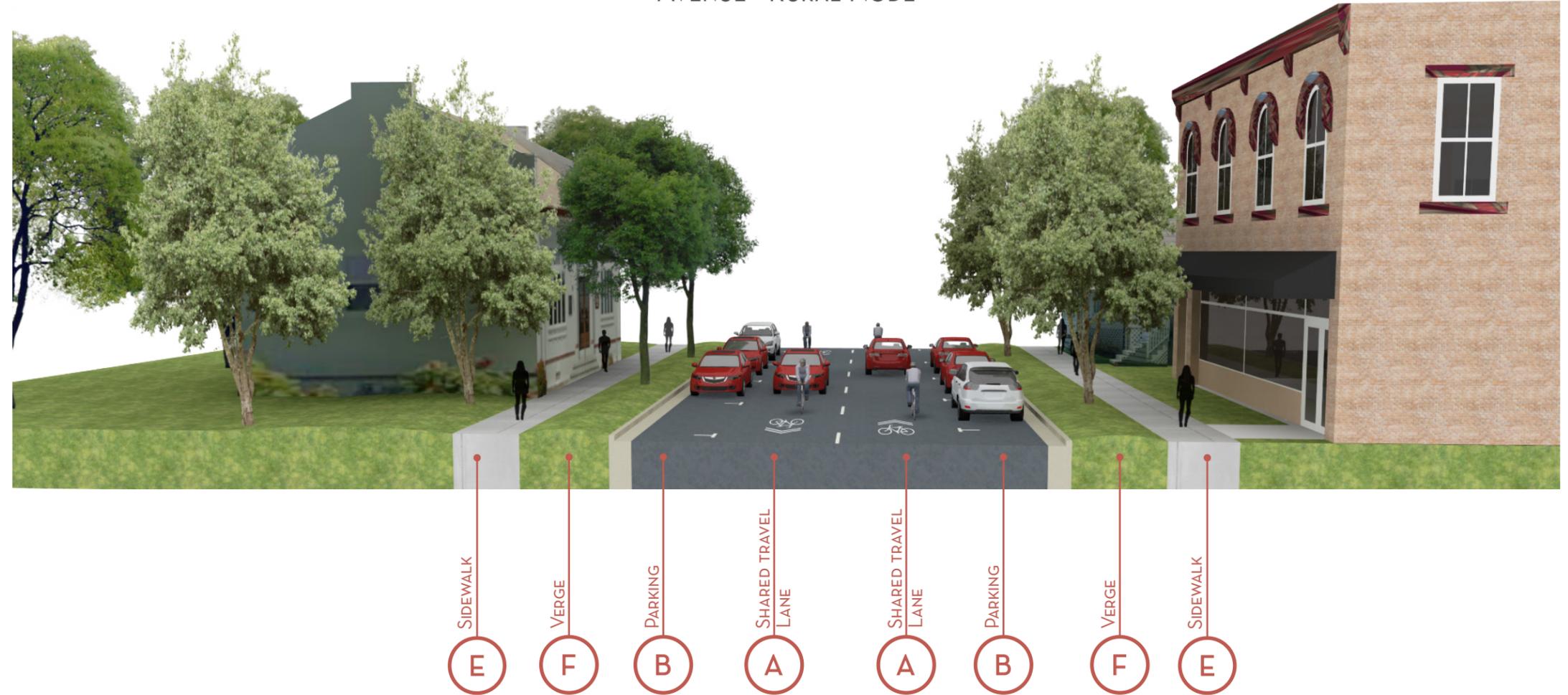
BOULEVARD DESIGN SPECIFICATIONS

COMPONENT	DESCRIPTION	DIMENSIONS
A	Travel lane width	11'-12' (main lane); 10'-11' access lane; 12' parking lot
B	Parking	8' Parallel (access lane); 9' x 18' perpendicular (parking lot)
D	Median / Verge	12'-16' (center with spot medians / left turn lanes); 18'-22' (side); ALTERNATE: 18' - 24' (side with Shared Use Path)
E	Sidewalk	6'-10' (main lane); 16'-20' with tree wells in commercial context with access lane
G	Shared used path	10' (min.) - 12' (preferred)
	Target speed	35 MPH (main lane); 15 MPH (access lane)
	Max/Min ROW	108'/87'; 174'/135'; (Alternate)

AVENUE

Avenues are walkable, lower speed streets that are generally shorter in length than boulevards. They provide access to abutting commercial and mixed-use as well as multi-family development. Avenues are predominately only two lanes, but can be four if traffic volumes warrant. Depending on context, avenues can accommodate on-street parking. They serve as primary bicycle and pedestrian routes, and may accommodate local transit vehicles. Avenues may feature a median and on street parking in urban contexts, or can feature swale drainage in more rural or transitioning contexts. Depending on context, avenues can have sidewalks on one or both sides, and will accommodate bicycle traffic through shared lanes, bike lanes, or protected bike lanes.

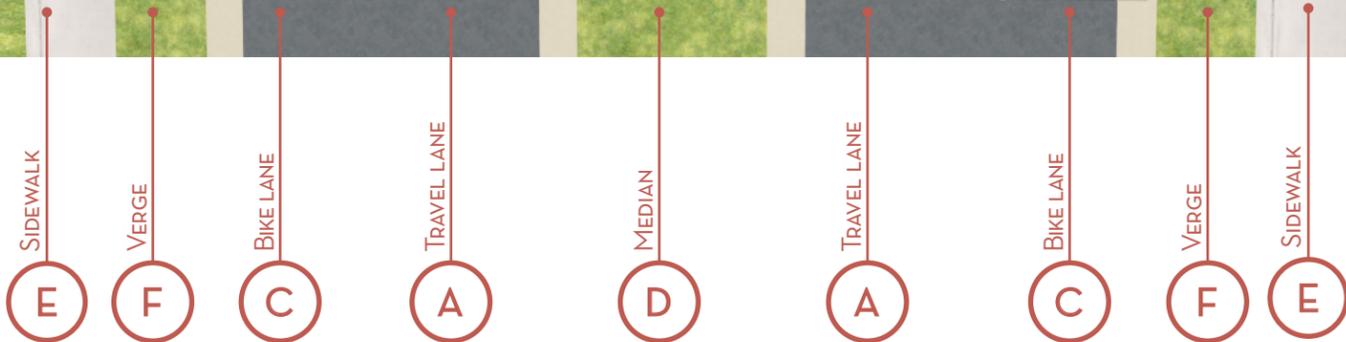
AVENUE - RURAL NODE



AVENUE DESIGN PARAMETERS	
Number of Lanes	2-4
Parking	Optional: parallel
Pedestrian Facilities	Yes
Bicycle Facilities	Bike lane, protected lane, sharrows
Drainage	Curb + gutter (urban context); swale (rural context)
Median	Optional in 2 lane; required in 4 lane; accommodate left turn bays or flush median for left turns
Streetscape	Formal; street trees in median and verge; Tree wells in hardscape walkway
Furnishings	Bike racks / street furniture; public art per context
Lighting	Yes; vehicle scale on 4 lane; pedestrian scale on 2 lane

AVENUE DESIGN SPECIFICATIONS		
COMPONENT	DESCRIPTION	DIMENSIONS
A	Travel lane width	10'-11'
B	Parking (access lane)	7'-8'
D	Median / flush median	10'-11' (spot and flush)
E	Sidewalk	6' (min.) 8' (preferred); 16'-20' with tree wells (neighborhood commercial)
C	Bike lane	6' (min.)
C	Protected bike lane (Not Illustrated)	One-way: 7' + 3' separator (preferred) 6'+2' separator (constrained segment); Two-way: 12' + 4' separator (preferred) 10'+2' separator (constrained segment)
F	Verge / swale	4'-8' (urban); 8'-16' (rural)
	Target speed	35 MPH (4 lane); 25 MPH (2 lane)
	Max/Min ROW	66'/48'

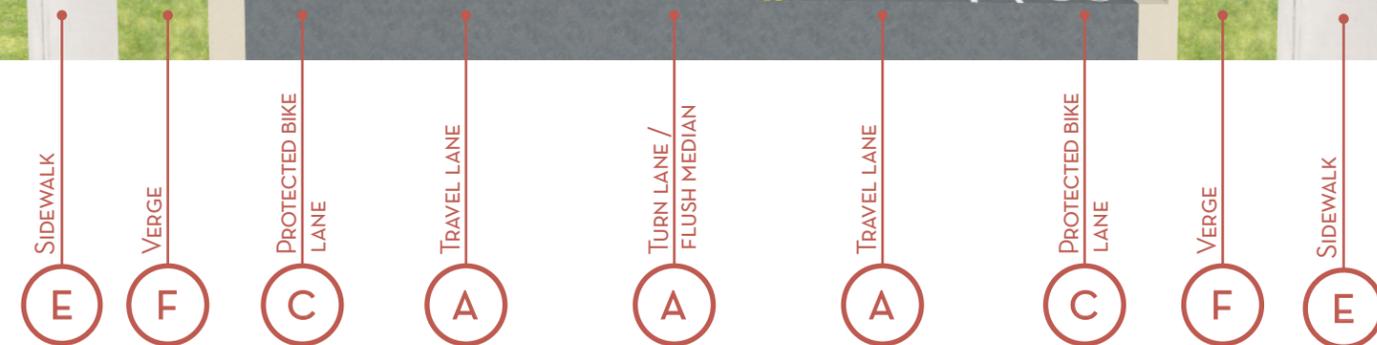
AVENUE WITH BIKE LANES



AVENUE DESIGN PARAMETERS	
Number of Lanes	2-4
Parking	Optional: parallel
Pedestrian Facilities	Yes
Bicycle Facilities	Bike lane, protected lane, sharrows
Drainage	Curb + gutter (urban context); swale (rural context)
Median	Optional in 2 lane; required in 4 lane; accommodate left turn bays or flush median for left turns
Streetscape	Formal; street trees in median and verge; Tree wells in hardscape walkway
Furnishings	Bike racks / street furniture; public art per context
Lighting	Yes; vehicle scale on 4 lane; pedestrian scale on 2 lane

AVENUE DESIGN SPECIFICATIONS		
COMPONENT	DESCRIPTION	DIMENSIONS
A	Travel lane width	10'-11'
B	Parking (access lane)	7'-8'
D	Median / flush median	10'-11' (spot and flush)
E	Sidewalk	6' (min.) 8' (preferred); 16'-20' with tree wells (neighborhood commercial)
C	Bike lane	6' (min.)
C	Protected bike lane	One-way: 7' + 3' separator (preferred) 6'+2' separator (constrained segment); Two-way: 12' + 4' separator (preferred) 10'+2' separator (constrained segment)
F	Verge / swale	4'-8' (urban); 8'-16' (rural)
	Target speed	35 MPH (4 lane); 25 MPH (2 lane)
	Max/Min ROW	150'/92'

AVENUE WITH PROTECTED BIKE LANES



AVENUE DESIGN PARAMETERS

PARAMETER	VALUE
Number of Lanes	2-4
Parking	Optional: parallel
Pedestrian Facilities	Yes
Bicycle Facilities	Bike lane, protected lane, sharrows
Drainage	Curb + gutter (urban context); swale (rural context)
Median	Optional in 2 lane; required in 4 lane; accommodate left turn bays or flush median for left turns
Streetscape	Formal; street trees in median and verge; Tree wells in hardscape walkway
Furnishings	Bike racks / street furniture; public art per context
Lighting	Yes; vehicle scale on 4 lane; pedestrian scale on 2 lane

AVENUE DESIGN SPECIFICATIONS

COMPONENT	DESCRIPTION	DIMENSIONS
A	Travel lane width	10'-11'
B	Parking (access lane)	7'-8'
D	Median / flush median	10'-11' (spot and flush)
E	Sidewalk	6' (min.) 8' (preferred); 16'-20' with tree wells (neighborhood commercial)
C	Bike lane	6' (min.)
C	Protected bike lane	One-way: 7' + 3' separator (preferred) 6'+2' separator (constrained segment); Two-way: 12' + 4' separator (preferred) 10'+2' separator (constrained segment)
F	Verge / swale	4'-8' (urban); 8'-16' (rural)
	Target speed	35 MPH (4 lane); 25 MPH (2 lane)
	Max/Min ROW	141'/74'

MAIN STREET

Main Streets are designed to provide connections between neighborhoods and districts, as well as providing access to Avenues and Boulevards from local streets. Main Streets are highly walkable and may serve as the primary street for commercial or mixed-use centers. On-street parking is typically provided in either a parallel or angled configuration (including back-in angled). Pedestrians are accommodated with wide sidewalks and bicycles are accommodated in a shared lane due to the low speed nature of the street type. Main Streets feature closed drainage systems and a high degree of streetscape, with formal pedestrian-scale lighting, trees in tree wells to create an expanded walking promenade, and furnishings such as benches, trash receptacles, and bike racks. Sidewalks are wide enough to allow for outdoor cafes, including the treewell width.

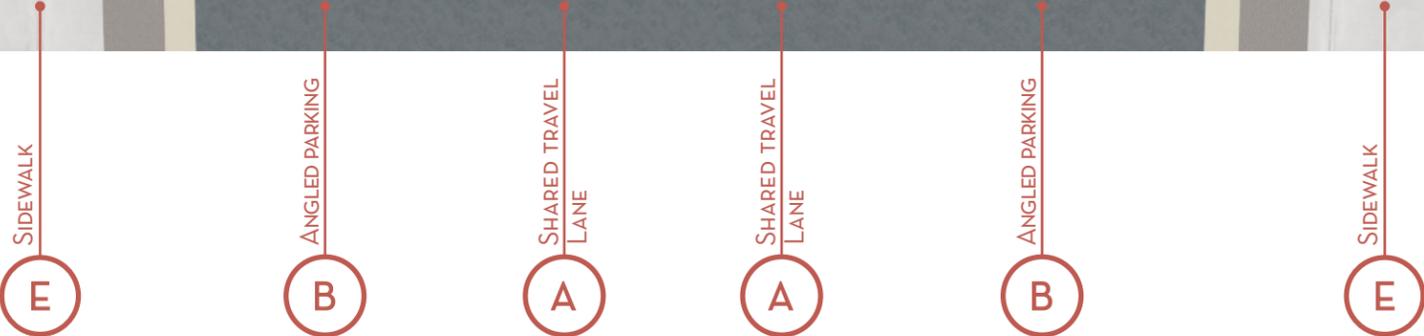
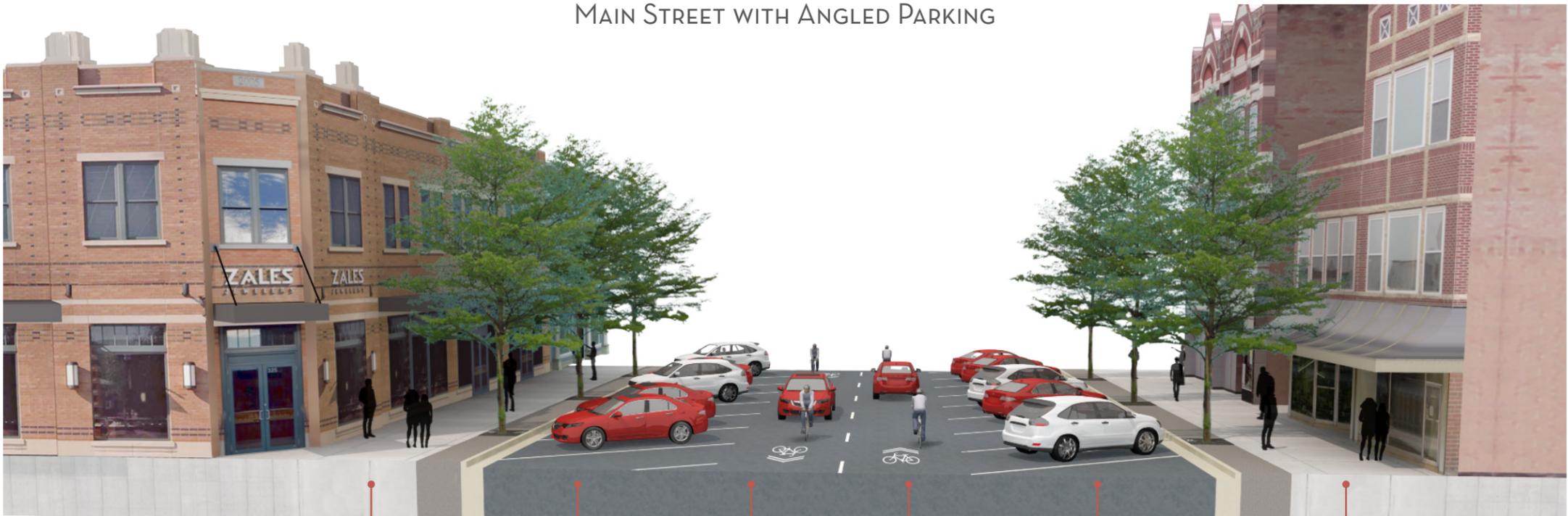
MAIN STREET WITH PARALLEL PARKING



MAIN STREET DESIGN PARAMETERS	
Number of Lanes	2
Parking	Yes; Parallel or angled (back-in angled preferred)
Pedestrian Facilities	Yes,
Bicycle Facilities	Sharrows; Shared Lane
Drainage	Closed (curb + gutter); Permeable parking (optional)
Median	No
Streetscape	Formal; Tree wells in hardscape walkway
Furnishings	Bike racks / street furniture; public art
Lighting	Pedestrian scale

MAIN STREET DESIGN SPECIFICATIONS		
COMPONENT	DESCRIPTION	DIMENSIONS
A	Travel lane width	10'-13'
B	Parking	8' (parallel); 20' (angled includes gutter pan)
E	Sidewalk	16' (min.); 20' (preferred); 4' tree wells
	Target speed	20 MPH
	Max/Min ROW	82'/68'

MAIN STREET WITH ANGLED PARKING



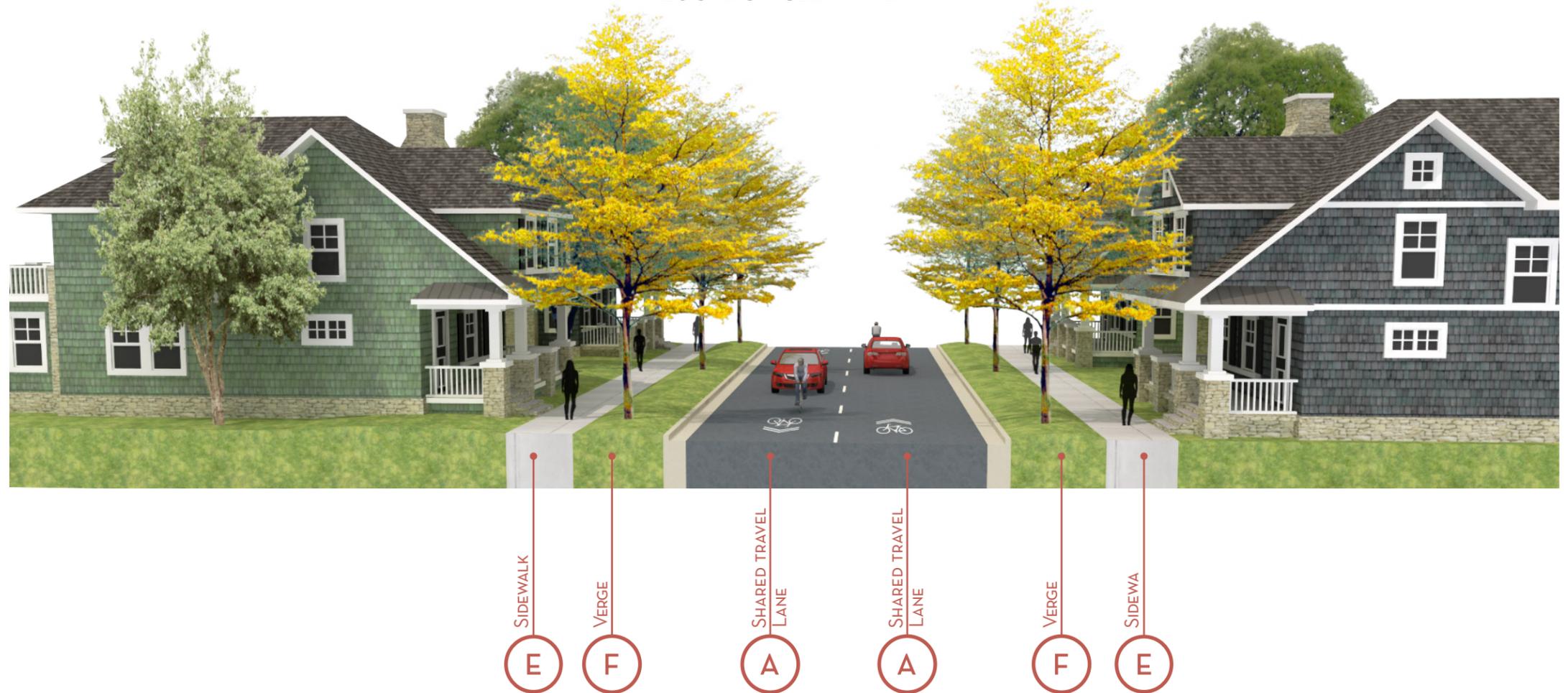
MAIN STREET DESIGN PARAMETERS	
Number of Lanes	2
Parking	Yes; Parallel or angled (back-in angled preferred)
Pedestrian Facilities	Yes,
Bicycle Facilities	Sharrows; Shared Lane
Drainage	Closed (curb + gutter); Permeable parking (optional)
Median	No
Streetscape	Formal; Tree wells in hardscape walkway
Furnishings	Bike racks / street furniture; public art
Lighting	Pedestrian scale

MAIN STREET DESIGN SPECIFICATIONS		
COMPONENT	DESCRIPTION	DIMENSIONS
A	Travel lane width	10'-13'
B	Parking	8' (parallel); 20' (angled includes gutter pan)
E	Sidewalk	16' (min.); 20' (preferred); 4' tree wells
	Target speed	20 MPH
	Max/Min ROW	106'/92'

LOCAL

Local Streets provide access to individual lots, accommodate pedestrians and serve as low speed bicycle and vehicle routes. Local streets should be relatively short in total distance, but well-interconnected to form a street grid and multiple routing and access points for the neighborhoods they serve. The low speed nature and low anticipated traffic volumes of local streets allow for bicycles to share the street with motor vehicles. As a result, local streets can offer alternative routes to less experienced or confident cyclists when well-connected. Local streets can feature open or closed drainage depending on context, and should have sidewalks when serving residential uses. Parking on-street is accommodated either in parallel parking bays in a multi-family frontage condition, or informally accommodated in a yield street condition (off-street parking and on-street parking utilization of 40-60% or less) for single family frontages.

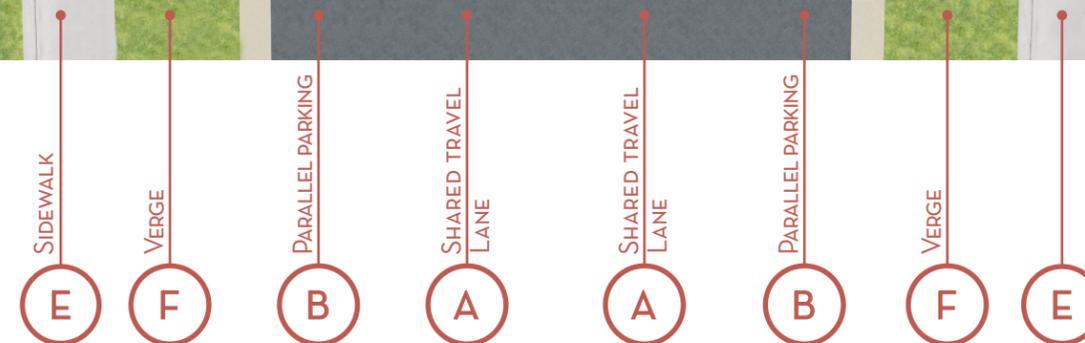
LOCAL SINGLE FAMILY



LOCAL DESIGN PARAMETERS	
Number of Lanes	2 (max.)
Parking	Yes; Parallel or yield (informal)
Pedestrian Facilities	Yes
Bicycle Facilities	Routes / shared
Drainage	Closed (curb + gutter); rain gardens / bioswales (optional)
Median	No
Streetscape	Configuration dependent on context
Lighting	Pedestrian scale

LOCAL DESIGN SPECIFICATIONS		
COMPONENT	DESCRIPTION	DIMENSIONS
A	Travel lane width	10' dedicated lanes (max.); 24'-27' two-way yield
B	Parking	7' parallel in bays; informal curbside in yield condition (24'-27' street width)
E	Sidewalk	5' (min.) both sides
F	Verge	5' (min.) both sides
	Target speed	20 MPH (max.)
	Max/Min ROW	47'/40'

LOCAL MULTI-FAMILY



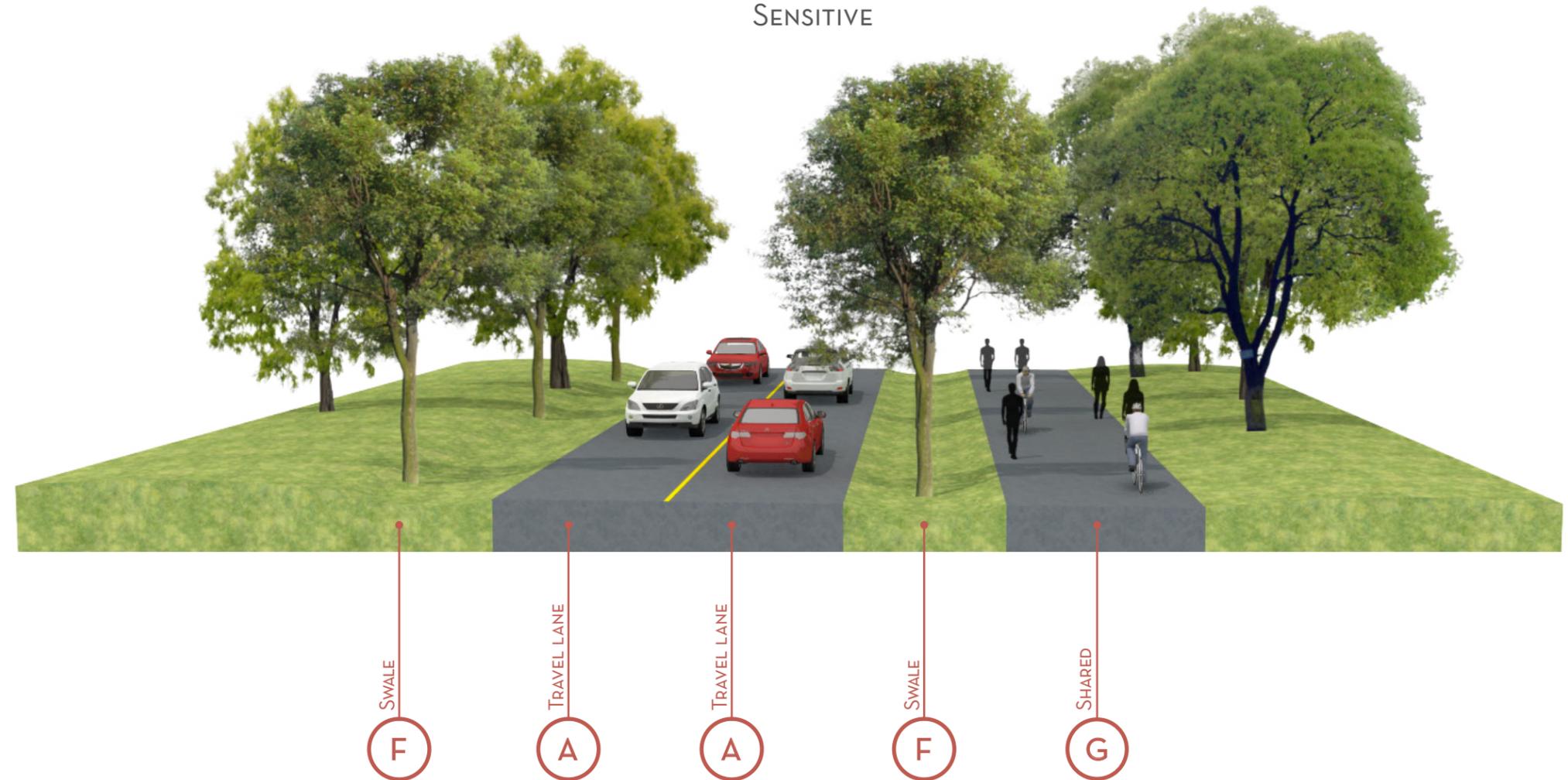
LOCAL DESIGN PARAMETERS	
Number of Lanes	2 (max.)
Parking	Yes; Parallel or yield (informal)
Pedestrian Facilities	Yes
Bicycle Facilities	Routes / shared
Drainage	Closed (curb + gutter); rain gardens / bioswales (optional)
Median	No
Streetscape	Configuration dependent on context
Lighting	Pedestrian scale

LOCAL DESIGN SPECIFICATIONS		
COMPONENT	DESCRIPTION	DIMENSIONS
A	Travel lane width	10' dedicated lanes (max.); 24'-27' two-way yield
B	Parking	7' parallel in bays; informal curbside in yield condition (24'-27' street width)
E	Sidewalk	5' (min.) both sides
F	Verge	5' (min.)
	Target speed	20 MPH (max.)
	Max/Min ROW	73'/66'

SENSITIVE

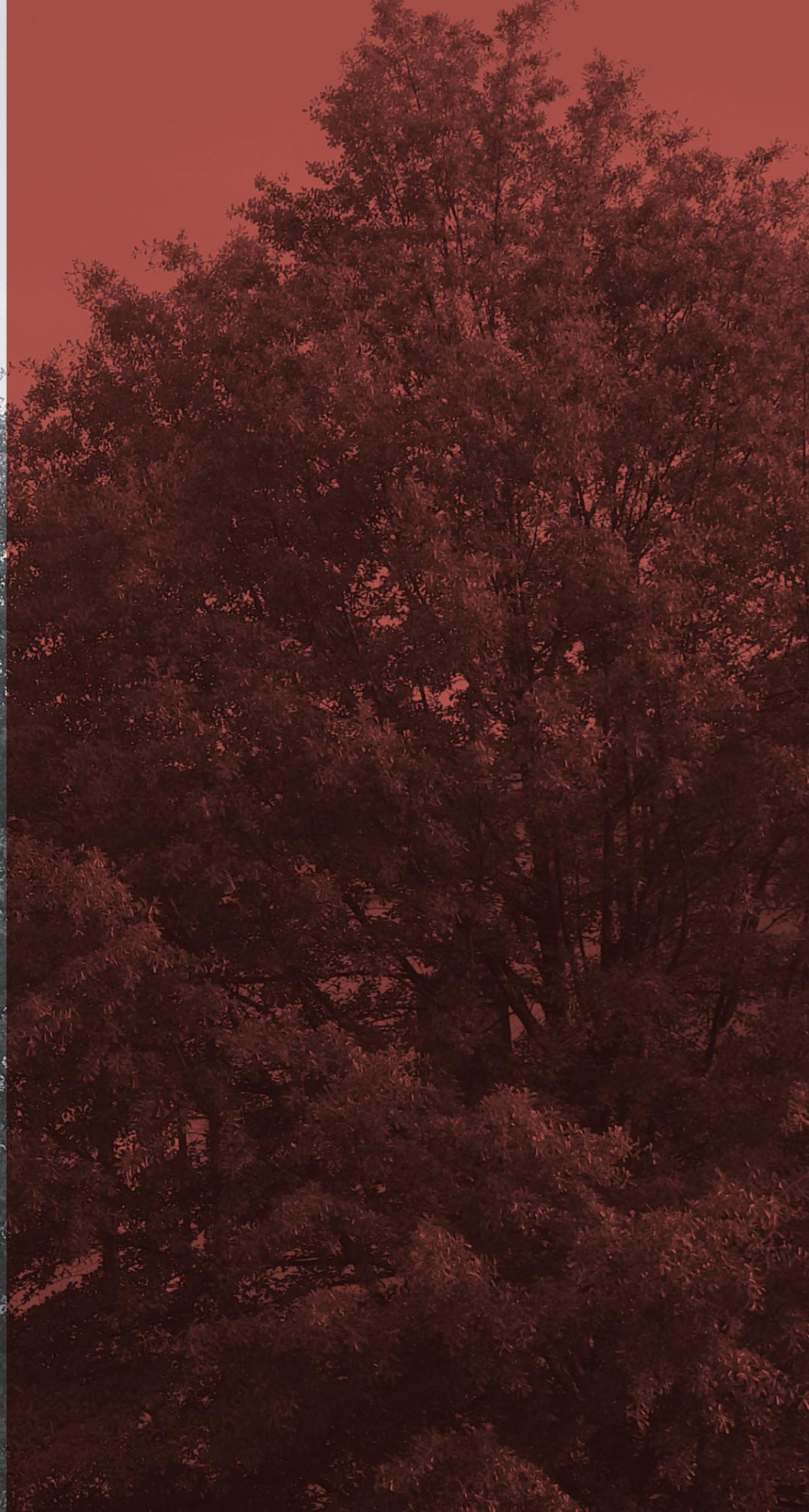
In rural and transitional areas of Oxford where stormwater and wastewater do not feed into sewers, other forms of drainage must be provided. Along encompassed streets, open channel drainage ditches are typical and must be accommodated within special cross-sections. These sections could accommodate rain gardens or biofiltration as well. In many areas where environmental concerns such as floodplains occur, sensitive streets can offer the lightest imprint on the natural landscape while providing the much-needed connectivity for all modes of travel.

SENSITIVE



LOCAL DESIGN PARAMETERS	
Number of Lanes	2 (max.)
Parking	No
Pedestrian Facilities	No - shared use path
Bicycle Facilities	Shared use path
Drainage	Open swale; rain gardens; bioswales
Median	No
Streetscape	Natural; informal
Shoulders	Reinforced turf
Lighting	Optional

LOCAL DESIGN SPECIFICATIONS		
COMPONENT	DESCRIPTION	DIMENSIONS
A	Travel lane width	10'-12' (max.)
F	Reinforced turf shoulder / swale	8' (min.)
G	Shared use path	12' (min.)
	Target speed	45 MPH (max.)
	Max/Min ROW	52'/36'



CHAPTER 5: IMPLEMENTATION

ORGANIZING OF IMPLEMENTATION

IMPLEMENTATION MATRIX

ORGANIZING FOR IMPLEMENTATION

Comprehensive implementation can be organized in a variety of ways. Recommendations can be organized by priority, type of strategy, plan goal, or developmental characteristic. The chosen organizational method for Vision 2037 is to organize recommendations according to developmental elements as extracted and applied from the field of urban morphology (the study of the form of human settlements and the process of their formation and transformation). The specific organizing headings of Vision 2037 are:

- Global Implementation
- Land Use
- Downtown Preservation and Redevelopment
- Design and Landscaping
- Housing
- Environment, Parks and Open Space
- Mobility and Infrastructure
- Economic Development
- Administration and Intergovernmental Coordination

Recommendations in each of these topic areas are guided by Oxford's Planning principles and the collective input of the planning process.

Plan implementation is the overarching goal of the planning process. While identification of key strategies is important, the plan can only facilitate the realization of Oxford's development goals if tasks or actions are implemented to make it happen. The Plan Implementation section, like the plan as whole, is a working document used to implement the vision and strategies expressed in the previous sections. As a working document, it is expressly intended that this Plan will be used on a regular basis. The implementation section should be updated regularly and systematically by:

- Measuring and reporting the progress of implementation

- Adding new tasks or actions which will help accomplish the overall goals of Vision 2037
- Refining tasks or actions already under way in order to enhance their implementation or improve their effectiveness
- Removing tasks or actions completed satisfactorily
- Adding or deleting tasks or actions as Vision 2037 is amended from time to time

The process is intended to elevate the plan and the planning process in the overall budget, policy and management decisions of Oxford. For this approach to succeed, strategies, decisions, and policies must be periodically evaluated and revised to respond to changing conditions. Implementation is an incremental process. Some recommendations will be carried out in a relatively short period of time. Others are long-term in nature. Policy strategies can range from cost neutral for some implementation actions to project specific actions that may require more detailed study and significant budget commitments. Some recommendations will require the partnership, cooperation and action of other local boards and commissions. The Plan ultimately is to serve as a guide to all persons and entities interested in advancing the quality of life in Oxford.

ANNUAL WORK PROGRAMS

Using the Comprehensive Plan as a basis for organizing the annual work programs of local departments, boards, and other agencies will help accomplish the goals and objectives of the Plan. If the activities of all municipal organizations can be coordinated, there can be significant benefits in efficiency, economy, and outcomes. The matrix assign responsibilities and priorities to implementing the recommended strategies and tasks. These recommendations can and should be used by other organizations when preparing and evaluating their capital planning and work programs.

AS A REFERENCE FOR PROPOSED ACTIONS

Using the Comprehensive Plan as a basis for land use, zoning, development and other decisions within the City will help accomplish the goals and objectives of the Plan. All land use and development proposals will be evaluated in terms of compliance with Vision 2037.

ANNUAL OPERATING BUDGET

The Annual Budget is the guideline for municipal spending over the coming fiscal year. Plan recommendations should be considered during formulation of the City's Operating Budget so that the overall objectives of the Plan will be accomplished.

CAPITAL IMPROVEMENT PROGRAMMING

The Capital Budget (or Capital Improvement Plan) is a tool for planning major capital expenditures of a municipality so that local needs will be identified and prioritized within local fiscal constraints that exist. The Plan proposes that plan recommendations be included in the City's Capital Improvements Plan and that funding for them be included as part of the Capital Budget.

UNDERSTANDING THE IMPLEMENTATION MATRIX

The illustration at right provides a sample of the implementation matrix with comment and interpretation. Key features of the matrix include the prioritization of strategies, the type of strategy (policy, project or management), plan reference, action and intended time frame for action, next steps and status, intended outcomes and measures of progress.

Plan reference indicates the source (narrative or illustration) location in the plan for the action.

Time frames for actions are Immediate, Ongoing, Short Term, Medium Term and Long Term.

Likely partners to assist in action are identified.

Priority status levels:
 1st Priority = 1
 2nd Priority = 2
 3rd Priority = 3

Strategy type:
 Policy
 Project = Proj.
 Management = Mgmt.

PRIORITY	STRATEGY TYPE	PLAN REF.	ACTIONS	OUTCOMES	MEASURES OF PROGRESS	TIME FRAME	NEXT STEPS	PARTNERS	STATUS
GLOBAL IMPLEMENTATION									
1	Policy, Mgmt	Intro	1. Adopt this plan	Official policy basis from which to achieve Oxford's Planning Principles and aspirations of Vision 2037	• Adopted Plan	Im.	• Adopt this plan	Planning Dept, Planning Commission, MBA	
1	Mgmt	Intro	2. Use the Plan as a reference when reviewing development applications.	Plan compliant, strategic development decisions	• Documented consultation of the plan in staff reports	Im.	• Evaluate application requirements to ensure applicants address plan requirements in submissions	Planning Dept, Planning Commission, MBA	
1	Mgmt	Sect. 5	• Update and report on the Implementation Element on an annual basis.	Up to date and relevant planning	• Production of an annual report	ST	• Produce annual report at the end of fiscal year 2016	Planning Dept, Planning Commission, MBA	
1	Mgmt	Sect. 5	3. Use the Plan to guide preparation of the Capital Budget.	Plan compliant capital budgeting	• Capital budgeted plan recommendations	ST	• Input capital projects into capital budget as appropriate beginning in FY2016 budget cycle	Department Heads, MBA	
1	Mgmt	Sect. 5	4. Use the Plan to guide preparation of the annual Operating Budget.	Plan compliant annual budgeting	• Operating budgeted plan recommendations	ST	• Input recommendations into operating budget as appropriate beginning in FY2016 budget cycle	Department Heads, MBA	
1	Mgmt	Sect. 5	5. Hold an annual retreat for Department Heads to review the status of implementation.	Heightened plan implementation	• Completion of an annual retreat	ST	• Convene retreat during the budgeting process for FY2016	Department Heads, MBA	
LAND USE									
1	Policy	Sect. 6	6. Revise development code to implement place types	Revised development code, enhanced development form	• Revises development code	Im.	• Initiate development code update	Planning Department, Planning Commission	
1	Policy	Sect. 3	7. Expand conservation district protections to key neighborhoods that are vulnerable to redevelopment such as the Aven neighborhood and Freedman Town.	Creation of a new district and neighborhood character and historic qualities	• Creation of a new district and district design guidelines	ST	• Determine support for the creation of the district • Review the zoning code to determine its current impact on the neighborhood and revision as needed	MBA, Historic Preservation Commission, neighborhood associations, staff	
1	Policy	Sect. 4	8. Encourage appropriate infill development and use of existing buildings.	New development on vacant in-town lots; re-use of vacant buildings	• % of properties vacant or abandoned within existing urban areas • Ratio of infill to greenfield development acres and projects	MT	• Review city policies related to land use, utilities and incentives to determine effectiveness of encouraging infill development and needed to make infill a priority	MBA, Planning Commission, Historic Preservation	

Actions, their intended outcomes and the measure that can be used to evaluate progress are indicated in this section of the table.

Next steps provides direction on initiating the action.

The progress of achieving specific actions may be monitored in this space.

IMPLEMENTATION MATRIX

PRIORITY	STRATEGY TYPE	PLAN REF.	ACTIONS	OUTCOMES	MEASURES OF PROGRESS	TIME FRAME	NEXT STEPS	PARTNERS	STATUS
GLOBAL IMPLEMENTATION									
1	Policy, Mgmt	Intro	1. Adopt this plan	Official policy basis from which to achieve Oxford's Planning Principles and aspirations of Vision 2037	• Adopted Plan	IM	• Adopt this plan	Advisory Committee, Planning Commission, BoA	
1	Mgmt	Intro	2. Use the Plan as a reference when reviewing development applications.	Plan compliant, strategic development decisions	• Documented consultation of the plan in staff reports	OG	• Evaluate application requirements to ensure applicants address plan requirements in submissions	Planning Dept. Planning Commission, BoA	
1	Mgmt	Sec. 5	3. Update and report on the Implementation Element on an annual basis.	Up to date and relevant planning	• Production of an annual report	OG	• Produce annual report at the end of fiscal year 2016	Planning Dept. Planning Commission, BoA	
1	Mgmt	Sec. 5	4. Use the Plan to guide preparation of the Capital Budget.	Plan compliant capital budgeting	• Capital budgeted plan recommendations	OG	• Input capital projects into capital budget as appropriate beginning in FY2016/17 budget cycle	Department Heads, BoA	
1	Mgmt	Sec. 5	5. Use the Plan to guide preparation of the annual Operating Budget.	Plan compliant annual budgeting	• Operating budgeted plan recommendations	OG	• Input recommendations into operating budget as appropriate beginning in FY2016/17 budget cycle	Department Heads, BoA	
1	Mgmt	Sec. 5	6. Hold an annual retreat for Department Heads to review the status of implementation.	Heightened plan implementation	• Completion of an annual retreat	OG	• Convene retreat during the budgeting process for FY2016/17	Department Heads, BoA	
LAND USE									
1	Policy	Sec. 3	7. Revise development code to implement place types	Revised development code, enhanced development form	• Revised development code	IM	• Initiate development code update	Planning Department, Planning Commission	
2	Policy	Sec. 3	8. Expand conservation district protections to key neighborhoods that are vulnerable to redevelopment such as the Avent neighborhood and Freedman Town.	Protection of neighborhood character and historic qualities	• Creation of a new district and district design guidelines	ST	• Determine support for the creation of the district • Review the zoning code to determine its current impacts on the neighborhood and revise as needed	BoA, Historic Preservation Commission, Neighborhood Associations, Ordinance Review Committee, Staff	
3	Policy	Sec. 4	9. Encourage appropriate infill development and use of existing buildings.	New development on vacant in-town lots; re-use of vacant buildings	• % of properties vacant within existing urban areas • Ratio of infill to greenfield development acres and projects	MT	• Review city policies related to land use, utilities and incentives to determine their effectiveness at encouraging infill development and revise as needed to make infill a priority	BoA, Planning Commission, Historic Preservation Commission, Staff	

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PRIORITY	STRATEGY TYPE	PLAN REF.	ACTIONS	OUTCOMES	MEASURES OF PROGRESS	TIME FRAME	NEXT STEPS	PARTNERS	STATUS
1	Policy	Sect 4	10. Require appropriate transitions and contextual design for commercial uses developed adjacent to stable residential areas.	Stable residential markets	<ul style="list-style-type: none"> Stable residential property values at neighborhood edges # of rezoning requests based on claims of incompatibility 	ST	<ul style="list-style-type: none"> Revise the zoning code to include contextual design principals Review current landscaping and buffering requirements to determine their impact on edge areas 	BoA, Staff, Tree Board	
2	Policy	Sect 4	11. Protect neighborhoods from the encroachment of inappropriate residential and non-residential development.	More stable neighborhoods that retain their character over time	<ul style="list-style-type: none"> The stability and integrity of neighborhoods 	OG	<ul style="list-style-type: none"> Revise the zoning code to ensure that uses, structure size, placement and design reinforce desirable development patterns within and adjacent to existing neighborhoods 	BoA, Planning Commission, Staff	
1	Policy	Sec. 1	12. Counter the effects of the conversion of owner-occupied housing to rental units.	Fewer impacts from conversions	<ul style="list-style-type: none"> Number of complaints Stable property values 	ST	<ul style="list-style-type: none"> Determine and implement the best methods to control impacts 	BoA, Planning Commission, Ordinance Review Committee, Staff	
1	Policy	Sec. 4	13. Provide more prescriptive standards in overlay districts.	Clear and precise standards	<ul style="list-style-type: none"> Ordinance revision 	OG	<ul style="list-style-type: none"> Initiate ordinance revision 	BoA, Planning Commission, Staff	
1	Policy	Sec. 1, Sec. 4	14. Reduce Overall Multi-family zoned land	Appropriately located student housing	<ul style="list-style-type: none"> Maintenance of healthy housing balance 	IM	<ul style="list-style-type: none"> Revise the development code map for location consistency with the Development Plan 	BoA, Planning Commission, Staff	
1	Policy	Sec. 4	15. Encourage planned mixed-use districts projects rather than single-use zoning districts and projects.	Greater variety in use type within walking distance of residences	<ul style="list-style-type: none"> # of mixed-use district rezonings # of mixed-use projects 	OG	<ul style="list-style-type: none"> Revise the zoning code to create true mixed-use districts and make it easier to develop mixed-use projects 	BoA, Staff, development community	
2	Policy	Sec. 4	16. Place commercial centers (urban, suburban and rural) in areas that are within walking distance of residential areas.	Greater walkability and more variety of uses within residential areas	<ul style="list-style-type: none"> The number of neighborhood commercial nodes serving existing neighborhood 	OG	<ul style="list-style-type: none"> Identify potential commercial nodes within existing neighborhoods Revise the zoning code to allow neighborhood commercial nodes within residential areas and to require pedestrian and cycling connections on site 	BoA, Planning Commission, Staff	
DOWNTOWN, PRESERVATION AND REDEVELOPMENT									
1	Policy, Mgmt, Proj.	Sec. 4	17. Promote the redevelopment of the old hospital site as a mixed use center.	Redeveloped hospital site	<ul style="list-style-type: none"> Redevelopment construction activity 	IM	<ul style="list-style-type: none"> Initiate dialog with Lafayette County and Hospital 	BoA, Planning Commission, Staff	
1	Policy	Sec. 3	18. Strengthen current standards for conservation districts to better protect the character and design integrity of those neighborhoods.	Neighborhood integrity and enhanced preservation	<ul style="list-style-type: none"> Revised development policy relating to conservation neighborhoods 	IM	<ul style="list-style-type: none"> Initiate development code update 	BoA, Planning Commission, Historic Commission, Staff	

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3	Policy	Sec. 3	19. Create incentives and regulations that help manage and encourage preservation activity.	More participation in preservation programs	•Number of properties participating in preservation programs	IM	•Determine which incentives will work and which regulations are needed •Solicit participation	BoA, HPC, Staff	
1	Policy	Sec. 3	20. Clarify that overlay standards supersede underlying base zoning for all design issues.	Elimination of vague and somewhat contradictory language.	•Draft language proposed	ST	•Draft appropriate language	Staff, Planning Commission	
1	Policy	Sec. 3	21. Add more detail for new commercial development. The current guidelines have a residential focus.	Increased guidance for commercial development	•Draft language proposed	ST	•Draft appropriate language	Staff, Planning Commission	
1	Policy	Sec. 3	22. Provide more prescriptive standards for older neighborhoods	Specified building heights and setbacks	•Draft language proposed	ST	•Draft appropriate language	Staff, Planning Commission	
1	Policy	Sec. 3	23. Encourage urban redevelopment that includes bringing buildings closer to the street and parking to the rear or sides of buildings.	Appropriate downtown redevelopment form	•Development projects of appropriate redevelopment character	ST	•Review zoning for build to lines rather than minimum setbacks	Staff, Planning Commission	
1	Policy	Sec. 3	24. Retain all existing on-street parking/ no net loss of spaces.	Retained parking	•Maintenance of existing parking inventory	OG	•Review parking survey for opportunities	Staff, Downtown Parking Commission	
1	Proj.	Sec. 3	25. Seek to create new on street spaces if and when opportunities arise.	Added parking inventory	•Increased number of downtown parking spaces	OG	•Review parking survey for opportunities	Staff, Downtown Parking Commission	
1	Mgmt.	Sec. 3	26. Continue to monitor usage for needed duration adjustments	Potential metered parking usage adjustments	•Regularly reviewed usage data	OG	•Review usage data	Staff, Downtown Parking Commission	
1	Proj.	Sec. 3	27. Create parking wayfinding signage to direct people to parking lots.	Parking wayfinding signage	•Installed signage	ST	•Fund and design signage system	Staff, Downtown Parking Commission	
2	Proj.	Sec. 3	28. Construction of parking garage.	Constructed parking garage	•Finalized decisions	ST	•Update downtown traffic and parking data •Finalize location •Finalize timing	Staff, Downtown Parking Commission, Private Partner	
2	Proj.		29. Include ground floor commercial space in parking garage along commercial streets.	Activate the street and increased revenue	•Explore legal requirements for mixed use parking garage	ST	•Pursue legal authorization if required	Staff, Downtown Parking Commission	
2	Proj.	Sec. 3	30. Design a mixed use parking garage with a high degree of architectural quality appearing as a downtown building	Compatibly designed parking garage	•Draft designs	ST	•Commission design concepts	Staff, Downtown Parking Commission	

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1	Proj., Mgmt.	Sec. 3	31. Continue to support Downtown events	Successful Downtown events	<ul style="list-style-type: none"> Ongoing and increasing support for Downtown events Recognized as an important component to downtown revitalization. 	OG	<ul style="list-style-type: none"> Maintain existing interactions 	BoA, Downtown Alliance	
1	Policy	Sec. 3	32. Reconsider older neighborhood areas for predominantly exclusively single-family residential zoning	Integrity of older neighborhoods	<ul style="list-style-type: none"> Zoning review and redesignating where appropriate 	ST	<ul style="list-style-type: none"> Review for inappropriate zoning intrusion into older neighborhoods 	Staff, Planning Commission	
2	Policy, Proj.	Sec. 3	33. Create additional locally-designated historic districts	Additional local historic district designations	<ul style="list-style-type: none"> Review of Avent Acres Review of Freedman Town Identification of other eligible areas such as northeast of Avent 	ST	<ul style="list-style-type: none"> Review to determine potential additions to the districts 	Staff, Preservation Commission	
1	Policy	Sec. 3	34. Strengthen the current standards for Neighborhood Conservation areas	Better protected character and design integrity of older neighborhoods.	<ul style="list-style-type: none"> Review for opportunities to strengthen 	ST	<ul style="list-style-type: none"> Initiate review 	Staff, Preservation Commission	
2	Policy	Sec. 3	35. Expanding Neighborhood Conservation protections to vulnerable neighborhoods including architectural review standards	Integrity of older neighborhoods	<ul style="list-style-type: none"> Expanded neighborhood conservation areas Review of neighborhood north and east of Avent Park including streets of Murray Street and Ridgewood Manor Drive. Review of neighborhood northeast of Stone Park including streets of Cullen Road and Eagle Springs Road. 	MT	<ul style="list-style-type: none"> Initiate reviews 	Staff, Preservation Commission	
DESIGN AND LANDSCAPING									
2	Policy	Sec. 3	36. Develop gateway design standards for development at key gateways (see Future Mobility map) that include signal upgrades using mast arms.	Visually distinctive, attractive and welcoming gateways	<ul style="list-style-type: none"> Gateway standards adopted 	ST	<ul style="list-style-type: none"> Refine the Gateway Master Plan and identify gateway priorities 	BoA, Planning Commission, Staff, Mississippi Department of Transportation	
2	Proj.	Sec. 3	37. Establish community gateway markers such as updated signage, mast arm signals and landscaping to establish community entry points	Visually distinctive, attractive and welcoming gateways	<ul style="list-style-type: none"> Gateway projects established and maintained 	MT	<ul style="list-style-type: none"> Identify, prioritize and design gateways Fund and construct projects Collaborate with MDOT for signal upgrades 	BoA, Planning Commission, Staff, Mississippi Department of Transportation	

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1	Policy	Sec. 2	38. Evaluate and rebalance tree mitigation strategies	Feasible and effective tree mitigation Maintenance of tree canopy	• Revised tree mitigation requirements for new development	ST	• Initiate update as a part of land development code rewrite	BoA, Planning Commission, Tree Board, Staff	
1	Policy	Sec.	39. Develop a landscape strategy appropriate to the plan's place types, particularly in commercial centers and corridors	Better landscaping and preservation of the tree canopy	• Improvements to City policies	IM	• Review and revise landscaping provisions of the development code	BoA, Planning Commission, Tree Board, Staff	
1	Policy	Sec. 4	40. Create building and site design standards for commercial areas outside of the historic districts	Increased development outcomes consistent with Oxford's historic building patterns/ Decreased franchise architecture	• Built development projects reflecting Oxford's historic building patterns and designs • Modified design for generic and franchise architecture	IM	• Draft and test standards	BoA, Planning Commission, Staff	
HOUSING									
1	Mgmt	Sec. 4	41. Create a Housing Committee	Alignment of housing policy and desired development outcomes	• Regular and productive committee meetings	ST	• Establish committee	BoA, Planning Commission, Staff	
3	Policy	Sec. 4	42. Focus student housing in mixed-use nodes especially in the Urban place type categories	Well positioned student housing with walkable access to goods and services	• Constructed projects	OG	• Revise the development code to facilitate the design and location through the urban neighborhood place type.	Staff, Planning Commission	
1	Policy	Sec. 4	43. Reduce overall multi-family zoned land.	Restore the traditional balance in housing development	• Reductional zoned acreage and appropriately located	ST	• Review for potential relocations and reductions	Staff, Planning Commission	
2	Policy	Sec. 4	44. Consider the need and financing opportunities for infrastructure, parking and other requirements for workforce housing	Increased inventory of workforce housing	• Determination of need and feasibility	MT	• Initiate review and dialog • Include in Land Development Code rewrite	Staff, Housing Committee	
2	Proj., Mgmt.	Sec. 4	45. Facilitate inclusionary zoning engagement process	Determination on feasibility and advisability	• Increased inventory of workforce housing	MT	• Revise development code	Planning, Housing Committee, Planning Commission, BoA, specialist consultants	
1	Proj.	Sec. 4	46. Identify locations for affordable/senior housing development.	Map of target locations	• Mapped locations	ST	• Initiate dialog with stakeholders, Housing Authority, and other identified partners	Staff, Housing Committee	

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2	Policy	Sec. 4	47. Designation of overlay districts for senior housing	Construction of age-restricted (55+) adult communities, co-housing, and mixed-use housing & affordable units.	•Determine feasibility	ST	•Initiate review	Planning Commission, Staff	
1	Policy	Sec. 4	48. Provide density bonus for those developments which include affordable housing units or requests exceptions	Increased number of workforce housing units	•Increased inventory of workforce housing	ST	•Identify appropriate bonus •Revise development code	Planning Dept.	
2	Proj., Mgmt	Sec. 4	49. Establish housing trust fund.	Capital for and construction of workforce housing	•Establishment of fund •Increased inventory of workforce housing	MT	•Facilitate discussions with developers, City, County and University	University, OLCC, Planning Dept. BoA, Housing Committee	
2	Policy, Proj.	Sec. 4	50. Link regional transit with affordable neighborhoods and mixed use nodes	Transit access to workforce housing	•Established routes an transit stops	LT	•Evaluate existing linkages	Housing Sub-Committee, Planning Dept..	
2	Proj., Mgmt.	Sec. 4	51. Promote increased private lending for workforce hosing	Private loan pool for workforce housing	•Establishment of purposed capital resources	MT	•Facilitate discussions with banks and City on loan pool	University, OLCC, Planning Dept. BoA, Housing Committee	
2	Proj., Mgmt.	Sec. 4	52. Develop incentives for the creation of workforce housing.	Greater housing affordability	•The number of units qualifying as affordable according to the definition used in this Plan	ST	•Decide which incentives will work in Oxford •Incorporate incentives into city policies	BoA, Planning Commission, Staff	
ENVIRONMENT, PARKS & OPEN SPACE									
1	Policy	Sec. 4	53. Minimize the acreage devoted to impervious surfaces.	Enhanced environmental quality and aesthetics, reduced storm water	•Decreased % of impervious surfaces city-wide and per development	LT	•Revise the development code to limit impervious surfaces	BoA, Planning Commission, Staff	
2	Policy	Sec. 4	54. Mitigate the off site impacts of stormwater.	Fewer negative storm-water impacts	•Storm water mitigation consistent with water quality and land conservation practices	OG	•Review current standards for opportunities to improve •Encourage low impact design as a preferred method of stormwater mitigation along with other approved methods	BoA, Planning Commission, Staff	
1	Policy	Sec. 4	55. Protect the aquifer that supplies Oxford's drinking water.	Maintenance of a high quality water supply	•Protected and improved water quality metrics	OG	• Amend development code to require evaluation water impacts of development • Initiate a wellhead protection plan	BoA, Lafayette County, Mississippi State Department of Health, Staff	

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2	Policy	Sec. 4	56. Establish open space conservation development standards for new residential areas.	More opportunities to conserve open space	<ul style="list-style-type: none"> • Creation of conservation development standards • Number of conservation subdivisions 	ST	<ul style="list-style-type: none"> • Define open space conservation targets • Revise land development codes to create incentives/require conservation development 	BoA, Planning Commission, Staff	
3	Policy	Sec. 4	57. Preserve existing stands of trees whenever possible.	Preservation of the tree canopy, better stormwater infiltration, reduction of the heat island effect	<ul style="list-style-type: none"> • Preserved tree canopy 	OG	<ul style="list-style-type: none"> • Evaluate the effectiveness of development code tree preservation requirements • Revise code as necessary 	BoA, Planning Commission, Tree Board, Staff	
1	Policy	Sec. 4	58. Require landscaping with native, non-invasive plants and tree species suited for Oxford and site specific context	More attractive and resilient landscaping	<ul style="list-style-type: none"> • Increase in native landscaping and appropriate tree species in developments 	ST	<ul style="list-style-type: none"> • Determine appropriate species • Amend development code to require appropriate species and siting 	BoA, Planning Commission, Staff	
2	Proj.	Sec. 3	59. Undertake wellhead protection study	Completed study	<ul style="list-style-type: none"> • Initiated study 	ST	<ul style="list-style-type: none"> • Fund and initiate study 	Staff, Consultants	

MOBILITY & INFRASTRUCTURE

1	Policy, Proj.	Sec. 4	60. Create a mobility design manual based on mobility provisions of this plan	Better design and for streets, sidewalks, bikeways and trails and greater safety for all users	<ul style="list-style-type: none"> • Creation of a new manual 	ST	<ul style="list-style-type: none"> • Review all current provisions to determine which need to be updated • Initiate manual production • Adopt interim design guidelines such as ITE/CNU Walkable Urban Thoroughfares Manual and NACTO Urban Streets and Urban Bikeways Design Guides 	BoA, Pathways Commission, Planning Commission, Staff	
2	Policy, Proj.	Sec. 4	61. Ensure there are pedestrian and cycling facilities that connect to adjacent public facilities on all commercial, office, and institutional sites that serve the public.	Better pedestrian and cycling access	<ul style="list-style-type: none"> • The number of places that provide good pedestrian and cycling circulation on site and connections to adjacent public facilities 	OG	<ul style="list-style-type: none"> • Review the zoning code to require on site facilities and connections 	BoA, Pathways Commission, Planning Commission, Staff	
1	Policy	Sec. 4	62. Require an interconnected mobility system for all new development and redevelopment sites.	An efficient network that provides choice, promotes connectivity, and encourages active transportation	<ul style="list-style-type: none"> • Number of connectivity nodes 	ST	<ul style="list-style-type: none"> • Identify places where connections make sense • Revise the zoning code to require new connections and as many mobility options as possible 	BoA, Planning Commission, Staff	

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PRIORITY	STRATEGY TYPE	PLAN REF.	ACTIONS	OUTCOMES	MEASURES OF PROGRESS	TIME FRAME	NEXT STEPS	PARTNERS	STATUS
1	Proj.	Sec. 4	63. Update and implement a master pathways plan including connections to schools and other public facilities.	Enhanced mobility; more options for moving around the City	<ul style="list-style-type: none"> Update of a sidewalk and bike path master plan # of bike path and sidewalk miles constructed annually 	MT	<ul style="list-style-type: none"> Create a steering committee to work with staff to develop a scope for the project 	BoA, Pathways Commission, Staff	
1	Proj.	Sec. 4	64. Expand and improve public transit by reducing headways.	Increased mobility, lower public and private cost for transportation, headway reduction of 15 minutes	<ul style="list-style-type: none"> Number of transit routes Frequency of transit Headway times 	MT	<ul style="list-style-type: none"> Determine new routes and stops Prepare for purchase of additional vehicles and hiring of additional drivers 	BoA, Oxford University Transit Commission	
1	Policy	Sec. 4	65. Create a strong grid network of streets, sidewalks and bikeways in developing areas and reinforce and improve the current network whenever possible.	Increased connectivity	<ul style="list-style-type: none"> More nodes and links within the network 	LT	<ul style="list-style-type: none"> Evaluate the current level of connectivity within existing areas Establish a desired level of connectivity in new areas 	BoA, Planning Commission, Staff	
1	Policy	Sec. 4	66. Create curb access policies especially in urban and suburban corridors.	Fewer potential conflict points along roadways and sidewalks and better traffic flow	<ul style="list-style-type: none"> The number of curb cuts allowed per development The number of curb cuts along major roadways 	ST	<ul style="list-style-type: none"> Review the zoning code to limit curb cuts for new development and redevelopment sites 	BoA, Planning Commission, Staff	
2	Policy, Mgmt.	Sec. 4	67. Continue to improve intersection safety.	Fewer intersection traffic accidents	<ul style="list-style-type: none"> Number of accidents occurring at intersections 	OG	<ul style="list-style-type: none"> Continue current efforts 	Mississippi Department of Transportation, BoA, Staff	
1	Proj.	Sec. 4	68. Construct downtown parking garage in downtown (See #30).	Increased parking supply downtown	<ul style="list-style-type: none"> Completion of a parking feasibility study 	ST	<ul style="list-style-type: none"> Update parking utilization study to evaluate impacts of installing parking meters Update parking garage study 	BoA, Parking Commission, Staff	
2	Policy	Sec. 4	69. Provide for attractive, adequate, functional parking throughout the City as needed.	Right sized parking supply	<ul style="list-style-type: none"> Appearance and function of new parking areas 	ST	<ul style="list-style-type: none"> Evaluate parking provisions in the zoning code and amend as needed 	BoA, Planning Commission, Parking Commission, Staff	
1	Policy, Proj., Mgmt.	Sec. 4	70. Develop a comprehensive long-range transportation plan for the City of Oxford, Lafayette County, and the University.	Better transportation coordination and establishment of a unified vision of future transportation within the county	<ul style="list-style-type: none"> Development of the long-range plan 	MT	<ul style="list-style-type: none"> Work with the Regional Transportation Council to establish planning priorities 	Regional Transportation Council, all jurisdictions	
3	Proj.	Sec. 4	71. Construct new wastewater treatment facility.	Increased capacity; less potential for environmental impacts	<ul style="list-style-type: none"> Construction of a new facility 	LT	<ul style="list-style-type: none"> Continue planning efforts for the new facility 	BoA, Staff	
3	Proj.	Sec. 4	72. Construct new water treatment facility	Increased capacity for growth	<ul style="list-style-type: none"> Construction of new facility 	LT	<ul style="list-style-type: none"> Continue planning efforts for the new facility 	BoA, Staff	

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1	Proj.		73. Encourage water conservation.	Less per capita demand for potable water; less impact on aquifers	•Creation of a water conservation program	<u>OG</u>	•Establish water demand targets •Create a public education campaign	Staff	
ECONOMIC DEVELOPMENT									
1	Proj. Mgmt.		74. Encourage start-up and recruit new clean industries that provide high quality jobs	New jobs that add value to the community and support Oxford's desire to grow responsibly	•A growing base of clean industry	<u>OG</u>	•Develop a strategy for encouraging the startup of clean industry and attracting new clean industry	Planning Dept., OLCC	
3	Proj.,	Sec. 3	75. Upgrade and relocate the airport.	A better facility for air travelers and fewer conflicts from adjacent properties	•Relocated and improved airport	<u>OG</u>	•Identify potential sites for relocation •Discuss expansion and upgrade options	BoA, University, OLCC	
2	Proj.	Sec. 3	76. Conduct market analysis to determine the optimal tenant mix for the Downtown.	Target tenant mix for downtown	•Completed analysis	<u>MT</u>	•Fund and initiate analysis	BoA, OLCC	
1	Proj.	Sec. 3	77. Inventory available building spaces and match potential new uses with available properties.	Available building inventory	•Creation of inventory	<u>OG</u>	•Fund and initiate inventory	Planning Dept., OLCC	
2	Policy	Sec. 4	78. Prioritize retention and expansion of existing businesses consistent with the optimal tenant mix	Effective business retention	•# of retained businesses	<u>OG</u>	•Monitor business activity	Planning Dept., OLCC	
3	Policy, Mgmt	Sec. 4	79. Communicate with the OLCC on recruitment issues that may affect technology and broader economic growth.	Address recruitment factors	•Periodic communication with OLCC	<u>MT</u>	•Consult EDF on alignment	Planning Dept., OLCC	
2	Policy, Proj.	Sec. 4	80. Engage with small business owners, identify opportunities for reduced fees/fast-track permitting or approvals	Enumerated opportunities	•Official policy provisions	<u>ST</u>	•Convene opportunity scoping meeting	Planning Dept., OLCC	
1	Mgmt.	Sec. 4	81. Communicate with the EDF on diversification	Diversified recruiting	•Identification of diversification issues	<u>IM</u>	•Initiate dialog	Planning Dept., OLCC	

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1	Proj.	Sec. 4	82. Work with the EDF to expand small business and entrepreneurial development efforts	Increased small businesses	•Dialog initiated	ST	•Initiate dialog	Planning Dept., OLCC	
2	Policy, Proj.	Sec. 4	83. Identify opportunities to reduced / discount fees and accelerate permitting or approvals;	Determination of feasibility and advisability	•Promote such policies through economic development marketing	ST	•Initiate dialog	Planning Dept., OLCC	
ADMINISTRATION AND INTERGOVERNMENTAL COORDINATION									
1	Policy, Proj.	Sec. 4	84. Initiate an awards program recognizing the 'best of' restoration, rehabilitation and new infill construction.	More efforts to restore, rehabilitate and use infill sites	•Creation of an ongoing recognition program	OG	•Establish goals and guidelines for recognition •Determine which board/entity will administer the program	BoA, Staff, OLCC	
1	Policy, Proj.	Sec. 4	85. Maintain a GIS database of properties, buildings and land use.	Current information, analysis of planning issues and response	•Expansion and improvement a GIS database	OG	•Incorporate GIS data developed in Vision 2037 into daily operations •Classify buildings and properties	Staff	
1	Policy, Proj.	Sec. 4	86. Adopt a series of small area plans to provide detailed guidance on development in defined areas of the city, especially neighborhoods.	More detailed visioning to guide growth and development	•Number of small area plans adopted •Implementation successes of small area plans	ST	•Identify defined areas in need of detailed plans and prioritize	BoA, Planning Commission, Staff	
1	Policy, Proj.	Sec. 4	87. Annex identified growth areas for adequate land supply and growth control	Orderly growth of the City	•Initiation of annexation procedures	ST	•Fund and initiate annexation procedure	BoA, Planning Commission, Staff	
1	Policy, Proj.	Sec. 4	88. Annex properties for which an annexation agreement has been executed.	Expansion of the city limits	•Annexation of pending properties	ST	•Initiate annexation proceedings	BoA, County, Staff	
1	Mgmt.	Sec. 4	89. Ensure up to date development code and policies aligned with Vision 2037.	Plan implementation	•Alignment of plan goals and actions with the City's land development policies	ST	•Review city codes and policies for conformity with this Plan	BoA, Planning Commission, Staff	
1	Mgmt.	Sec. 4	90. Enforce city land development policies.	Implementation of the city's vision as expressed in its codes and policies	•# unaddressed violations	IM	•Make sure that policies and codes provide clear direction for administration and enforcement	BoA, Planning Commission, Staff	
3	Policy, Proj., Mgmt.	Sec. 4	91. Establish green practices within city government program areas.	Less demand for natural and energy resources; lower long term costs for energy usage	•Number of green practices implemented	IM	•Identify the types of green practices possible •Create a schedule and budget for implementation	BoA, Staff	

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PRIORITY	STRATEGY TYPE	PLAN REF.	ACTIONS	OUTCOMES	MEASURES OF PROGRESS	TIME FRAME	NEXT STEPS	PARTNERS	STATUS
2	Proj., Mgmt.	Sec. 4	92. Establish a business recruitment committee to include economic development professionals and at least one Downtown business owner.	Successful business recruitment	• Number of newly recruited businesses	ST	• Create and activate committee	Staff, OLCC	
1	Policy, Proj.	Sec. 4	93. Establish a joint planning area with Lafayette County.	More predictability in urbanizing areas, greater intergovernmental coordination and cooperation, better land use planning and transitions	• Adoption of an interlocal agreement establishing a joint planning area to control land use and urbanization within the City's growth area	IM	• Approach Lafayette County to discuss the possibility of an interlocal agreement • Identify the City's growth area that would be covered by the agreement	BoA, Planning Commission, County, Staff	
1	Proj., Mgmt.	Sec. 4	94. Work with the University to review private, public and university development plans on or adjacent to University land to ensure coordination of land use, services and the transportation network.	A well planned and coordinated city	• An adopted agreement establishing expectations for interjurisdictional cooperation	ST	• Determine which projects should require review of both parties • Establish expectation for the timeliness, extent, and type of review needed	BoA, University, Staff	
2	Proj., Mgmt.	Sec. 4	95. Establish a Regional Transportation Planning Council to improve coordination among local jurisdictions.	Better transportation coordination	• Establishment of the Council	MT	• Convene an interlocal committee to investigate the issues related to establishing the Council	All jurisdictions	
1	Proj., Mgmt.	Sec. 4	96. Work with Lafayette County and the state to establish cooperative planning on sewage disposal issues.	Greater predictability and interlocal coordination	• Establishment of a cooperative sewage disposal plan	MT	• Approach the county and state to begin a dialogue	BoA, Lafayette County, MDEQ, Staff	
1	Proj., Mgmt.	Sec. 4	97. Create a joint City/University/ County working group to meet periodically for information exchange on planning matters.	Aligned and coordinated and planning	• Establishment and activation of working group	IM	• Determine committee members • Set up a meeting with working group	Planning Commission, BoA, University	

IM = Immediate; OG = Ongoing; ST = Short Term; MT - Medium Term; LT = Long Term
BoA = Mayor and Board of Aldermen; OLCC = Oxford Lafayette Chamber of Commerce; HPC = Historic Preservation Commission



CHAPTER 6: APPENDIX

SELECTED SOURCES

MEETINGS

INTERIM PLACE TYPE CONVERSION CHART

ANNEXATION POLICY FROM 2005 PLAN

2015 AFFORDABLE HOUSING THRESHOLDS

POPULATION PROJECTION METHODOLOGY

MEETING NOTES

ASSET IDENTIFICATION AND CAUTION LISTS

SELECTED SOURCES

LEGACY DOCUMENTS

- 1962 City of Oxford Comprehensive Plan
- Vision 2020
- 2005 City of Oxford Comprehensive Plan
- Report of the Sustainable Design Assistance Team, American Institute of Architects, November 2010
- A Revitalization Plan for Oxford Square, Department of Urban and Regional Planning, University of Mississippi (Undated but believed to be in the early 1970's)
- Bicycle and Pedestrian Plan for the City of Oxford, Fall 2003, Un sourced Study
- Sobotka, J. (1976). A History of Lafayette County. Oxford, Mississippi: Rebel Press.
- Master Tree Plan, 2005 Oxford Tree Board, June 2005

PLANNING CONCEPTS AND METHODS

- Anderson, Larz T. Planning the Built Environment. Chicago, Ill.: Planners, American Planning Association, 2000. Print.
- Nelson, Authur C., FAICP. Planners Estimating Guide - Projecting Land Use and Facility Needs. Chicago, Ill.: Planners Press, American Planning Association, 2004. Print.

MAP DATA

- City of Oxford GIS
- Mississippi Automated Resource Information System
- Consultant Developed Data

DEMOGRAPHICS AND POPULATION

"Mississippi Population Projections 2015, 2020 and 2025." Wwww. mississippi.edu. Mississippi Institutes of Higher Learning. Web. 9 Aug. 2015.

MEETINGS

ADVISORY COMMITTEE MEETINGS

March 24, 2015;
April 1, 2015
April 28, 2015
May 21, 2015
August 20, 2015
September 29, 2015
October 19, 2015

PUBLIC MEETINGS

March 31, 2015
April 27, 2015
April 30, 2015
September 29, 2015

PUBLICITY

Project Web Sites:

- www.Vision2037.com
- Facebook Vision 2037

CONSULTANT PLANNING TEAM

Orion Planning Group
Alta Planning and Design
Randall Gross, Development Economics
Third Coast Design Studio

INTERIM ZONING - PLACE TYPE CONVERSION CHART

As illustrated in the implementation section of the plan, revisions to the Land Development Code and other codes must occur to carry out the vision of the plan. The table at right is provided as an interim guide to assist in translating place types into existing zoning districts as closely as possible. The most challenging concepts are the urban place type categories. Draft interim standards for the Urban Neighborhood District are provided for consideration for adoption.

Interim Zoning - Place Type Conversion Chart			
Zoning Category	Minimum Lot Size Summary	Corresponding Place Type Category	Notes
Commercial and Business Zones			
Downtown Business	n/a	• Urban Core	-
General Business	n/a	• Urban Corridor • Urban Center • Suburban Corridor • Suburban Center	-
Medical District	n/a	• Special District	-
Neighborhood Business	n/a	• Urban Core • Urban Corridor • Urban Center • Suburban Corridor • Suburban Center	-
Shopping Center	n/a	• Suburban Corridor • Suburban Center	--
Professional Business	n/a	• Urban Corridor • Urban Center • Suburban Corridor • Suburban Center	-
Industrial		• Special Districts	-
Residential and Overlay Zones			
Agriculture (1 per acre)	1 acre	• Rural Areas	-
POS	n/a	• Parks and Open Space	-
Planned Unit Development	n/a	• Traditional Neighborhood • Suburban Neighborhood	The PUD zone is the closest current zone that has the potential to achieve the Traditional Neighborhood design.
Residential CE (1 per acre)	1 Acre	• Rural Areas	-
Residential RE (3 per acre)	15,000 (sf)	• Suburban Neighborhood	-
Residential RA (4 per acre)	9500 (sf)	• Suburban Neighborhood	-
Residential R1A (4 per acre)	7500 (sf)	• Suburban Neighborhood	-
Residential RB (5 per acre)	7500 (sf)/ 2 units	• Suburban Neighborhood • Suburban Multi-Family	-
Residential RC (12 per acre)	10,000(sf) for 1st 2 units/ 3000 thereafter	• Suburban Multi-Family	-
H	Historic Overlay	Place type based on underlying district	-
N-C	Neighborhood Conservation		

ANNEXATION POLICY FROM 2005 COMPREHENSIVE PLAN

Closely aligned with the issue of timing in the management of growth is the question of annexation or incorporation of areas currently outside of the Oxford city limits. There are numerous reasons for Oxford to consider and expect to annex additional territory. First is the inherent responsibility of municipalities to provide urban services to development that reaches urban densities and produces higher levels of demand. Oxford must also consider annexation in light of the need to provide infrastructure for the location and development of necessary commercial centers to serve a growing population. Annexation is also appropriately considered as a means to guide the form of development, the interconnection of roads, the appearance of gateways, and the relationships and long term compatibility between types of development within the City's adjacent territory.

Annexation should however be very carefully considered, especially as it relates to the financial implications and obligations such annexations may place on the City. It should be noted that residential neighborhoods by and large generate a greater share of the demands for municipal service by comparison with other forms of development. Demand for police and fire protection, parks and recreation, solid waste, libraries (not to mention schools) all are disproportionately higher for a

residential population. Typically, the revenues generated from these same residential properties do not cover the cost to provide these services and it is necessary to aggregate the tax base of a larger mix of uses including commercial and industrial properties to provide adequate funding.

6B-1. Annex contiguous vacant land with access to facilities.

The key to annexation is to find the best match between facilities already in place with adequate or excess capacity and areas of contiguous land that are under-developed or undeveloped. Several areas in the immediate environs of Oxford appear to satisfy this criterion. It is important, however, that some restraint is observed in selecting these areas or the size of these areas. The maps at Figures 10, 11, and 13 identify the recommended annexation areas.

6B-2. Annex key areas to provide needed services and promote appropriate growth.

Annexation should in all cases attempt to derive the greatest value possible from the City's investment in infrastructure. In conjunction with any annexation, public infrastructure investment in existing or future capital facilities should be geared to be a catalyst for increased economic development.

2015 AFFORDABLE HOUSING THRESHOLDS

Affordable Housing Calculations									
		Average HH	1 Person	2 People	3 People	4 People	5 People	6 People	
Median Household Income	2015		\$66,400	\$37,200	\$42,500	\$47,800	\$53,100	\$57,350	\$61,600
80% Percent of Median HH Income	80%		\$53,120	\$29,760	\$34,000	\$38,240	\$42,480	\$45,880	\$49,280
30% Percent allocated to Housing	30%		\$15,936	\$8,928	\$10,200	\$11,472	\$12,744	\$13,764	\$14,784
Maximum monthly allocation for housing to be considered affordable	12		\$1,328	\$744	\$850	\$956	\$1,062	\$1,147	\$1,232
HUD Median Income Limits, Lafayette County, Mississippi, 2015									

POPULATION PROJECTION METHODOLOGY

Oxford's future population growth forecast was created using an age group projection model (cohort component), which breaks down population growth into three main components: births, deaths, and migration. This model uses these three components to move age and sex cohorts forward through time, creating a new age and sex distribution at each five year time point. A particular group's ability to grow or decline is tied to how the three components affect each age/sex group. The success of the model depends on identifying appropriate fertility, mortality, and migration rates to apply to different age groups. The experience of age groups (persons born over a specified period) can be followed on each diagonal in the model. This means that any changes in the number of persons along each diagonal are not due to changes in the size of the birth groups, but to the effects of aging and/or migration.

This model is the most widely used projection method because the demographic components that are applied to each group interact with each other, resulting in a more realistic outcome. For example, if there were large numbers of 25-29 year old female in-migrants, the 25-29 year old female group would grow from the net positive migration. There would also be increased growth in the 0-4 group since these women are in their prime child-bearing ages. These types of relationships within the model make it both realistic and complex because each of the components interact with the others to affect the age structure of the population. While the projections were developed using demographic methods, by themselves such methods are not sufficient for the creation of useful projections, as they need

to be examined in the context of the city's planning environment. Of the three demographic components used in the group component model, births and deaths can be modeled by demographers with a relatively high degree of confidence, based on the age structure of the population, but migration is far more variable and unpredictable. When projecting population increase over several decades, demographers must select a rate of net migration, from a wide range of possibilities.

MEETING NOTES

The following meeting notes were recorded by various members of the consulting team and represent primary input into the planning process. They are provided unedited.

Mobility - March 31, 2015
Growth and Land Use - April 1, 2015
Environment - April 1, 2015
Local Economy - April 1, 2015
Housing - April 1, 2015; July 22, 2015
Old Oxford/Preservation/Neighborhoods - April 1, 2015
Department Heads - May 7, 2015
Faith Based Leaders - May 15, 2015

GROWTH & LAND USE FOCUS GROUP #1

Geography – are growth issues most pressing at periphery or elsewhere?

The University is the “800 lb. guerilla.” The closer to the campus, the greater the pressures.

Does the volume and/or pace of growth matter?

“The pace is crazy” – The Planning Commission is overwhelmed with applications. The City needs more planning staff.

Is current growth reinforcing, diluting, or neutral towards community character?

The answer depends on the location. Where historic districts exist and have design guidelines, the development helps to reinforce character. Elsewhere, it dilutes character.

What are the big issues now related to growth and land use? One key issue is the University's lack of participation with the City's planning efforts. It does not do a very good job of sharing their own growth plans with the public or with following the concepts of

the City's planning. A good example was their plans related to the airport.

Examples of “positive” recent development?

Oxford Creek on Molly Barr is a good example. It fits tough terrain. It consists of single-family houses with front-loaded garages. It has a nice entryway. The developer worked with neighbors and also saved lots of trees.

Oxford Square North (where High Point Coffee is located) is a good example of infill.

Lamar Lounge on N. Lamar is another good example.

Examples of “negative” recent development?

The Taylor Road area has poor quality housing.

Recent development near Lamar Park has not turned out as envisioned. It is called 800 Park and it features three-story condos. It doesn't work with its context.

The new Marriott Courtyard on Jackson is too close to the street.

Other Issues

The University drives growth and housing costs in Oxford, which are way too high. Some people buy houses and condos primarily for football weekends, leaving them empty most of the year.

The sequencing of the approval process for development seems counter-intuitive (at least to one meeting participant). Unlike most communities, growth in Oxford is not tied to job growth.

Transportation challenges are big here. The design review process used for historic districts should be considered “town wide.”

One interesting fact regarding the character of the courthouse square – historic photos reveal that balconies were not very prevalent historically. Most were added later.



The N. Lamar corridor is zoned Neighborhood Business and it has a very wide ROW. It has the potential to be “a complete street” with bike lanes, street trees, etc., and it could be flanked with high-quality development. Jackson Ave. is an example of what to avoid, as the only positive aspects are sidewalks and bus stops. There are too many “dog leg” intersections and too many stop lights.

Some of the City’s development policies have unintended consequences. More flexibility is needed to address steep slopes and existing trees.

With respect to the concept of not allowing development within floodplains, as is practiced in some communities, that’s likely not an option in Oxford.

Peripheral growth in the County is a big concern. Once the City agrees to provide sewer and water, developers have to get City approval for the development.

People seem to dislike the 3-story clapboard houses with porches that sit on hillsides set back on either side of University. They look more like the Florida Panhandle than Oxford. Their height and lack of trees is also a problem.

The City’s future planning needs a stronger relationship between land uses and transportation.

Affordable housing might be the biggest issue for Oxford

- 1. Where are issues?
 - a. Big influencer is University -
 - b. University growth is biggest Driver
 - c. Pace is Crazy, Can’t keep pace - Need Staff
 - d. Process is rearloaded/ Approval is at end of a process that requires too much upfront work
 - e. Growth is not job related in healthy manner, inflated prices
 - f. Growth in traffic is huge
 - g. Land code is out of date

h. Contexts either reinforce or dilute existing development

i. Good new developments - Oxford Creek (fits terrain, Molly Bar)

Entrance design

2. Where are poor development examples?

a. Next to Lamar Park, Doesn’t fit in character (800 park) 3 story apts

b. Sidewalks - policy needs to be context specific

c. Hotel Marriott Courtyard too close to street - Bad

d. High Point Coffee - Good

e. Lamar Lounge - is good, funky bldg. / North Lamar

f. Tannehill Law Office

g. Site of Britt mobile homes

1) North Lamar is 80’ - 100’ Row’

2) CVS has pedestrian signal

3) Jackson needs median

4) Need tree cover on Jackson

5) Anderson meets Jx - Bad intersection

6) Apts too tall on university

7) Bad infill, trees cut Heights is 35’ but interpretation is confusing

8) FAR needs to be regulator for density, not height

9) Must make Land Use - Transportation Connection

10) Fire truck can’t go up more than a 10% grade

11) Affordable Housing needs attention

GROWTH & LAND USE FOCUS GROUP #2

Phil Walker Notes

General Issues

The biggest issues for Oxford are: 1) affordable housing and 2) the quantity and quality of development.

Undeveloped land is a precious commodity.

The location of developments can drive their quality. Outside of the historic districts where there are no design standards, the quality is often low.

There is too much “strip commercial” development. It needs to be more “nodal.”

N. Lamar has “hodge podge” development, but it is a high-visibility entry to town. It needs improvement - trees, curb and gutters. It needs less linear commercial development and needs other land uses. “This area can still be saved.”

Affordable housing is a constantly recurring theme. Rentals are done “by room.” “Football houses/condos/ apts.” are a problem. The area’s only affordable housing is outside of Oxford.

There needs to be a balance between regulations and property rights.

The City should explore the use of ETJ (extra-territorial jurisdictions) to control development in the County.

Another big challenge is the erosion of the quality of neighborhoods. The MLK neighborhood is an example. It needs more compatible infill development.

Development on steep slopes is another important issue. A new ordinance exists that encourages slope preservation without using a regulatory “stick.” The issue of tree preservation needs to be better addressed. City regulations have been reactive. Codes are cobbled together over time. The City needs a better strategy for treating different areas in different ways.

Conservation Zoning needs to be reexamined. High land costs result in underground parking, which makes buildings too tall. The City needs to reconsider the Conservation District boundaries and perhaps expand them.

Priorities for the City have changed greatly over the years. For example, N. Lamar is now viewed as more

important. Oxford needs more mixed use development, including City incentives to encourage it.

The community also needs more trails and needs to plan for them.

RB zoning is a problem (duplex zoning). Some feel that an outer “transportation loop” is needed.

Positive Examples of Development
 Notting Hills is near the hospital. It is high density with small lots, a good mix of residents. FNC has a park, houses are priced at \$200-300,000, garages are side-loaded, and there are sidewalks. Audubon Park and Oxmoor are good examples of development, but both are located in the County.

Notes

- 1) Not enough undeveloped land
- 2) Quality - no building standards outside historic areas
- 3) North Lamar - Becoming Gateway to square
- 4) North Lamar (Setbacks, Trees, Curb, Continuity)
- Mixed Use in Area
- Takeaway Americas
- 5) Extra Territorial Jurisdiction
- 6) Erosion of Neighborhood Quality, How will neighborhoods be preserved?
- 7) Need standards for infill development
- 8) Need to map Intended Growth Areas
- 9) Good
 - a) Nottinghill, compact, young & old, FNC Park, Isolated, J Loaded homes, pool house area
 - b) Audubon Park
- 10) Avoid Condo Canyons, Color of Bldg, and Scaled wrong
- 11) Historic District out of Context

12) North Lamar Corridor Important

DEPARTMENT HEADS FOCUS GROUP

FNC Park Expensive

Relocate Tourism Office - Tourism in 20 yrs?

Sanitation Facility 100% in Capacity

McElroy

Look @ Locations - Further

Scoping Sanitation & shop together

Recycle (New Ballfield @ McElroy)

Police Depot - New location (South Lamar)?

Need to move to less valuable place

Police

Central if report writing

Could do mobile administration

Outgrown - Built for 30, having 70

Possible - Park Commission to Police

OPC Maintenance grow into Public Works

Sub Stations looking @ this (Inner City)

Fire - need station on east side/Oxford commons

Connector from old Taylor University

Court - Volume, decreased - increased 1000 arrests

Combine with police - Create Justice Center

Pantry Issue - Agreement expired

RSVP Building

Need Public restrooms (put in parking garage)

Tourism bus parking - 50 - 100 buses a week

Little Yellow House

Will need new conf. at capacity

20,000 @ 300 spaces - 10 yrs

25,000 @ 500 spaces - 25 yrs

Armory is leased 50 yrs

Matt Davis - Parking

More D.T. Inventory Needed

400,000k revenue +

Have 2 double deckers need to be limited use

Game day shuttle from 4 to 20 buses

Game day parking needs - 100k on game day

Jimmy Allgood - Emergency Management

Will have to expand warning system

Old Taylor Road is hazard for access in emergency

Medical services on game day

Amberlyn Lyles -

Chief of Fire protecting 40k per day

Class 4

Staff - 6 4 Now/ 500 Shift persuaded

Need station down Old Taylor

Water & Capacity D.T.

Billy Lamb - Bldg & Grounds

Must Rehab City Hall

New bldg

Rob Boyd - Activity Center

To be renovation

Need new park space

Need connectivity

Swimming pool - New location

Aquatics center?

Stream buffers as connectivity

Get Studies for

Tourism

Park Inactivity

Activity Center

Permit Survey

Brad - Have 50 acres @ Undeveloped 150 acres total

(182 games in 3 days)

Rob Neely - Electric Dept

Limited geographically

Most

\$1 per mile of line

Connecting overhead to underground

Ordinance under consideration

Mayor -

Question on pr realizing

Activities, police, fire, double decker

Anderson road capacity

Randy - Building official

Fire district for square area

Rental policy

Staffing - 2 inspectors

Permits 100 mil

Prioritize - Ke

Separate bike/one to FNC Park

School siting policies

LOCAL ECONOMY FOCUS GROUP

1. Housing link to local economy

2. FNC Park

3. Need Small business Nodes

4. Need Tech - Can't get tech developers to move here, need more tech

5. Creative economy, creative culture

6. Company incubated here

7. Grocery store too big / incentivize smaller store

8. 200 FTC employees now / to double with expansion

9. Consult w./ Baptist on Hospital Reuse

10. Shift University Med back to Oxford

11. Fed Court System

12. Assisted living @ hospital is possible use

13. Retirees want place that kids want to come

14. University Avenue has potential

15. Need to explore transit oriented development

MOBILITY FOCUS GROUP

Favorite Streets

Van Buren - Courthouse to Lyceum

Functional - McElroy

New High School Road

University Coming off Campus to Lamar

North & South Lamar

Sivley, Elm, Hickory

Original Town Plat Streets (The "numbered" streets)

The Grid

Piedmont & Exberry

Where is the congestion?

University & 7

Anderson Road

Bars on Square

Roads too Wide - Not designed for slower speed

No access to bus stops

Lack of corner stores

Outer Loop - Fear will draw away from the center of the town

Roundabouts are good

Shuttle to University & Square is good

Transit System to outlive area

Park & Ride lots?

Transit system - 1,000,000 riders annually

Pricing of Parking Permits - 12,800 spaces for parking on campus

Service Trucks on Square are a problem

Need a better pipe line.

Funding is challenge for complete streets

Need Context specific solutions to mobility issues

There are no design guidelines

OLD OXFORD/NEIGHBORHOODS/PRESERVATION FOCUS GROUP

How does two-commission situation work?

The consensus is that it works and makes sense to keep as is. There is a history as to how this came about. They address different issues.

2) Are the existing preservation ordinance and design guidelines sufficient?

The courthouse square needs guidelines for signage.

3) The City's brochure on historic preservation doesn't indicate that only alterations visible from the street/ROW are illegible for review. Is that how it really works?

While that is indeed how it technically works, they actually do take into consideration the visibility of alterations even though it's not formally stated.

4) The City doesn't currently regulate paint colors. Is that OK?

Yes, that works fine.

5) Do proposed demolitions require plans for redevelopment of the site? If so, are such plans binding? They typically ask for plans, but they are not binding.

6) Does the preservation ordinance have economic hardship provisions?

Demolition currently occurs too easy. There are no economic hardship provisions requiring proof that an economic hardship really exists. Appeals of decisions to the Board of Aldermen often result in the overturning of those decisions. The preservation ordinance needs to be revised to require that appeals bypass the Board of Aldermen and go directly to the Circuit Court, as with some other Mississippi communities (Natchez). Since 2002, the City has approved 62 demolitions.

7) Do local historic district boundaries mirror NR district boundaries?

Yes, but with slight differences.

8) What are examples of positive and negative recent projects?

- The top of the hill on Jackson & 17th is poor design.
- Also, South 17th & 16th is not good. The height is inconsistent with the architecture of Oxford.

Other Issues

- The City currently uses a preservation architect as a consultant to review all applications for a Certificate of Appropriateness (COA)
- The Conservation District needs to be geographically expanded and the standards need to be improved.
- Two new historic districts are needed: Freedman's Town (the school is going to sell the adjacent open space) and Avent Acres
- People drive too fast in the courthouse square and don't understand the configuration and how to properly navigate it. A cruising ordinance may be needed, as this is a big problem at night (especially on weekends). The square is very different at night relative to the day time (people, behavior, etc.).
- Better wayfinding signage is needed in the community. When new signs are installed, existing signs need to be removed if the information is duplicative

NATURAL ENVIRONMENT FOCUS GROUP

- Tree Inventory - Finished in Spring (GPS Coordinates)
- Canopy Study - 35% Existing
- Deer Control In City
- Food Source for Pantry
- Local Code For Taking Younger Deer
- New Stormwater Ordinance
- Stormwater Mitigation Techniques
- Thacker Min. Trails
- City Maintains Part of Railbed
- Developments Compromise Trails
- Existing Trails Plans
- Develop Plan Network
- Get University Ownership Map!

Natural Trail Preference

- Bailey Woods - University Trails
- Thacker Mtn. Trails Website
- Need Standards for Construction
- Tree Ordinance + Landscape Ordinance (Need to combine)
- Heritage Trees Listed in Ordinance
- Mainly Focuses on Mitigation
- Topography Results in Loss of Trees
- Street Widths Are Too Wide
- Need Usable Open Space In Dev.
- Preserve Hill Country
- Wildlife Corridors
- No Water Quality Standards
- Need Low Impact Development

Hands on Session

- Need Traffic Impact Studies Prior To Development
- No Clear Cutting
- No Franchise Architecture
- N. Lamar Redevelopment Opportunities
- Redevelopment of University
- More Affordable Housing
- Emphasis on School System
- Airport Location Viable?
- Old Hospital Redevelopment
- MLK & S. 18th About To Get Trashed! (By Students)
- Parks/Greenspace/Trails
- Want Loop All Around Town
- Roundabout Bad for Pedestrians
- Trash/Litter Huge Problem
- Regional Stormwater Plan
- Trail Along Extension of SISK?
- High school down to Hwy 6

SAMPLE ACCESSORY HOUSING POLICIES

Only one accessory unit is allowed per lot.

Lots of accessory units must meet the minimum lot size standards.

No accessory unit may exceed 600 square feet.

Accessory units are only permitted for owner-occupied lots.

Accessory units may be either attached or detached from the lot's primary dwelling.

Sufficient on-site parking must be provided for the accessory unit, but that parking may not occur within any front yard.

Accessory units may be incorporated into residential parking garages and front onto alleys.

It is recommended that this option be limited to designated local historic districts, which entails only the downtown district and the surrounding four residential districts. The historic district designation will provide an important layer of review to better insure compatibility of the accessory unit's design versus other areas of the community. Secondly, it provides the greatest amount of density through this option closest to the downtown, where it makes sense.

ASSET AND CAUTION IDENTIFICATION LISTS

From Opening Public Meeting	
Oxford Great Loves	Oxford's Real Cautions
Community works together	Loss of affordable housing and gentrification
School System	General loss of tree canopy and severe grading
Transit System	Condo's and Air B&B's
Opportunity for employment growth	Infrastructure capacity
Distinguished heritage and beauty	Better Gateways
Industrial opportunity	Grand Oaks
Tree canopy	Lafayette Schools connection
Whirlpool/ Thacker Trails	University Ave. Traffic and development
The trails in Oxford are a great asset and should be expanded and improved	Anderson Road
New hospital is a great regional asset	The Square's popularity could undermine it's health. A genuine community place/not entertainment district
Faulkner Heritage	West Oxford Loop may sprawl the city
Historic Preservation	Unplanned development in the county
Opportunity on North Lamar	Protect Whirlpool Trails
New hospital is a great regional asset	Over commercialization of Jackson Ave.
Conference Center	Traffic on Jackson Ave.
Historic Neighborhoods	Lack of bike/ped connections to the school and traffic congestion (Sisk and 7)
Bike Trails	Airport is ongoing concern
Oxford Commons	Overdevelopment on Old Taylor Road
FNC Park	Unattractive Gateways
Ole Miss is a key love of Oxford	Unsafe bike/ped connections to Thacker area (6 west)
The Grove	
Ole Miss is a key love of Oxford	
Oxford's parks are loved	

Oxford Youth Loves	Oxford Youth	Oxford Children Youth
The Square	Traffic, especially on Game Day, to	More Retail Shopping
FNC	FNC	More food options
Ole Miss	Road Conditions	More basketball courts/ball fields(at Activity Center)
Game Day	Too many trees cut down	Need to make the land behind the Scott Center football fields & baseball fields
Lamar Park	Too much construction - too much uphill building	public fishing
Food options, (Chik-fila, Panera Bread, and Newk's)	"messy"	Amusement Parks
Football and Baseball	electric lines	More recreation facilities (water park & skating rink)
Stadium	Too many apartments	Bigger airport
Movie Theater	Preservation of historic and older buildings	A satellite library
Everyone is Welcome	Parking on the square	An "old school" arcade
Humane Society	Too few grocery options	Bike rental shop
Avent Park	Population growth	More incentives for electric cars
Lamar Park	Ole Miss student population growth	More Bike Paths- especially to FNC Park
South Depot	Air pollution caused by cars	More things at Pat Lamar park
	Drugs/High Schoolers at Skate Park	More tech jobs
	Messy Electric lines	ATV Park
	College students	Basketball at FNC
	Areas of Jackson Ave	2 more tennis courts at John Lesley for tournaments

