



# City of Oxford Comprehensive Plan

2018 Update | *Let us stand by what is good and make it better if we can*



Developed by the Planning & Government Services Division of the  
Northeast Georgia Regional Commission



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# Chapter 1

## Introduction & Overview

### Purpose

This comprehensive plan serves as a decision-making guide for local government officials and community leaders. Based on input from the public and a steering committee, the plan identifies needs and opportunities, goals and policies, land use practices, and an implementation framework for key elements.

### Process

The comprehensive plan process follows the rules of the Georgia Department of Community Affairs (DCA), Minimum Standards and Procedures for Local Comprehensive Planning, effective 3/1/2014.

### Public Involvement

#### Public Input & Steering Committee

The planning process began with a public hearing and was followed by a series of community input sessions during which the public and a local steering committee were invited to discuss local trends and aspirations. An online questionnaire provided additional feedback opportunities, as did the availability of steering committee members to take questions and comments throughout the process (as presented at the first public hearing). A final public hearing was held before submittal of the plan to the DCA for review.

### NEGRC's Role

The Northeast Georgia Regional Commission's Planning & Government Services Division oversaw the development of this plan, including facilitating public and steering committee meetings.



# Chapter 2

## Needs & Opportunities

The following list of needs and opportunities results from a Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis conducted at the first input meeting, with both steering committee and public present, as well as professional analysis of relevant data and results of the online questionnaire.

*\*Italicized entries indicate high priorities (with STWP project number in parentheses)*



*"Old Church"*

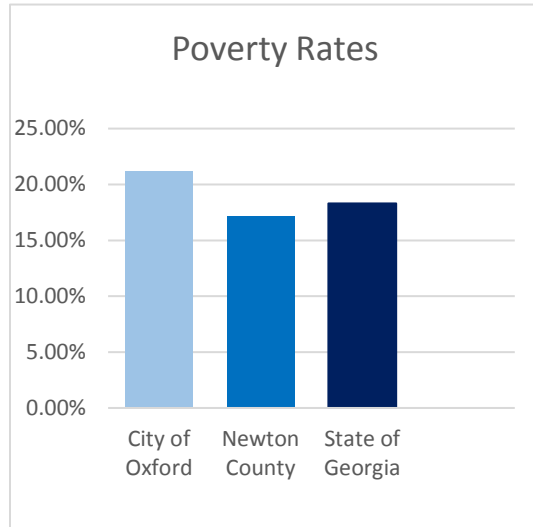
## Population, Community & Governance

The City of Oxford has maintained a relatively stable population over the past 17 years, only growing 1.7% net (Esri BAO). Numbers are expected to remain steady for the foreseeable future.

*The median age of Oxford residents is 36.3 years. This is balanced by a large elderly population with a mixture of younger families. Just over one-quarter of households are reported to have received Social Security income and/or retirement income between the years of 2011 and 2015 (Esri BAO). This is typical of the region, and is likely to rise over following years due to the aging baby-boomer population. Several stakeholders expressed an interest in working to "make Oxford attractive to newcomers (e.g. young families)," and to increase integration between ages and races.(4)*

Oxford, like nearby Covington, has experienced a shift in demographics between 2010 and 2017. There has been a 4.3% decrease in citizens identifying as white, leaving 56.3% of the population identifying as nonwhite. One stakeholder pointed out a lack of racial integration in the community as a weakness. The City should remain cognizant of shifting demographics and community relations to help guide their actions to meet the needs of a variety of people within the community.

While a large portion of the community is classified as white-collar, the City of Oxford has a higher poverty rate than Newton County and the State of Georgia, whose previously estimated poverty rates were 17.1% and 18.3%, respectively, compared to Oxford's 19.6% (US Census Bureau, ACS). However, only 1.6% of households received public assistance income in the previous year (Esri BAO).



*Further research should be considered to determine what portion of the population is living in distress due to income levels and costs of living. One stakeholder commented that Oxford has a lack of housing opportunities while another stated that expanding attractive, affordable options is a priority. The City should facilitate an open community discussion and formulate a plan to address this.(26)*

Important strengths noted by community members include walkability, friendliness of neighbors and city staff, and a quiet and peaceful nature. Also, the presence of Emory's original campus offers a quaint educational setting with a younger population adding to the atmosphere of the city and providing opportunities for growth.

### Planning, Land Use, and Housing

*Land use consists mostly of single-family residential lots and an institutional campus. Both are considered strengths by most stakeholders. A slight increase in commercial presence is desired to improve the vibrancy of the community and offer places to gather and shop. The zoning ordinance supports this by providing for a small "town center" along SR 81/Emory St. to add to a variety of single-family housing designations. Given the importance put on this project by stakeholders, the general public, and others, the city has identified the town center as its highest priority for short- and mid-term implementation.(23)*

The housing stock consists of 641 households, a number only expected to grow by 0.01% over the next five years (Esri BAO). The owner-renter ratio is nearly equal to that of the nation: a 54.3% rate of owner-occupied units alongside 36.8% renter-occupied units within the Oxford city limits (US Census Bureau), with the remainder being unoccupied. These statistics are expected to remain stable through at least 2022. Also, nearly one-third of renter-occupied households report spending at or above 50% of their income on housing, well above the 30% rate recognized as the standard of affordability (Esri BAO). Although this is below the national average, it should be explored as new housing alternatives develop.

*Homes with two or more people make up the majority of units, while nearly one-quarter have a single resident. This segment of the population living alone suggests an opportunity to examine development of smaller living quarters and/or group living institutions such as neighborhood-scale retirement communities and cooperative housing.(26)*

The nearby Covington Municipal Airport is noted by several community members as being a threat, as is impinging sprawl from Atlanta. A strong zoning code and growth plan will help mitigate future issues that may serve as a detriment to the "quiet, peaceful" character of Oxford.

## Transportation

Given the size of the City of Oxford and lack of commercial destinations, traffic congestion is not a current issue. State Route 81 is the main thoroughfare through the city, serving as the primary access route to Covington and Interstate 20. SR 81/Emory St. serves approximately 10,000 trips per day and has one traffic light signal (Georgia Department of Transportation). Addition of a town center could stress the capacity of the roadway, and a comprehensive transportation impacts analysis should accompany any final town center plans.

The remaining streets are of low-volume, residential character, and facilitate walking and biking relatively well. City ownership of very wide rights-of-way is noted by government stakeholders as a strength. This offers future possibilities for improvements such as designated walking and bicycling infrastructure, communication and utility infrastructure, and beautification installments. Based on GDOT traffic counts, road widening on these streets is unnecessary.

*Currently, 12.4% of the population walks to work (ACS). This is facilitated by low-volume streets, the size of Oxford and its proximity to Covington, and the Multi-Use Trail system, which connects the northern residential areas to the college campus. However, stakeholders and the Mayor & Council have identified walkability and bikeability as major areas for improvement. As such, Oxford should revisit and update local plans for walking and bicycling, including a focus on connecting to Covington.(15)*

*SR 81 remains a source of frustration; stakeholders showed virtually universal interest in assuming local control of the corridor from the Georgia Department of Transportation.(27)*

*Input meeting attendees referenced the need for a citywide parking study.(28)*

## Natural and Cultural Resources

*Natural and cultural resources are unanimously considered a strength among community feedback comments. The setting of Oxford offers a quiet atmosphere with a healthy tree canopy. The Multi-Use Trail offers residents a rich opportunity to enjoy the outdoors leisurely. Oxford should identify funding to complete the planned trail network throughout the community. The trail system, wide ROW, and single-family residential zoning designations are all mechanisms that can be used to maintain the natural attributes of the city.(15)*

*Historical context within the city has been thoroughly documented. The historical value of Emory's Oxford campus is noted as both a strength and an opportunity. Also, the community strongly values its roots as a Methodist-planned city and its diversity of historic architecture. The land included in the original town plan is designated as a historic district under the National Register of Historic Places (#75000603). Any existing maps outlining the boundaries of this district are unavailable. Under federal law, the listing of a property in the National Register places no restrictions on how a non-federal owner may use the property, up to and including demolition, unless the site is involved in a project that receives federal assistance (National Park Service). The City of Oxford should consider strategies such as designating a local historic district to provide greater protection to the various resources available.(13)*

*Stakeholders have identified updates and improvements to the zoning code as a means to maintain the community's historic and natural ambiance.(29)*

## Community Facilities and Services

*The lack of community gathering spaces and/or event spaces (e.g. recreation center) is considered a weakness, based on community feedback. The Palmer-Stone school campus was noted as an opportunity for future use in regard to community facilities. Also, it is likely that the development of the town center and expansion of the Multi-Use Trail and park system will make more facilities available. Continued maintenance will be a key factor in determining the success of future amenities. One stakeholder noted that more attention should be directed toward the maintenance of trails and parks.(17, 18)*

*The creation of a community services and events office may accomplish these needs within the community, and utilizing Oxford College facilities would be appropriate for events that foster co-mingling.(25)*

*The lack of a diversified revenue stream is seen as an impediment to adding to services offered by the local government.(30)*

## Intergovernmental Coordination

Coordination between the college and government staff is paramount to achieving desired conditions within Oxford. The college community strengthens the viability for a commercial market in Oxford. The two entities should collaborate in recruiting and assisting businesses willing to invest. Also, coordination with the Newton County Schools System can help determine an appropriate use for the Palmer-Stone campus.

*Stakeholder input points to a strong effort to pull the Newton County community together through the Newton County Tomorrow nonprofit. Additionally, events such as annual parades, festivals, and 5K races (or similar) can help forge a sense of community.(25)*

## Economic Development

The unemployment rate within the City of Oxford is 5.5%, lower than that of the nearby City of Covington; however, it is slightly higher than the national average (US Bureau of Labor Statistics).

Slightly over half of working Oxford residents are employed within Newton County, while the majority of those who are not find employment within the Atlanta metro area (Esri BAO). City leadership should work internally and with partners on the county and municipal levels within Newton County to ensure that suitable employment opportunities exist.

*Restaurant, retail, and entertainment were expressed as economic development opportunities during input meetings; however, surrounding light industrial land uses are seen as threats. These goals will be accomplished through strong local ordinances and a successful Town Center undertaking. (23,29)*

# Chapter 3

## Vision

Oxford will continue to be a community of homes, churches, and educational institutions with limited commercial development. Parks, trails, and streets will provide connectivity so that all neighborhoods identify together as members of the Oxford Community. Residents will be engaged to support projects that will improve our quality of life.

Oxford will be aesthetically distinctive and attractive, including streetscapes, signage, and public facility design. The City and Oxford College of Emory University will collaborate to maintain policies that are sensitive to the environment while fulfilling the needs of all residents, students, and visitors.

## Goals & Policies

1. Oxford will enforce a code of ordinances that supports the City's vision
2. Oxford leaders will provide professional management of the city's resources with transparency and sound fiscal policies
3. Oxford will continue its program of upgrading drinking water and wastewater systems
4. Oxford will continue to explore ways to improve the quality of its electrical service and reduce its environmental impacts
5. Citizen volunteers will serve as members of the Planning Commission; the Trees, Parks, and Recreation Board; and various ad hoc committees
6. Oxford will expand its parks and trails system and add other complete streets infrastructure for bicycling and walking
7. Oxford will add wayfinding signage throughout the city, as appropriate
8. Oxford will engage Oxford College of Emory University and neighboring communities in a collaborative effort to improve quality of life for everyone
9. Oxford will attract community-supportive and -sensitive commercial uses, especially within a thriving new Town Center
10. Oxford will promote and examine new uses for existing resources such as Old Church, Palmer-Stone Elementary School, and Yarborough House
11. Oxford will draw younger residents, especially families



# Chapter 4

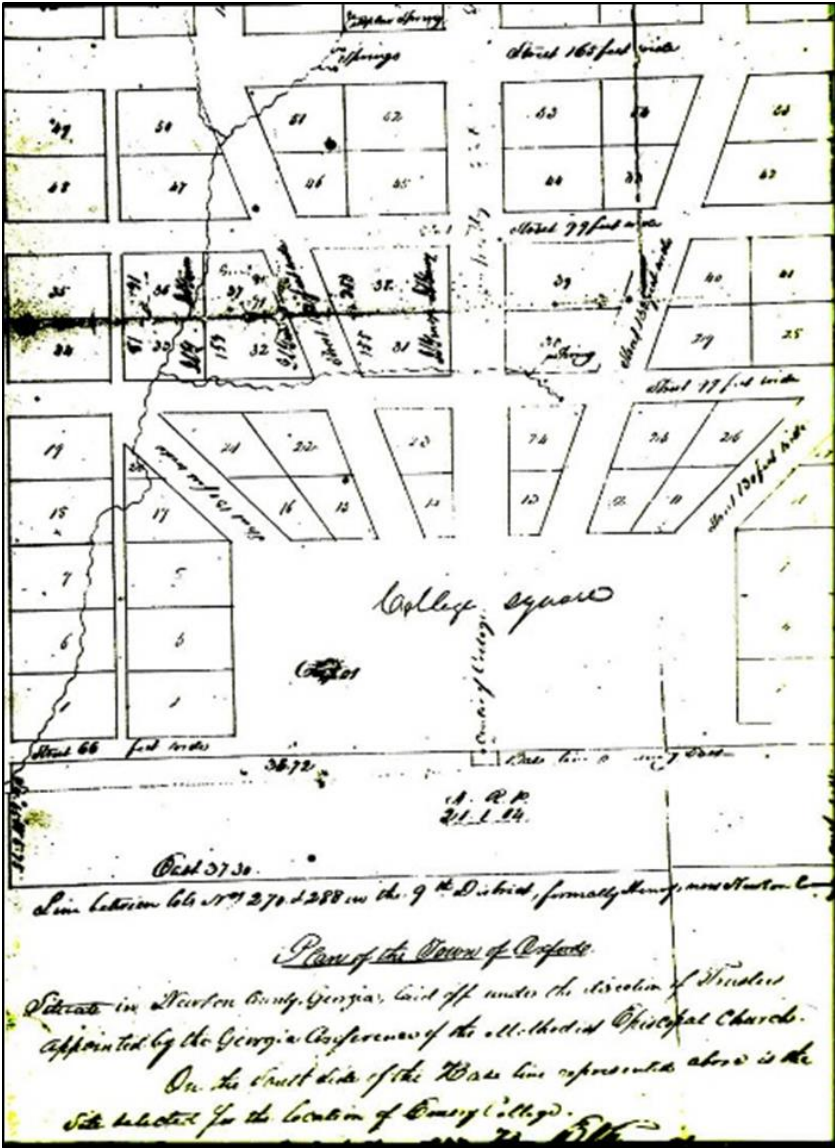
## Land Use

Pursuant to the rules of the Georgia Department of Community Affairs, the following Character Areas Map and Defining Narrative provide the physical planning component of the comprehensive plan.

The DCA defines a character area as a specific district or section of the community that:

- Has unique or special characteristics to be preserved or enhanced (such as a downtown, a historic district, [an] arts district, a neighborhood, or a transportation corridor);
- Has potential to evolve into a unique area with more intentional guidance of future development through adequate planning and implementation (such as a strip commercial corridor that could be revitalized into a more attractive village development pattern); or
- Requires special attention due to unique development issues (rapid change of development patterns, economic decline, etc.)

Character areas typically provide greater flexibility than traditional land use maps, in which each parcel is assigned a single category such as Residential or Commercial.



1837 Town Plan

**Character Areas Compatibility Index**

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

*\*Note: not all zoning and land use classifications will necessarily be appropriate in all locations within a character area.*

**Historic Oxford**

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

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

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

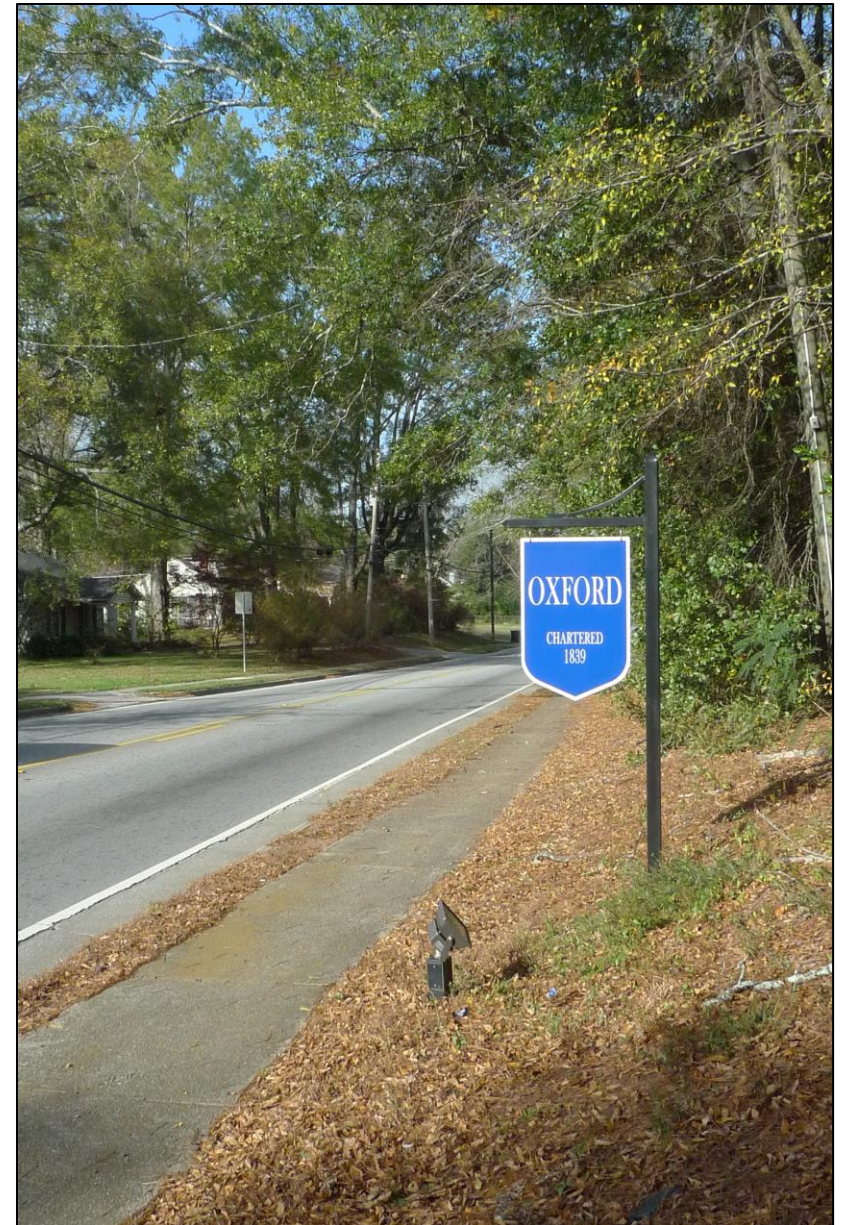
Compatibility

Zoning Compatibility	Appropriate Land Uses
R30, R20, OP, I, IC	Residential, Public, Commercial, Office, Mixed-use, Recreation



### Implementation Measures

- Residential Infill Development – Ensure that new infill is compatible with its neighborhood (DCA model code available).
- Seek National Register of Historic Places status where appropriate.
- Require infill and material changes to historic properties to follow design standards to maintain historic integrity and significance.
- Provide information to interested property owners regarding state and federal incentives for rehabilitating historic structures.
- Facilitate habitat preservation and active living by greenway and/or trails networks; protect riparian areas by enforcing buffers.
- Protect tree canopy.
- Pocket Parks – Establish open spaces, providing free, open access to greenspace and protecting wildlife and landscape.
- Evaluate, maintain, and repair municipal utility systems.
- Create a network of trails and greenways.
- Complete Streets – Accommodate all road users.
- Sign Regulations – Control the aesthetic impact of signage on the community by restricting the location, size, and appearance of advertising signs (DCA model code available).
- Design Standards – Ensure compatibility with existing character.
- Consider form-based concerns to ensure compatibility.
- Direct growth to suitable locations while preserving sensitive or otherwise critical areas through transfer-of-development rights.



**Town Center**

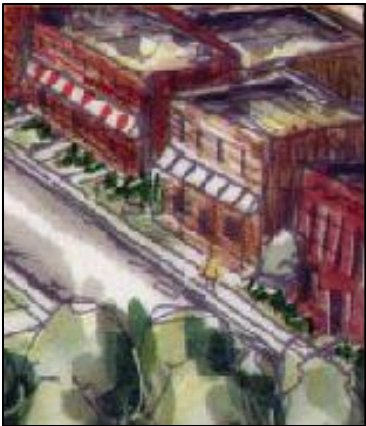
Oxford’s Town Center will feature a mixed use environment that combines residential and commercial uses within a community-based node. The area is designed to provide limited convenience shopping and services for City of Oxford residents, students, and visitors. Inclusion of residential development at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

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

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

Compatibility

Zoning Compatibility	Appropriate Land Uses
TC, OP, I, IC, any residential (Single- and Multi-Family)	Residential, Public, Commercial, Office, Mixed-use, Recreation



## Implementation Measures

- Upgrade and revitalize downtown buildings, streetscape, and parking.
- Identify businesses to recruit and support - establish a process for selecting businesses that best suit the community.
- Require multiple access points to increase interconnectivity and minimize traffic impacts on the road network.
- Develop incentives to set aside useable open space within new residential developments.
- Create balanced developments by adopting inclusive land use practices that require a predetermined percentage of affordable housing.
- Seek National Register of Historic Places status for historic structures where appropriate.
- Provide information to interested property owners regarding available state and federal incentives for the rehabilitation of historic structures.
- Provide information on funding opportunities for the rehabilitation and reuse of historic resources.
- Facilitate habitat preservation and active living by greenway and/or trails networks.
- Protect riparian areas by enforcing buffers.
- Protect tree canopy.
- Evaluate, maintain, and repair municipal utility systems.
- Incorporate recreation areas into new residential developments as a means of distributing park space within the vicinity of new residents.
- Assess the feasibility of implementing an impact fee program.
- Implement context-sensitive design principles in streetscaping, building situation, traffic management, etc.
- Consider form-based concerns when reviewing new development to ensure compatibility.
- Complete Streets – Accommodate all road users.
- Compact development – Construct buildings vertically rather than horizontally, and configure them on a block or neighborhood scale that makes efficient use of land and resources.
- Mixed-use Zoning – Allow different types of uses (such as housing, shopping, and offices) to locate within the same district, provided these uses are reasonably related and compatible.
- Town Center/Village Zoning – Concentrate activities such as general retail, service commercial, professional office, higher-density housing, and appropriate public and open space uses easily accessible by pedestrians.
- Design Guidelines/Standards – Provide guidance or develop regulations concerning the appropriateness of buildings, properties, and land uses to create an architecturally and physically cohesive area of specified character. Establish a basis for Planning Commission and City Council evaluation of proposals.
- Minimum Density Requirements – Establish minimum thresholds for residential units per acre, where appropriate, to ensure compact, efficient, thriving development.
- Minimize unusable commercial space and impervious surfaces by allowing flexibility in parking regulations and shared parking where appropriate.

### Town Neighborhood

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

Higher residential densities than typically found in the Historic Oxford area are encouraged, and development in the Town Neighborhood character area will occur where supportive infrastructure and potential for infill exist. Typical dwelling densities will be one unit to  $\frac{1}{4}$ -to one acre. Neighborhood-appropriate public-institutional activity is also encouraged to facilitate walking, bicycling, and community interaction, provided it is developed within the character and context of the neighborhood. Recreation, education, public administration, healthcare, or other similar uses will support increased population densities.

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

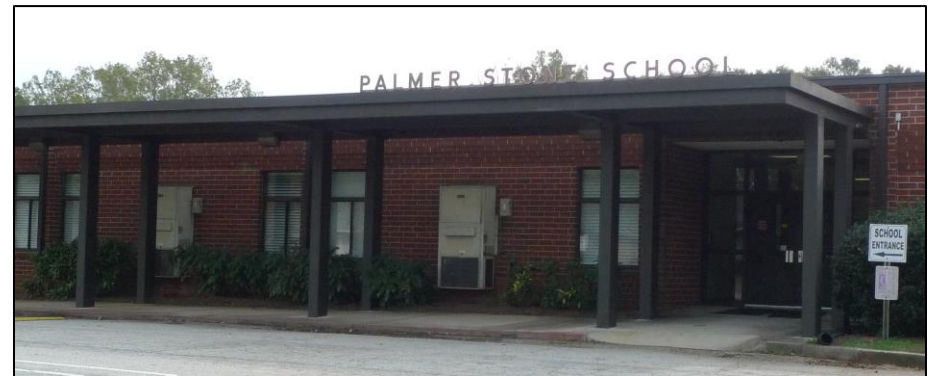
#### Compatibility

Zoning Compatibility	Appropriate Land Uses
R30, R20, R15, I, IC	Residential, Public, Recreation



### Implementation Measures

- Residential Infill Development – Ensure that new infill development is compatible with its neighborhood (DCA model code available).
- Seek National Register of Historic Places status for historic structures where appropriate.
- Require infill and material changes to historic properties or districts to follow design standards to maintain historic integrity and significance.
- Provide information to interested property owners regarding available state and federal incentives for the rehabilitation of historic structures.
- Provide information on funding opportunities for the rehabilitation and reuse of historic resources.
- Facilitate habitat preservation and active living by greenway and/or trails networks.
- Protect riparian areas by enforcing buffers.
- Protect tree canopy.
- Pocket Parks – Establish open spaces owned and managed by local people, providing free, open access to greenspace and protecting wildlife and landscape.
- Evaluate, maintain, and repair municipal utility systems.
- Site schools at locations convenient to residential areas and to encourage safe and active transportation.
- Transportation Enhancements Program – Seek funding for transportation choices projects, including sidewalks, bike lanes, multi-use trails, and streetscape improvements.
- Create a network of trails and greenways to positively impact the community by providing transportation, recreation, and educational opportunities.
- Complete Streets – Accommodate all road users.
- Require appropriate buffers and landscaping between incompatible uses.
- Sign Regulations – Control the aesthetic impact of signage on the community by restricting the location, size, and appearance of advertising signs (DCA model code available).
- Design Standards – Ensure that new development and improvements to existing properties is compatible with the existing/historic character.
- Consider form based concerns when reviewing new development to ensure compatibility.
- Direct growth to suitable locations while preserving sensitive or otherwise critical areas through transfer of development rights.





**Estate/Rural Residential**

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

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

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

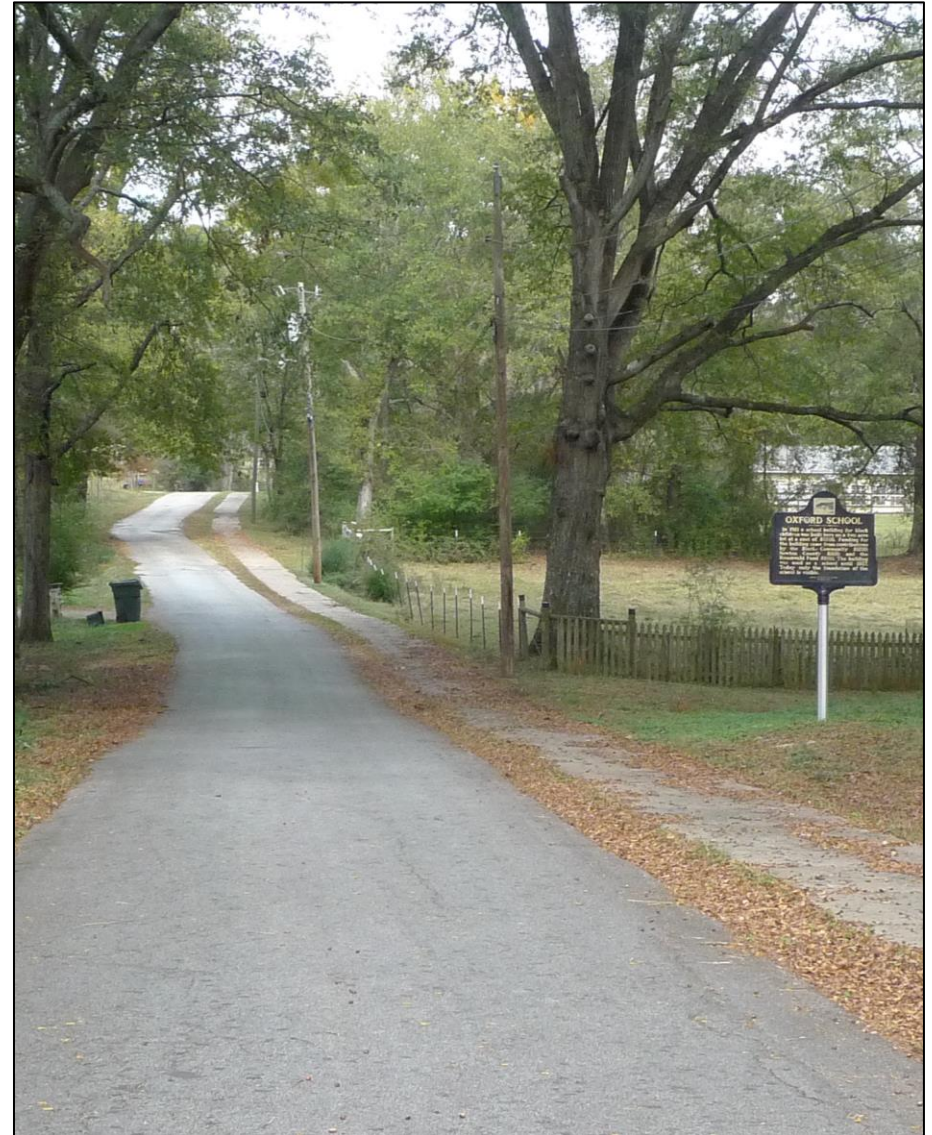
Compatibility

Zoning Compatibility	Appropriate Land Uses
R30, RR, I, IC	Residential, Agriculture, Public, Recreation



### Implementation Measures

- Encourage voluntary resource preservation through conservation easements.
- Protect critical lands by developing conservation subdivisions.
- Facilitate habitat preservation and active living by greenway and/or trails networks.
- Protect riparian areas by enforcing buffers.
- Protect rural and environmentally sensitive areas from the encroachment of incompatible uses by directing all new development to appropriate areas as defined on the Future Development Map.
- Seek National Register of Historic Places status for historic structures where appropriate.
- Provide information to interested property owners regarding available state and federal incentives for the rehabilitation of historic structures.
- Provide information on funding opportunities for the rehabilitation and reuse of historic resources.
- Protect tree canopy.
- Design streets to maximize efficiency (minimize pavement width) and safety, and to accommodate all users.
- Cluster development to encourage land use efficiency, natural resources protection, and transportation choices.
- Design developments to be context sensitive.
- Consider form based concerns when reviewing new development to ensure compatibility.
- Concentrate growth in suitable locations while preserving sensitive or otherwise critical areas through transfer of development rights.



**Rural**

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

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

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

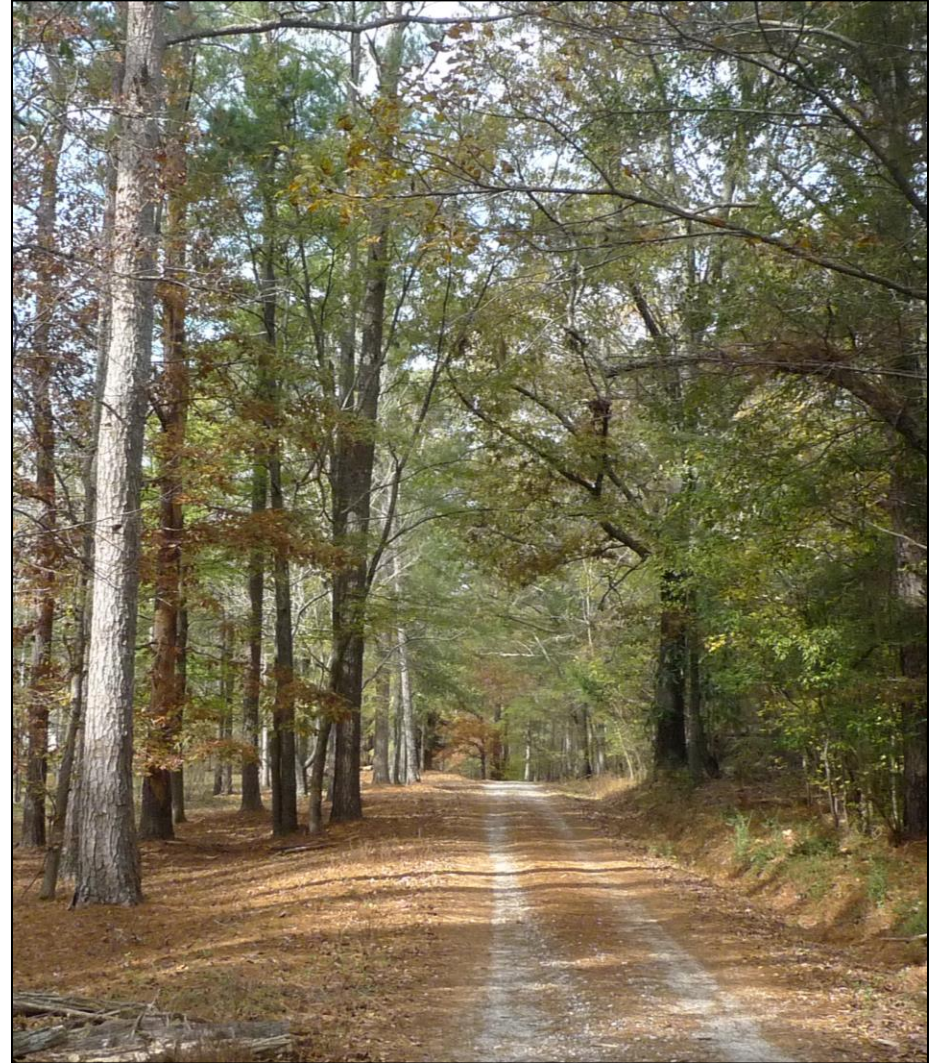
Compatibility

Zoning Compatibility	Appropriate Land Uses
RR, I, IC	Agriculture, Residential, Public, Recreation

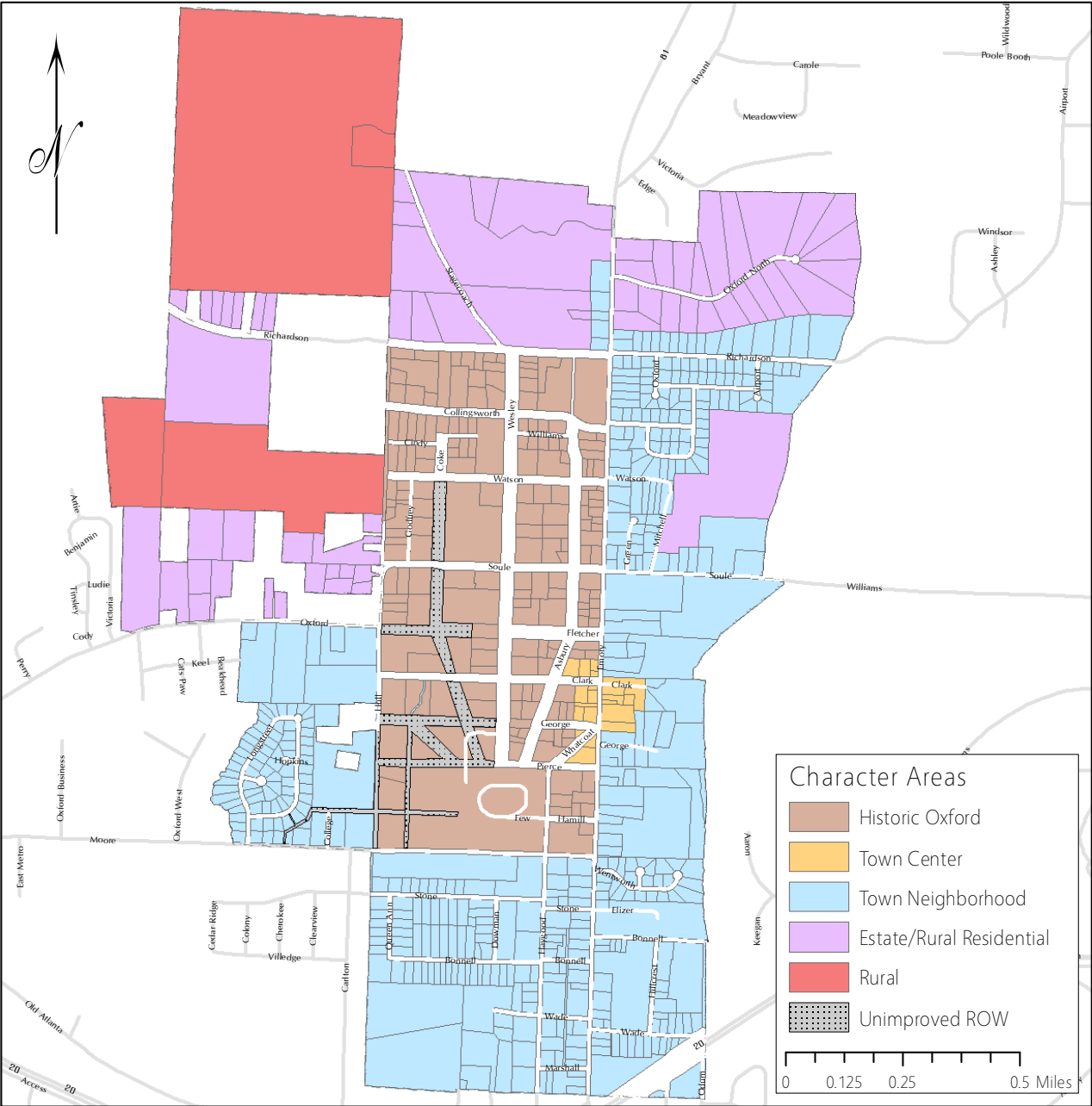


### Implementation Measures

- Encourage voluntary resource preservation through conservation easements.
- Protect critical lands by developing conservation subdivisions.
- Facilitate habitat preservation and active living by greenway and/or trails networks.
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- Protect rural and environmentally sensitive areas from the encroachment of incompatible uses by directing all new development to appropriate areas as defined on the Future Development Map.
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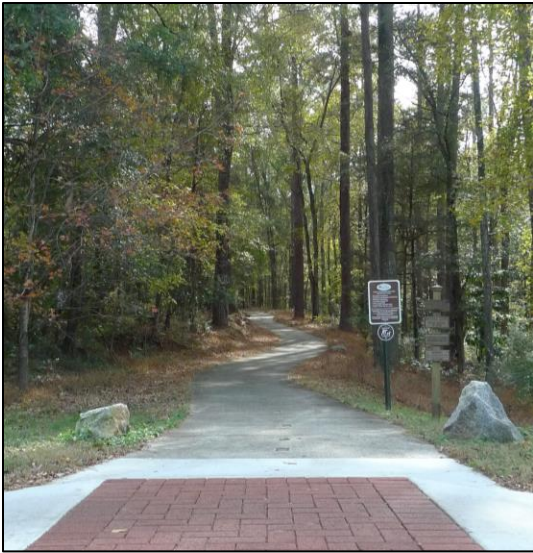
Future Development Map



# Chapter 5

## Transportation

Due to Oxford's presence within the Metropolitan Planning Organization (MPO) boundary of the Atlanta Regional Commission (ARC), the State of Georgia requires its comprehensive plan to include this transportation element. MPOs are federally-mandated organizations that provide regional context to transportation planning in urbanized areas. This section and the ARC's Regional Transportation Plan (RTP) should be used together when considering local transportation decisions.



Oxford Multi-Use Trail

### Local and Regional Transportation Considerations

Transportation discussions are found throughout this comprehensive plan. Additionally, the community has identified the following *Objectives and Policies* from the ARC's RTP (2016, p47) as desirable in Oxford:

- 1.1 Prioritize data-supported maintenance projects over expansion projects.
- 1.2 Promote system reliability and resiliency.
- 1.3 Promote transit and active transportation modes to improve access.
- 2.3 Promote bicycle transportation by developing safe and connected route options and facilities.
- 2.4 Promote pedestrian-friendly policies and designs.
- 3.1 Prioritize solutions that improve multimodal connectivity.
- 3.4 Implement a complete streets approach on roadway projects that is sensitive to the existing community.
- 4.1 Promote and enhance safety across all planning and implementation efforts, including support for the state strategic highway safety plan.
- 4.2 Coordinate security and emergency preparedness programs across transportation modes and jurisdictions.
- 5.1 Maintain and expand transportation options that serve the region's most vulnerable populations.
- 5.4 Increase access to areas with essential services, including healthcare, education, recreation, entertainment, and commercial retail.

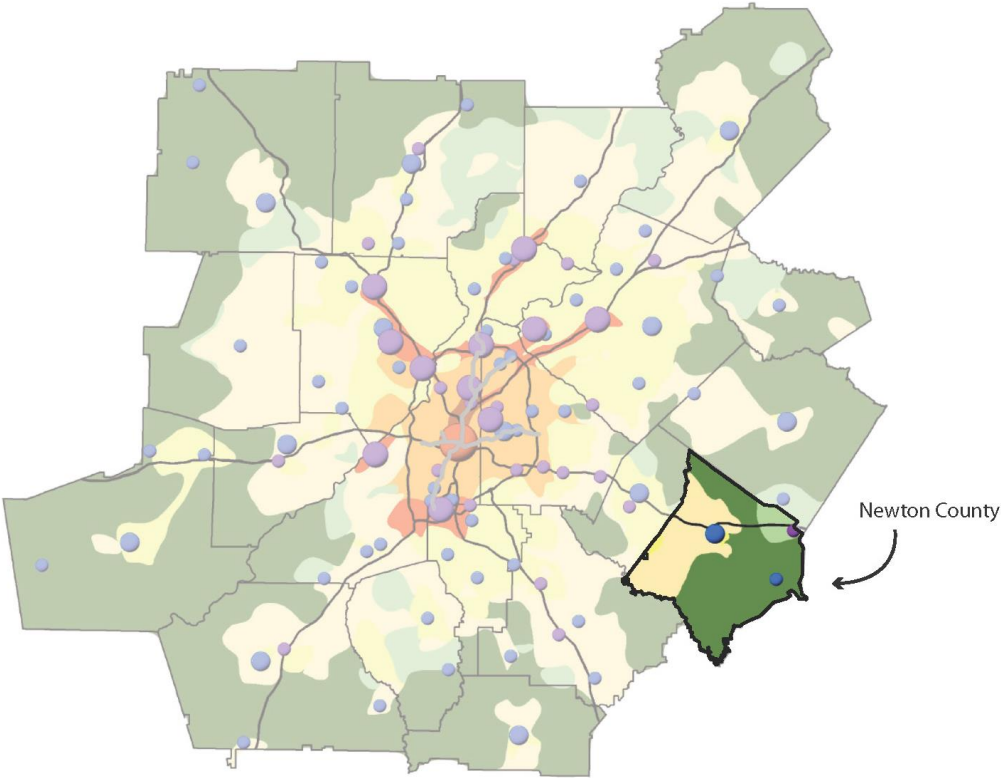
### Growth and Development

Oxford’s future land use vision, which is detailed in Chapter 4 and around which additional discussion takes place throughout this plan, prioritizes a new town center, substantial historic preservation, neighborhood-based residential life, and connected greenspace. The ARC RTP’s Unified Growth Policy Map, which describes Oxford as Developing Suburbs, conflicts with the community’s desired growth patterns. As such, the local government and the ARC should refer to the growth vision and future land use found in this comprehensive plan rather than the RTP’s UGPM.

### Oxford and the ARC MPO

Oxford does not participate directly in the Atlanta MPO. It is represented through the Newton County government on the Transportation & Air Quality Committee and Transportation Coordinating Committee, and as part of the ARC’s Municipal District 5, which includes other cities within Newton, DeKalb, and Rockdale counties. The ARC RTP includes a SR 81 (Emory Street) Bicycle and Pedestrian Bridge project within the city limits, although the bridge itself sits within the City of Covington.

<http://garc.maps.arcgis.com/apps/webappviewer/index.html?id=025ca60f2ee54b779dc77209e51f3f25/>



# Chapter 6

## Community Work Program

The Short-Term Work Program (2018-2022), updated every five years, provides a list of specific activities that the community plans to address as immediate priorities. A Report of Plan Accomplishments, which provides status commentary on the previous work plan (2013-2017), follows.



**Short-Term Work Program, 2018-2022**

(\*entries with an asterisk represent carryover items from the previous STWP)

#	Activity	Timeframe	Responsible Party	Cost Estimate	Funding Source
1	*Update records of historic cemetery for use with city walking tour	2020	Departmental staff	Minimal	City
2	*Develop comprehensive alternative energy plan	2020	Mayor & Council, Manager, Departmental staff	Unknown	City
3	*Pursue Georgia Camera Ready certification	2018	Manager	None	NA
4	*Develop comprehensive branding, marketing, and promotional plan including promoting construction of high-quality residential and commercial development, especially to attract younger families and increase diversity (age and race)	2019	Mayor & Council, Manager, DDA	\$30,000	City, DDA
5	*Complete bike/ped bridge over I-20; extend sidewalk to Town Center	2019	City, Covington, GDOT, ARC	\$750,000	City, Covington, GDOT, ARC
6	*Update GIS datasets, including public infrastructure, parcels, and buildings	2020	Manager	\$10,000	City
7	*Develop plan for use of GIS	2018	Manager	\$2,500	City
8	*Redesign streets to begin implementing Town Center	2018	Mayor & Council, Manager	Unknown	City
9	*Design and install streetscape improvements to George/Whatcoat streets	2019	Mayor & Council, Manager, Departmental staff	Unknown	City
10	*Develop master plan for Town Center	2019	Mayor & Council, Manager, Departmental staff	\$25,000-\$75,000	City
11	*Adopt sustainability plan to include transportation, biodiversity, resource conservation, invasive species, etc.	2018	Mayor & Council, Manager	\$15,000-\$30,000	City
12	*Devise recreation plan	2019	Mayor & Council, Manager	\$10,000	City

#	Activity	Timeframe	Responsible Party	Cost Estimate	Funding Source
13	*Decide whether to create a local historic district and, if appropriate, implement a strategy	2018-2020	Mayor & Council, Manager	Minimal	City
14	*Implement public transportation service	2020	City, Newton County, GDOT, Newton County Tomorrow	Varies by option	City, Newton County, GDOT, Newton County Tomorrow
15	*Develop a citywide Complete Streets and Trails Plan that includes a focus on connectivity to Covington	2018	Mayor & Council, Manager, Departmental staff	\$2,000	City
16	*Develop annexation plan	2018	Mayor & Council, Manager	Minimal	City
17	Establish Welcome/Historic/Arts Center/coffee shop at Yarborough House	2020	Mayor & Council, Manager, Departmental staff, DDA	\$50,000-\$100,000	City
18	Acquire Palmer-Stone Elementary School for use as community/civic center and small business development resource	2021	Mayor & Council, Manager, Departmental staff	Minimal purchase cost	City
19	Establish skate park and bicycle pump track (possibly behind PSES)	2022	Mayor & Council, Manager, Departmental staff	\$200,000	City, DDA
20	Establish deer population control program	2018	Mayor & Council, Manager, Departmental staff	Minimal	City
21	Develop and implement plan to install district markers and wayfinding signage throughout the city	2020	Mayor & Council, Manager, Departmental staff	\$20,000	City
22	Create playscape at George Street Park	2019	Mayor & Council, Manager, Departmental staff	\$25,000	City
23	Implement high-priority phase projects for Town Center	2019-2022	Mayor & Council, Manager, Departmental staff	Minimal	City
24	Develop DDA strategic plan and evaluate appropriateness of Main Street Program	2019	Mayor & Council, Manager, DDA	Minimal	City, DDA
25	Assign staff to be responsible for offering events and other programming, including as part of a partnership with Newton County and its other municipalities and nonprofit organizations	2018	Mayor & Council	None	NA
26	Complete a housing plan to expand options, including small-scale units and/or cooperative housing, accommodations for seniors, and higher-end homes	2019	Mayor & Council, Manager, Departmental staff	\$5,000	City

#	Activity	Timeframe	Responsible Party	Cost Estimate	Funding Source
27	Devise and implement strategy to assume local control of SR81	2020	Mayor & Council, Manager, Departmental staff, GDOT	Unknown	City
28	Develop parking study to improve availability and distribution citywide	2020-2021	Mayor & Council, Manager, Departmental staff	Minimal	City
29	Audit and adjust the zoning ordinance as necessary to ensure successful implementation of this comprehensive plan, especially to protect resources, recruit appropriate businesses, and encourage development of desired housing opportunities	2019-2021	Mayor & Council, Manager, Departmental staff	\$2,000-\$5,000	City
30	Identify additional/alternative revenue sources	2018	Mayor & Council, Manager, Departmental staff	None	City

**Report of Plan Accomplishments, 2013-2017**

#	Activity	Status	Notes
1	Conduct review and assessment of city charter	Complete	
2	Digitize and archive city records (assign duties to existing staff member or student intern)	Complete	
3	Work with Newton County to ensure location of new EMS/fire station within or near Oxford	Underway	2018 Completion
4	Increase ordinance enforcement and building and safety inspections	Complete	
5	Purchase software to streamline internal processes (inspections, permitting, work orders, etc.)	Complete	
6	Enroll in the Certified Literate Community Program, if appropriate	Abandoned	No longer priority
7	Display information highlighting Oxford's history at City Hall	Complete	
8	Update self-guided tour and brochure of city and college	Complete	
9	Update records of Oxford's historic cemetery, for use as part of a city walking tour	Underway	2020 Completion
10	Work with GDOT and county BOC to divert truck through-traffic off of SR81/Emory St. and onto SR142, and to apply traffic-calming measures on SR81 within the Oxford city limits	Completed	
11	Develop ordinance for solar energy (utility committee)	Postponed	2020 Completion; city prefers to undertake comprehensive alternative energy plan
12	Conduct annual review of all enterprise funds (cost and rate structure)	Complete	
13	Pursue Georgia Camera Ready certification	Postponed	2019 Completion; other projects had higher priority
14	Develop a marketing plan to promote high-quality residential and commercial development	Postponed	2019 Completion; other projects had higher priority
15	Explore use of "smart meters" for electric and water utilities; implement if appropriate	Complete	
16	Complete Moore/Cook waterline loop	Complete	
17	Per 2007 ordinance, ensure that all potential customers within 100' of sewer lines tap in and pay fees	Abandoned	Changed applicable ordinance
18	Work with the city of Covington, GDOT, and ARC to complete a bicycle/ pedestrian bridge over I-20 and a sidewalk from the bridge to the Town Center	Underway	2019 Completion

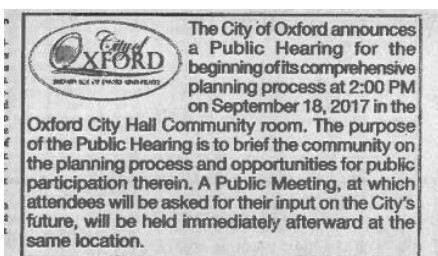
#	Activity	Status	Notes
19	Replace water mains on Emory St. and Asbury St.	Complete	
20	Survey city boundary and update GIS datasets	Complete	
21	Update GIS datasets, including public infrastructure, parcels, buildings, etc.	Underway	2020 Completion
22	Develop plan for use of GIS	Postponed	2018 Completion; other projects had higher priority
23	Reconfigure design of streets for Town Center development	Underway	2018 Completion
24	Design and install streetscape improvements to George and Whatcoat streets	Underway	2019 Completion
25	Develop Master Plan for Town Center development	Underway	2019 Completion
26	Develop Sustainability Plan to include transportation, biodiversity, resource conservation, invasive species, etc.	Postponed	2018 Completion; other projects had higher priority
27	Assess multi-use trail system and develop use and maintenance ordinance	Complete	
28	Address potential for golf cart usage on city streets and multi-use trails	Complete	
29	Develop Passive Recreation Plan	Postponed	2019 Completion; other projects had higher priority
30	Develop Citywide Wi-Fi Feasibility Study	Abandoned	No longer priority
31	Ensure consistency of city's zoning ordinance with its goal to accommodate a variety of new residents, in concert with zoning updates for county's 2050 plan	Complete	
32	Identify and pursue opportunities for infill development	Complete	
33	Audit and, if necessary, revise local ordinances and future development map	Complete	
34	Participate in pre-disaster mitigation planning process with Newton County	Complete	
35	Conduct regular water quality monitoring on local streams	Complete	
36	Pursue state and/or federal historic designations or other protections for districts and/or properties	Underway	2019 Completion
37	Study potential for provision of rural public transportation service	Underway	2020 Completion (rework for STWP)
38	Participate in the activities of the Northeast Georgia Bicycle and Pedestrian Task Force	Complete	
39	Prepare a plan for development of city's Service Delivery Area as it pertains to water and sewer services	Complete	

#	Activity	Status	Notes
40	Develop tree management plan and adjust tree ordinance accordingly	Complete	
41	Identify, mark, and develop material about all historic properties in Oxford	Complete	
42	Implement Central Newton County Plan for Bicycling and Walking	Underway	2021 Completion
Long-Range 1	Encourage and assist home-owners in upgrading safety and efficiency of homes	(Long-Range)	Carryover into STWP
Long-Range 2	Study benefits of annexing existing/potential industrial sites to diversify tax base	(Long-Range)	Carryover into STWP

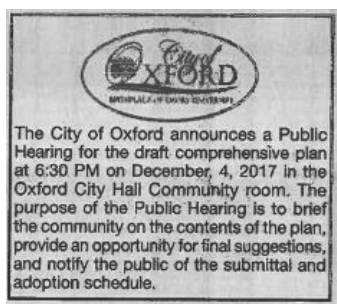
# Appendix

## Appendix: Participation Records

Public Hearings: 9/18/17 & 12/4/17



NEGRC NORTHEAST GEORGIA REGIONAL COMMISSION		City of Oxford: Comprehensive Plan Update Public Hearing #1: September 18, 2017 – 2:00 p.m. Oxford City Hall	
NAME	TITLE	ADDRESS	EMAIL
MIKE BISHAW	Citizen	1020 EMORY ST	dirtybillmike@gmail.com
Sarah Davis	Council	PO 1494 OXFORD	JWINDHAM@OXFORDGA.MY11.ORG
Sarah Davis	City Council	P.O. Box 307, Oxford	sarahd307@aol.com
GARY SAXON		45 LONGVIEW DR OXFORD 30054	G.M.SAXON@AOL.COM
Zach May		1112 Wesley St	Zach.t.may@gmail.com
Sally M Weaving	Planning Committee	Homeowner 905 Wesley St	SallyWeaving@aol.com
ANDREW WRIGHT	Community Leader	106 Oxford Way Cyr 62305	Andy.Richt54@CS.com
Exp. Staffin	President/Chamber	2101 Clark St. Lexington	rs1111@northchambers.com
Matthew Lyone	Asst. City Manager of Oxford		mlyone@cityofoxfordga.org
Louise Eady	Citizen	301 W. Soule St, Oxford	leady@gmail.com
Allyn Carter	Citizen	220 E. Clark St. Oxford	
Kelly Harper	Citizen	222 E. Clark St	
Martha Molyneux	DDA member	PO Box 1286	marmel141@gmail.com
Adrienne Vinson Woddy	Steering Committee	201 W Clark St	amvins@aol.com
Judy Greer	Citizen	P.O. Box 615 / 201 Fletcher	
Josh Roberts	Citizen	1005 WESLEY ST	josh.roberts@ngum.net
MIY OLIVER	Citizen	312 W. CLARK	profpro@yahoo.com
George Holt	Council Member	P.O. Box 595	gholt60@juno.com
PTSY BURKE	CITIZEN	411 QUEEN ANN ST	
Jerry Madden	Citizen	1216 Wesley St.	PPMadden@bellsouth.net
Laura McCasless	Steering comm.	1003 Wesley St	lauramccasless@bellsouth.net
Cheryl Reading	TPR board chair	70 Westworth Dr.	cpr.cousins@aol.com
Michael Eady	Council - 09/2017		
William Willis	110 W. Clark St	City Clerk	willis@cityofoxfordga.org
Jerry Roseberry	Mayor	100 W. Clark St	roseberry@oxfordga.org



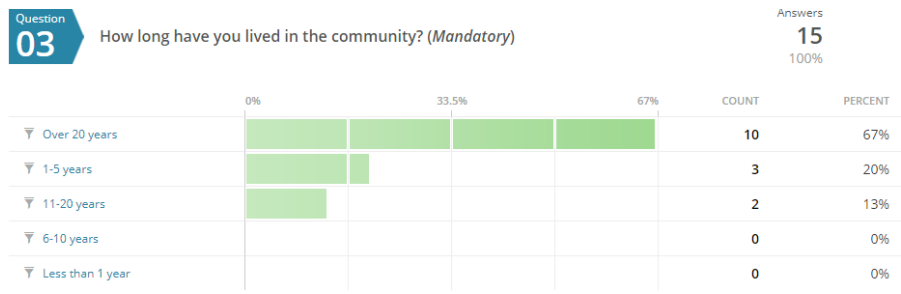
NEGRC NORTHEAST GEORGIA REGIONAL COMMISSION		City of Oxford: Comprehensive Plan Update Public Hearing #2: Monday, December 4, 2017 – 6:15 p.m. Oxford City Hall	
NAME	TITLE	ADDRESS	EMAIL
Sarah Davis	Council Member	P.O. Box 307 Oxford GA	sarahd307@aol.com
LaTrelle Oliver	Citizen	312 W Clark Dr Port	latrelleoliver@bellsouth.net
MIY OLIVER	Citizen	312 W. CLARK	profpro@yahoo.com
Cheryl Reading	Citizen	70 Westworth Dr., Oxford	cpr.cousins@aol.com
Jerry Roseberry	Mayor	PO Box 1505	JRoseberry@oxfordga.org
Laura McCasless	Citizen	1003 Wesley St	lauramccasless@bellsouth.net
Melvin Powell	Council Member	119 Oxford North Rd	M087614@aol.com
Adrienne Woddy	Citizen	201 W Clark St	amvins@aol.com
JAMES ROACH JR	Citizen	100 W. Richardson Street	mt2oxford@gmail.com
Laura Willis	City Clerk	110 W. Clark St Oxford	willis@cityofoxfordga.org
Michael Eady	Council Member	70 Westworth Dr.	meady@bellsouth.net
David Eady	Council member	1222 Wesley St.	deady@gmail.com
Robert Bayliss	Citizen	802 Emory St.	Rob@BaylissAssoc.com

Input Meetings: 9/18/17 & 10/16/17

NEGRC NORTHEAST GEORGIA REGIONAL COMMISSION		City of <sup>Oxford</sup> Comprehensive Plan Update Input Meeting #1: September 18, 2017 - 2:15 p.m. Oxford City Hall	
NAME	TITLE	ADDRESS	EMAIL
MIKE BESHAW	Citizen	1020 Emory St	dirtybike@me.com
JIM WINDHAM	Council Member	PO Box 1494	JWINDHAM@OxfordGA.gov
Sarah Davis	Council Member	PO Box 307	sarahd307@aol.com
Gary Saxon	-	45 Loveview Dr Oxford 30057	GMSAXON@AOL.COM
Anderson Wright	Community Leader	106 Oxford Way off 900	AWright@CS.com
Zach May	-	1112 Wesley St	zach.t.may@gmail.com
Sally Wearing	Planning Comm. Mem	905 Wesley St Oxford	sall@readyreadhill.com
Mathew Rappaport	Act. City Member of Council	-	mrappaport@cityofoxfordga.com
Ralph Stalling	President of Chamber	7101 Claude St. Conitama	rsthal@vnet.chamber.com
Louise Eady	Citizen	301 W. Saxe St. Oxford	leady@gmail.com
Theresa Gandy	Citizen	220 E. Clark St.	-
Kelly Pappas	Citizen	220 E. Clark St	-
Martha Malynoux	DDA member	PO Box 1286	mar11161@gmail.com
LaTrelle Oliver	Citizen	312 W. Clark St.	latolive2@bellsouth.net
Adrienne Vinson Waddley	Steering Committee Member	201 W Clark St	amvins@emory.edu
PATSY BURKE	CITIZEN	411 QUENZELAN ST	-
GEORGE HOLT	Council Member	P.O. Box 595	gholt@jcsb.com
HOYI PARKER	CITIZEN	312 W. CLARK	profhp@yeshu.com
Peggy Madden	Citizen	1206 Wesley St.	pmadden@bellsouth.net
Judy Greer	Citizen	PO BOX 615 / 301 FLETCHER	-
JUST ROBERTS	Citizen	1005 Wesley St	john.roberts@pymc.net
Laura McCannell	Citizen/Planning Comm	1003 Wesley St	lauramccannell@bellsouth.net
Cheryl Ready	Chrm - TPR Board	70 Westworth Dr.	cprcousins@aol.com
Michelle Cook	Council	-	-
Diana Willis	City Clerk	110 W. Clark St.	dwillis@cityofoxfordga.org
Jeanne Rosborough	Mayor	10 W. Clark St	jeanne.rosborough@cityofoxfordga.org

NEGRC NORTHEAST GEORGIA REGIONAL COMMISSION		City of Oxford: Comprehensive Plan Update Input Meeting #2: October 16, 2017 - 5:00 p.m. Oxford City Hall	
NAME	TITLE	ADDRESS	EMAIL
Jim Windham	Council Member	-	JWINDHAM@OxfordGA.gov
Michael Rappaport	Council Member	-	-
Kelly Oliver	citizen	-	-
LaTrelle Oliver	citizen - t. bb	-	-
Zach May	citizen	-	-
Judy Greer	citizen	201 Fletcher	-
Peggy Madden	"	1206 Wesley	-
Cheryl Ready	TPR Chair	70 Westworth Dr	-
Jerry Roseberry	Mayor	-	-
Diana Davis	Council member	112 George St.	-
David Eady	Council member	1222 Wesley St.	doady@gmail.com
MIKE BESHAW	Citizen	1020 Emory St	dirtybike@me.com
Sally Wearing	Citizen	905 Wesley St	Sall@readyreadhill.com
John Roberts	citizen/DDA member	1005 Wesley St	roberts.loren@pymc.com
Rob Bayliss	-	802 Emory St.	Robe.Bayliss@assoc.com

Selected Questionnaire Results



**Question 04** Please indicate your opinion of the following attributes of the community: Answers: 15  
100%

	EXCELLENT	GOOD	AVERAGE	POOR	VERY POOR	NO OPINION
Appearance/aesthetics	1	10	4	0	0	0
Community Atmosphere	1	11	2	1	0	0
Crime rate/safety	6	6	2	0	0	1
Emergency services	1	6	4	0	0	3
Parks and recreation	0	4	4	5	0	2
Shopping opportunities	0	1	3	4	6	1
Cultural opportunities	0	6	5	3	0	1
Housing affordability	0	7	6	0	0	2
Employment opportunities	0	0	3	4	4	4