Comprehensive Plan

City of Oxford, Ohio

Adopted
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Prepared By
ACP Visioning+Planning
Development Economics

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Acknowledgements

City Council
Prudence Z. Dana, Mayor
Kenneth H. Bogard, Vice-Mayor
Douglas M. Ross
Alysia Fischer
Richard Keebler
Greig Rutherford
Kate Currie

Planning Commission
Paul Brady (Expired Member & Former Chair)
Bill Brewer, Chair
Dr. Susan A. Kay, Vice Chair
Marvin Hurston, Secretary
Alysia Fischer, Council Rep.
Richard Keebler, Council Rep.
David Prytherch
Ted Wong

Staff
Douglas Elliott, City Manager
Jung-Han Chen, AICP, Community Development Director
Kathryn A. Dale, AICP, Planner
Lynn Taylor, Community Development Dept. Administrative Assistant

Consultants
ACP Visioning+Planning
Development Economics

Steering Committee
Prue Dana & Doug Ross – City Council
Paul Brady & Bill Brewer – Planning Commission
Mike Smith – HAPC
William Hazelton – Miami University
Bethany Bowyer – Miami University (Student Representative)
Chris Rhoton – Talawanda School District
Heidi Schran – Environmental Commission
Larry Frimerman – Oxford Township
David C. Fehr – Butler County
JoNell Rowan & Mike Patterson – Chamber of Commerce
Diana Ruther – Oxford Township Community Services
Suzanne Kostic, James Brock, Bob Karrow, Sam Fitton & Betty Quantz – At Large

November Public Forums
Knolls of Oxford
Talawanda Middle School
Oxford United Methodist Church
Talawanda High School Senior Government Class & Ms. Darlene Mahaney
Follet's Books Store for bag donation
Kroger for meat tray donations
Starbucks for coffee donations

Wal-Mart for gift card donation
PR Visions
Miami University Student Volunteers who distributed flyers
Alpha Phi Omega for babysitting
Cobblestone Community Church for volunteers and beverage & snack donations
DP Dough gift certificate donations for volunteers

Facilitators:

Mike Smith
Kay Phillips
Holli Morrish
Barbara Hamilton
David Prytherch
Sandi Hazleton-Woy
Doug Ross
Jon Ralinovski
Susan Lipnickey
Andrew Wilson
Mary Jo Clark
Mary Holtz
Steve Dana
Carole Katz
Linda Kimball
Chris Adryan
Dick Munson
Sondra Engel
Kate Currie
Scott Ulrich
Ken Bogard
Bill Fisher
Mary Woodworth
Bob Karrow
Elizabeth Wilson
Charles Crain
Wendy Duvall
Dave McDaniel
Bernadette Unger
Diana Durr
Bobbe Burke
Darlene Mahaney

March Community Choices Event

Talawanda Middle School
Talawanda High School Senior Gov't Class & Ms. Darlene Mahaney
Kroger for meat tray donations
Starbucks for coffee donations
Wal-Mart for gift card donation
PRVisions
MU Student Volunteers who distributed flyers
Alpha Phi Omega for babysitting

July Open House

Kramer Elementary School
McDonalds for beverages
Steering Committee Members, Susan Kay & Anna Hurley for flyer distribution

Contents

1. Introduction

Chapter Outline:

A. WHAT IS A COMPREHENSIVE PLAN

A Comprehensive Plan is a broad policy document intended to guide decision-making on long-term physical development. Comprised of policy statements, principles, goals, objectives, strategies and maps, the Plan guides the physical, social, and economic development of the municipality and its environs. This includes both private and public development. The Plan is implemented over time through many distinct decisions including annual budgeting, departmental work programs, rezoning and subdivision of land.

The *Ohio Planning and Zoning Law Handbook* provides a more rigorous legal definition of a comprehensive plan. The comprehensive plan is the chief policy instrument for: (1) the administration of zoning and subdivision regulations; (2) the location and classification of streets and thoroughfares; (3) the location and construction of public and semi-public buildings and related community facilities and infrastructure (water, storm and sanitary sewers, gas, etc.); (4) the acquisition and development of public and semi-public properties such as parks and open spaces; and (5) the initiation of new programs, such as those in the areas of housing rehabilitation and economic development, to address pressing community needs (Source: Ohio Planning and Zoning Law).

B. WHY UPDATE THE PLAN?

The 1998 Comprehensive Plan has guided the community to address a variety of growth and redevelopment issues. However, new information and technologies are available to strengthen the Plan, and the community faces new development that

must be managed in a responsible and respectful way to protect and enhance Oxford's unique small college town character. A concerted effort was undertaken to update the Plan to provide direction to elected and appointed decision makers that spells out priorities for future development. This included extensive public involvement which validated the community's vision for the future.

C. PLAN ORGANIZATION

The Comprehensive Plan is organized into twelve chapters. A fundamental change from the 1998 Plan is in the Plan structure, which now combines the Land Use and Natural Resources chapters, and the Governance and Implementation chapters. This did not eliminate the findings and recommendations from these chapters, but simply folded them into the recommendations of another chapter.

Separate Appendices were also produced which include the results of the public meetings and the findings from the background research on the existing conditions and trends in Oxford. Below is an outline and brief description of each of the additional elements of the Plan.

Plan Document

Chapter 2: Executive Summary – provides an overview of the planning process, and key plan elements, and outline of the considerations and recommendations in the Plan.

Chapter 3: Land Use – identifies issues related to growth and development, analyze the current land use pattern and sets forth a set of development principles and map illustrating how and where the city should grow.

Chapter 4: Urban Design – addresses the community's urban form and provides guidance for the preservation and enhancement of the form and identity of the city.

Chapter 5: Transportation – evaluates current and future transportation needs based on the findings and recommendations from the 2007 Thoroughfare Plan.

Chapter 6: Economic Development – outlines economic development strategies to attract new businesses, support existing local businesses, and meet the retail, dining, and entertainment needs of current and future residents.

Chapter 7: Housing – makes recommendations on the quantity, location and types of housing in Oxford, including new and existing housing units.

Chapter 8: Utilities – establishes key policies and programs for the timely, fiscally responsible, and environmentally conscious extension and management of the city's potable water, sanitary sewer, and surface water infrastructure systems.

Chapter 9: Community Facilities and Services – examines the location and capacity of city offices, safety facilities, schools, health care and other public facilities.

Chapter 10: Cultural Resources – examines historical and cultural facilities including historic structures and districts, landmarks and other cultural facilities and events throughout the community.

Chapter 11: University and Community – outlines ways to further develop partnerships between Miami University and the City.

Chapter 12: Implementation – provides guidance for maintaining accountability, monitoring activities, creating appropriate development regulations and procedures, and involving the community in implementation of the Plan.

Appendices

Appendix A - Existing Conditions and Trends Memorandums - includes three separate memorandums.

Appendix B - Public Workshops Summary - describes the structure and results of the Public Workshops conducted from November 12 -15, 2007.

Appendix C - Community Choices Summary - describes the structure and results of the Community Choices Workshop conducted on March 10, 2008.

Appendix D - Open House Summary - describes the structure and results of the Open House held on July 22, 2008.

D. PLANNING PROCESS

Major planning phases for the Plan update.
Phase 1 – Project Set-up
Phase 2 – Technical Analysis
Phase 3 – Public Participation
Phase 4 –Technical Analysis and Public Input Integration
Phase 5 – Draft Plan
Phase 6 – Adoption

The Comprehensive Plan Update process lasted 14 months. It included both technical research and public involvement, creating a document that is both intuitive and informed. The major phases of the planning process are noted in the sidebar.

The intuitive input gathered from the public was integrated with technical research to create a foundation for the recommendations in the Plan. Ultimately this approach created a plan rooted in community values and balanced with a technical understanding of the key issues facing the city.

Technical Analysis

Prior to developing the Plan, ACP assembled three technical memorandums on the existing conditions and trends in the city and surrounding area. The memorandums established a baseline of information on the existing conditions that may impact the future of Oxford. The key topics covered in the memorandums are listed below. The memorandums can be found in Appendix A.

Memorandum 1 - Regional Trends**,** Demographics**,** Land Use**,** Natural Environment**,** Developable Land, and Urban Form
Memorandum 2 - Housing and Mobility
Memorandum 3 – Infrastructure**,** Historic and Cultural Resources and Community

In addition to these topics, Randall Gross/Development Economics, a sub-consultant with ACP, prepared a memorandum which identified the net fiscal impact of

development. This analysis was conducted to better inform land use decisions and economic development initiatives.

Public Participation

Four opportunities for public participation were included as part of the planning process: An initial round of public idea gathering workshops, a telephone survey, a Community Choices workshop and an open house to review the draft plan. Summaries of these activities can be found in the Appendix. Table 2.1 lists the major public events and dates held as part of the planning process.

TABLE 2.1 PUBLIC INVOLVEMENT

Event	Time
Public Workshops	November 2007
Telephone Survey	December 2007
Community Choices Workshop	March 2008
Open House	July 2008

A comprehensive publicity and outreach campaign was conducted to raise awareness of the public events. The goal was to make participation a choice and to ensure diverse representation. The public outreach efforts for each of the major public events included the following, or a combination thereof.

- *3,700 + Brochures via mail*
- *1,600 + Flyers around town and campus*
- *3,600+ Oxford Press Flyers*
- *Banner across High Street*
- *PR Visions solicitated students & faculty*
- *930 Employee Paychecks*
- *288 flyers to Daycare attendees*
- *200 Mobile Home Flyers*
- *WMUB Public Service Announcements*
- *Talawanda ListServe*
- *Public Access TV Announcement*
- *Newspapers Ads and Articles (Local & Regional)*
- *Church bulletins*

Public Workshop 1 – Ideas for the Future

At the beginning of the planning process in November 2007, a series of workshops designed to get general input from the public about the future of Oxford were held throughout the community. Over 250 community members participated in the public workshops, including over 100 high school students and Miami University students contributed their ideas.

Participants in the public workshops took part in two exercises. The first, called *Ideas for the Future*, posed the question "What can be done to make Oxford the best it can be in the coming years?" Approximately 800 ideas were gathered were used to update the goals in the plan and shape the objectives and strategies for each chapter. Table 2.2 indicates how all the ideas were categorized.

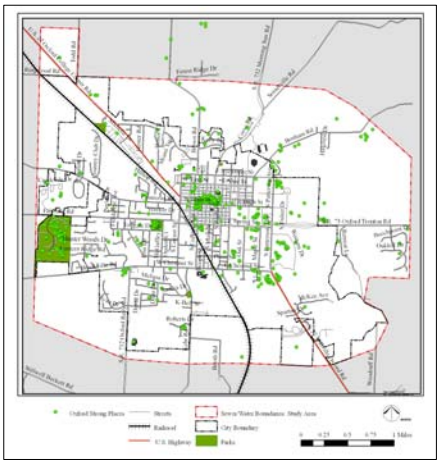
The other exercise, called *Strong Places/Weak Places,* had participants identify on a map where the strong and weak places are in the community. Participants also described the qualities and characteristics of the strong and weak places they identified.

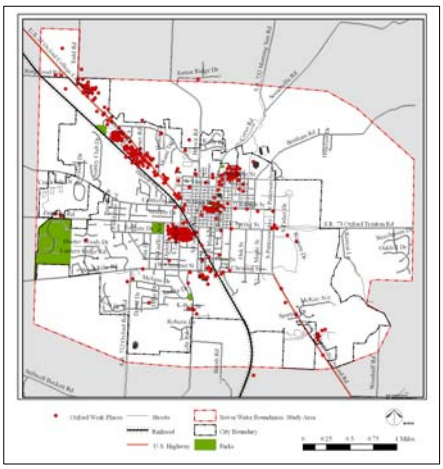
Participants working on the Ideas for the Future activity at the first round of public workshops.

TABLE 2.2 IDEAS FOR THE FUTURE

Plan Element	Ideas	Percent*
Economic Development	220	28%
Transportation	172	22%
Community Facilities and Services	154	19%
Land Use	77	10%
Urban Design	68	9%
Housing	60	8%
Cultural Resources	54	7%
Governance	53	7%
Natural Resources	40	5%
University and Community	30	4%
Implementation	26	3%
Utilities	6	1%

** Total does not equal 100 percent because some ideas fit into more than one category*





These maps illustrate the results of the StrongPlaces/Weak Places exercise. The green dots indicate strong places and the red dots indicate weak places. The maps show the input from all 22 maps generated by the public. Detailed results can be found in the Appendix B.

Weak Places - Characteristics

- *Vacancies*
- *Socioeconomic segregation*
- *Automobile dependency*
- *Poor community gateways on US 27*
- *Lack of sidewalks*
- *Generic suburban design*
- *Parking (Uptown and large surface lots)*

Strong Places - Characteristics

- *Walking areas*
- *Greenspace*
- *Community gathering*
- *Mixed-use*
- *Brick streets*
- *Socially and economically inclusive*
- *Historic*

Table 2.3 summarizes the strong and weak places as depicted on the maps. The information from this exercise was used in two different ways; the weak places were looked at to prepare infill, redevelopment and reinvestment strategies; the strong places were considered to create recommendations to guide future growth that will reflect positively on the community.

TABLE 2.3 STRONG AND WEAK PLACES SUMMARY

Strong Places	Weak Places
Uptown Park	Tollgate Center
Uptown	Trailer Park
Greenspace and Natural Areas	27 Corridor
Miami Campus	Old Wal-Mart
Community Parks	Student Housing

Collectively the major themes from both activities at the first round of public workshops were used to create the foundation for the recommendations in each chapter of the Plan.

Telephone Survey

A random telephone survey was conducted following the first round of public workshops to test and verify the input received. A total of 158 surveys were conducted. Two critical questions were asked during the survey. First was the *Ideas for the Future* question, "What can be done to make Oxford the best it can be in years to come?" The following are major themes from the participant responses:

- Town/Gown issues (students, drinking, university relations)
- Restaurants/Shopping
- Restore Mile Square and Housing in Mile Square
- Affordable Housing
- Greenspace/Bikepath
- Schools
- Infill

The second question asked during the survey tested the level of support for the themes from the first round of public workshops. Participants scored the themes on level of importance, one being not important and five being very important. The themes are listed below followed by how participants scored each theme.

- Improve and/or reuse vacant sites and structure such as Old Walmart, Tollgate and Wendy's - 4.5
- Preservation of greenspace and rural charm - 4.3
- Entertainment, retail and dining options - 3.7
- Greater variety of housing options including options for families in the Mile Square, affordable rentals and affordable options for families - 3.7
- Cohesive bikeway and multi-use path system - 3.5

The results from the telephone survey confirmed what was learned at the public workshops. The Steering Committee used the information from the survey and public workshops to create the policies and recommendations in the Plan.

Between the first and second round of public workshops, a set of goals for each chapter, land use principles, and a conceptual development map were developed. The goals, principles and map were presented and tested with the general public at the second round of public workshops.

Public Workshop 2 - Community Choices

Community Choices, a one day event held on March 10, 2008, was designed to get public and stakeholder input on the goals, land use principles and the Conservation and Development Map. Approximately 120 residents participated in the public workshop held that night. Six group stakeholder meetings were held earlier in the day with a variety of community groups. The stakeholder meetings were designed to obtain specific feedback from groups who may have specific insight on the development of the Plan.

The six stakeholder groups were:

- *Business leaders*
- *Environmental resource leaders*
- *City department heads*
- *Township officials and leaders*
- *Education groups*
- *Miami University*

At the public meeting participants gathered in assembly for a presentation on the planning process and what was learned from the first round of public workshops. Participants were then guided through two worksheet based activities. The first activity had participants review the draft goals and record their comments of support and/or concern on each. In general, participants' feedback was positive on each goal statement, with some suggestions for rewording the goals.

The second exercise conducted during the assembly was scoring and commenting on the draft land use principles. Participants indicated their level of support for each principle by scoring a "level of importance" with 5 as most important and 1 as not important. Participants indicated a high level of support for the principles as shown in Table 2.4. Most comments about the principles indicated that the intent was unclear.

TABLE 2.4 DRAFT LAND USE PRINCIPLES - RANKING RESULTS

	Principle	Score
1	The community's small town character should be preserved and enhanced.	4.5
2	Uptown and new commercial developments will have a mix of uses that are distinctive and contribute to enhancing the community's overall identity.	4.0
3	Infill development and redevelopment of underutilized sites should be a priority.	4.0
4	The development of new residential areas, and redevelopment of existing residential areas, will have strong neighborhood qualities.	3.8
5	Green space and public spaces should be incorporated as part of future developments.	4.4
6	Future growth at the edge of the community will preserve open space and protect the area's rural character.	4.2
7	New commercial and industrial developments will be developed with pedestrian amenities and green spaces.	4.0
8	Streets will create an attractive public realm.	3.9
9	Places will be connected to create better opportunities to walk, bike and access public transportation throughout the community.	4.4
10	Environmentally sensitive and sustainable practices will be encouraged in future developments.	4.6

The final activity was a small group exercise in which participants reviewed the Draft Conservation and Development Map. There were a number of comments made in response to the map concepts. Comments mentioned multiple times included:

- Expanding bike paths;
- Creating a greenbelt;
- Promoting residential infill;
- Eliminating proposed roads (i.e., proposed roads from the Thoroughfare Plan);
- Redeveloping underutilized sites; and
- Preserving open space and farmland

Following the meeting the Steering Committee considered all comments. The map was modified to incorporate the comments made by the public and to strengthen the concepts on the map which were important to the participants at the meeting such as promoting infill and preserving open space.

Open House

An Open House was held on July 22, 2008 to present a draft of the updated Comprehensive Plan. At the Open House the goals, objectives and strategies for each chapter were presented on large boards. Participants had the opportunity to fill out comments cards for each board. The public's comments were reviewed by the Steering Committee and incorporated into the draft Plan document. Appendix D provides detailed information on the public input provided at the Open House.

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2. Executive Summary

Chapter Outline:

A. OVERVIEW

In the summer of 2007, the leadership of the City of Oxford launched a process to update to the city's Comprehensive Plan. The effort, called *Oxford Tomorrow: Community Update,* was intended to develop a clear vision for the future by assessing the needs and aspirations of the community.

In order to update the Comprehensive Plan, the City of Oxford, City Council and Planning Commission committed to facilitating an inclusive and transparent process with opportunities for significant public involvement. As part of the update residents and stakeholders were involved in every key phase of the process.

B. KEY DIRECTIONS OF THE PLAN

This section summarizes the key directions of the Plan that are based on the public input and technical analysis that were completed as part of the Plan Update. The key directions of the Plan are distilled into the following seven themes.

Preserve the small town character.

Preserving the small town character was expressed by many participants. This was mentioned directly and indirectly in references to the scale and quality of the physical environment that define Oxford as a place. Specific elements mentioned by the public include agricultural land, Uptown, neighborhoods, and public spaces.

Enhance the Mile Square to preserve the traditional character of Oxford.
Many participants expressed an interest in enhancing the Mile Square. This sentiment supports the idea of preserving the small town character by strengthening traditional neighborhoods, as well as Uptown, which is currently serving as the community center where people shop, work and find entertainment.

Give priority to infill and redevelopment.
Growing inward was one of the strongest themes from the public and stakeholder input. Residents are interested in redeveloping and filling in areas within the community that are currently vacant or underutilized. This was mentioned as a priority over growth in greenfield areas on the edge of the city.

Conserve agricultural lands and natural areas.
Strong support was mentioned by the public to protect and conserve natural areas. This idea was expressed in multiple contexts. Protecting the agricultural and natural areas was mentioned as important to preserve the small town character. Protecting these areas also preserves prime farmland necessary to support local agriculture. Natural areas were identified as important to protect in regards to environmental concerns, and for natural sanctuaries for personal retreat.

Create new jobs and services in the community.
Many residents who participated in the Plan update mentioned creating and enhancing economic opportunities. Providing new areas to attract and grow businesses was one element of this theme. Participants also expressed the idea of cultivating and supporting local businesses that provide basic services to residents.

Provide a variety of transportation options including walking, biking, and public transit.
Participants expressed the desire to improve transportation options available to local residents. The public's comments focused on alternative modes of transportation such as pedestrian travel, bike paths, and available public transportation.

Cooperate with neighboring jurisdictions to preserve the rural character.
Residents voiced an interest in working with neighboring jurisdictions and Miami University to protect the rural character. This sentiment is consistent with what was voiced by the public as part of the 1998 Plan.

C. KEY TECHNICAL FINDINGS

Each chapter of this Plan includes a summary analysis of relevant existing conditions. Appendix A provides more detailed information for all of the topics. Land use trends and the interrelationship to population and economics are fundamental aspects of the comprehensive planning process. Outlined below are some highlights that provide some context for broad policy direction of the Plan.

The city's population is expected to increase moderately through the year 2030.
The Ohio Kentucky Indiana Regional Council of Governments (OKI) projections indicate an expected population increase in Oxford of approximately 925 by 2030. This is a 4.1 percent increase from 2006, an annual growth rate of .17 percent, see Table 2.5.

TABLE 2.5 POPULATION PROJECTIONS

Year	Population	Change	Percent Change
2006	22,394	-	
2030	23,319	925	4.1%

Source: OKI 2005

Currently there is approximately 387 acres of developable land within the city.
The amount of developable land in Oxford was calculated to determine the potential capacity to accommodate future growth. The amount of developable land was calculated by adding the total amount of agricultural land and vacant land within the city, and then subtracting environmentally sensitive lands that overlap. The total amount of developable land in the city amounts to approximately 387 acres or 9.7 percent of the total land area.

The amount of developable residential land within Oxford can accommodate the projected population growth through the year 2030.
The projected population growth through the year 2030 suggests the need for an additional 925 new residents, requiring approximately 380 new housing units at 2.43 persons per unit. Depending on the assumption about development density, the amount of developable residential land needed varies from 90 acres at 4.25 units per acre, to 165 at 2.3 units per acre. Based on the availability of approximately 387 acres, the city has the capacity to accommodate the residential needs of the projected population.

Income tax is the largest generator of revenues to the city.
As in most municipalities in Ohio, income taxes are the main source of revenue generating roughly 53 percent of the revenues collected by a city. Oxford has a slightly higher-than-usual share of revenues from income taxes as compared with other jurisdictions in the state where income tax typically represents 40 to 50 percent of total revenue. As such, the city is more dependent on high-paying jobs or on residents with high-paying jobs that generate the income tax revenue stream.

Unlike most municipalities, property taxes represent a small share (seven percent) of the city's overall revenues.
A large share of the city's land base is in non-taxable ownership. In Ohio, property taxes are a main source of revenue for school districts. Residential uses account for about 66 percent of Oxford's assessable property base, while non-residential uses account for the remaining 34 percent.

Gross revenue benefits are highest for office uses, at $2.27 per square foot, versus $2.08 for retail and $1.10 for industrial.

The gross benefits for retail and office use are quite high as compared with that of industrial uses. However, the fiscal costs of serving industrial uses are much lower than those for serving retail. As a result, the net fiscal costs are much higher for retail use. Similarly, while the costs of providing municipal services to office space are higher than those for industrial uses, the benefits of office space (property taxes, income taxes, etc) far outweigh those of industrial uses. Thus, the net fiscal benefit of office space is much higher than that for industrial uses.

D. POLICY FOUNDATION

The plan is composed of a number of policy layers to guide the future growth, conservation and development of the City of Oxford. All decisions affecting Oxford's future should be aligned with the intent of the policies within this document. The policy layers are described in more detail below.

The defintion of a goal used for this Plan is "A desired outcome expressed in simple terms."

- **Goal** – A broad policy statement expressing a desired outcome in simple terms.
- **Objective** – A refinement of the goal necessary to give more detailed policy direction to strategies to implement the goal.
- **Strategy** – A strategy provides the detailed action steps, programs, projects or policies necessary to initiate and complete an objective.
- **Principles** – The land use principles listed are statements of intent that describe the conceptual direction of future growth. These principles should be used to help guide the city on how to use land resources in a more efficient and effective manner to continue to foster a high quality community with a distinct sense of place.

Goals

The Plan includes nine goals, 57 objectives and 250 strategies, which are described in detail in the following chapters. The goals and their supportive objective statements are listed below.

The Goals were developed by updating the goals from the 1998 Plan using the themes from the ideas and input gathered at the first round of public workshops. The objectives and strategies from the 1998 Plan were updated using the public's ideas to identify specific actions that could help achieve a particular goals.

Land Use

Goal: Managed growth to ensure small town character, green areas, and preserved farmland.

Objectives:

- Continue to manage growth
- Enhance neighborhoods within the Mile Square
- Continue to enhance Uptown
- Promote new areas for light industry and manufacturing, research and development, and office space
- Support redevelopment of commercial areas along Locust Street
- Redevelop the U.S. 27 North corridor in a planned and coordinated manner
- Preserve open space and farmland, and expand existing open space areas
- Expand urban green space

- Create new residential areas with traditional neighborhood qualities
- Be a leader in environmental stewardship

Urban Design
Goal: Honor and preserve the historic character and quality of Oxford while embracing high quality which compliments existing development.

Objectives:
- Enhance the beauty and character of Oxford
- Integrate public art into the built environment
- Make Uptown the civic center of the community
- Preserve and enhance historic resources in the Mile Square including Uptown
- Collaborate with regional jurisdictions on design standards
- Continue to preserve the local rural heritage

Transportation
Goal: A quality accessible transportation system with alternative forms of transportation for a diverse population, improved infrastructure, adequate parking, bikeways, and efficient traffic management.

Objectives:
- Facilitate the flow of traffic in and around the city
- Promote alternative modes of transportation
- Manage parking within the Mile Square
- Improve the design and function of existing intersections
- Improve access management
- Control the speed of traffic entering the city
- Improve railroad crossings
- Improve the pedestrian infrastructure

Economic Development
Goal: Diverse businesses, local services and employment opportunities.

Objectives:
- Retain and expand existing businesses
- Attract new businesses consistent with the skills of the local community, quality of life, and identified economic needs
- Improve the resident work force through new employment services
- Develop focused economic development and redevelopment incentive policies

Housing
Goal: Livable, attractive, and affordable housing for a diverse population.

Objectives:
- Improve housing conditions in the Mile Square
- Expand housing options
- Improve rental housing
- Expand senior housing options
- Expand home ownership opportunities
- Provide diverse housing opportunities

- Encourage and utilize sustainable building practices
- Enhance the community's unique building character

Utilities
Goal: An efficient, environmentally responsible, affordable utility system that meets the needs of current and future residents.

Objectives:
- Provide and maintain high quality services
- Improve water service
- Improve wastewater treatment and disposal
- Improve stormwater management
- Promote the utilization of environmentally friendly utility practices

Community Services
Goal: Excellent schools and community facilities and services including cultural and recreational facilities, safety and social services and programs for all citizens.

Objectives:
- Improve parks and recreational facilities
- Support education
- Improve city services
- Expand and improve senior services
- Expand and improve services for economically-disadvantaged residents

Cultural Resources
Goal: Significant and accessible cultural resources for the entire community.

Objectives:
- Expand cultural arts programs
- Promote cultural diversity
- Expand public art programs and create areas for public art
- Enhance and improve the promotion and preservation of the city's historic and cultural resources

University and Community
Goal: Partnerships with the university, the City and surrounding jurisdictions.

Objectives:
- Implement initiatives jointly
- Foster model university-community collaboration
- Improve housing options for students and faculty
- Coordinate transportation issues

Land Use Principles

The principles were fundamental to shaping the Conservation and Development Map, and the objectives and strategies. These principles are summarized below and explained in more detail in Chapter 3 Land Use.

1. The community's small college town character will be preserved and enhanced.

Principles are statements of intent that describe the conceptual direction of future growth. Principles should be used to help guide the city on how to use land resources in a more efficient and effective manner to continue to foster a high quality community with a distinct sense of place.

2. Uptown and new commercial developments will have a mix of uses that are distinctive and contribute to enhancing the community's overall identity.
3. Infill development and redevelopment of underutilized sites is a priority.
4. The development of new residential areas, and redevelopment of existing residential areas, will have strong neighborhood qualities.
5. Green space and public spaces will be incorporated as part of future developments.
6. Future growth at the edge of the city will preserve open space and protect the area's rural character and be consistent with the other principles.
7. New commercial and industrial developments will be developed with pedestrian amenities and green spaces.
8. Streets will create an attractive public realm.
9. Places will be connected to create better opportunities to walk, bike and access public transportation throughout the community.
10. Environmentally sensitive and sustainable practices will be encouraged in future developments.

The public realm refers to the non-private space that frames streets and open spaces.

E. PLANNING A SUSTAINABLE FUTURE

The essence of this Comprehensive Plan is to provide for the sustainability of the Oxford community. The notion of the sustainability in Oxford is holistic and includes the natural, cultural, economic and human dimensions. The importance of sustainability was strongly stated by many residents, stakeholders, and city leaders as part of the planning process.

Each element of the Comprehensive Plan includes recommendations that reinforce a strong understanding and commitment to sustainability. This notion is very pronounced in the land use principles that highlight the community's preference for: a general compactness of the development that is in keeping with the essential character of Oxford's built environment; infill development and redevelopment on underutilized sites; and preservation of open space and protection of rural character on the edge of the community. The land use principles are supported by specific strategies to support the interest in sustainability.

Example highlights from other elements include:

- **Transportation**– Emphasis on alternatives to the automobile and connectivity among destinations.
- **Housing**– Encouragement for the design and construction of residential structures that utilize green building practices; developments that meet energy conservation and efficiency standards; and low impact conservation development standards for rural areas on the edge of the community.
- **Economic Development**– Emphasis on retaining and expanding existing businesses; attracting new businesses; improving work force skills; and incentives to support desired redevelopment—all of these undertaken to improve individual, household and business owner's prosperity, as well as the fiscal health of the city.

- **Utilities**– Focus on maximizing use of existing utilities by promoting infill and redevelopment opportunities; water conservation; stormwater management; alternative energy sources

F. IMPLEMENTATION

The Comprehensive Plan Update was initiated with the clear expectation that it will be implemented. Each element of the plan has a goal statement and a related set of objectives and strategies to support implementation. The text for each chapter describes the goal, objectives and strategies. A summary table is presented in Chapter 12 Implementation, which identifies responsible parties and time frames for implementation of each strategy.

To manage the implementation of the Plan, Chapter 12 includes guidance on "How to Use the Plan" as well as specific objectives and strategies to facilitate implementation. Highlights are provided below:

How to Use the Plan

The Plan is intended to be used on a daily basis as public and private decisions are made concerning development, redevelopment, capital improvements, economic incentives and other matters affecting the city. The following provides highlights of processes and objectives that should align for facilitating implementation of the goals and strategies of the Plan. More detailed descriptions can be found in Chapter 12.

- Annual Work Programs and Budgets
- Development Approvals
- Capital Improvement Plan
- Economic Incentives
- Private Development Decisions
- Consistent Interpretation

Objectives and Strategies

- Monitor and share implementation progress
- Require concurrence with Comprehensive Plan
- Develop the necessary regulatory tools for implementation

3. Land Use

Chapter Outline:

A. Overview
B. Key Findings
C. Land Use Direction
D. Objectives and Strategies

Land Use Goal:
Managed growth to ensure small town character, green areas and preserved farmland.

A. OVERVIEW

The Land Use element is the critical element of the Comprehensive Plan providing guidance for the physical development and redevelopment of Oxford. This chapter addresses strategies for enhancing the Mile Square, reinvigorating Uptown, protecting open space and giving direction for where and how growth should occur in the future. This element of the Comprehensive Plan also substantially influences the other elements of the plan. Urban Design, Transportation and Utilities chapters have a strong connection to the Land Use chapter.

As part of the plan update, significant public outreach was conducted to gather input from residents and other stakeholders on the future of Oxford. Technical research was also performed to understand the current population and land use trends. Both the public input and technical analysis formed the basis of the guiding principles in this chapter, therefore, creating a land use direction that is both intuitive and informed.

The public input and the technical analysis of existing conditions and trends are the foundation of the land use policies.

B. KEY FINDINGS

This section summarizes the key findings from the public input and technical analysis completed as part of the Plan update. Collectively the public's input and the technical analysis of existing conditions and trends informed the development of the land use policies outlined in the chapter.

Public Input

Two rounds of public workshops, a telephone survey and a series of stakeholders' interviews were conducted to gather input related to the vision for where and how Oxford should grow in the future. Hundreds of comments were received from the public as part of this process, many of which related directly to land use. The comments related to land use contained a number of recurring ideas, or themes, which have significant implications. The most predominant themes are outlined below and were considered when developing the land use policies. Other ideas and themes from the public input not mentioned in this section were also considered when developing the land use policies.

Public Workshops Round 1:
November 12-29, 2007

Telephone Survey:
November 20-December 10, 2007

Workshop 2 and Stakeholder Interviews:
March 10, 2008

Preserve the small town character.
Participants expressed a strong desire for preserving Oxford's small town character. This was mentioned directly and indirectly by references to the scale and quality of the physical environment that define Oxford as a place. Specific elements mentioned by the public include agricultural land, Uptown, neighborhoods, and public spaces.

Enhance the Mile Square to preserve the traditional character of Oxford.
Many participants expressed an interest in enhancing the Mile Square. This sentiment supports the idea of preserving the small town character by strengthening traditional neighborhoods and Uptown, which is currently serving as the community center where people shop, work and find entertainment.

Give priority to infill and redevelopment.
Growing inward was one of the strongest themes from the public and stakeholder input. Residents are interested in redeveloping and filling in areas within the community that are currently vacant or underutilized. This was mentioned as a priority over growth in greenfield areas on the edge of the city.

Conserve agricultural lands and natural areas.
Strong support was mentioned by the public to protect and conserve natural areas. This idea was expressed in multiple contexts. Protecting the agricultural and natural areas was mentioned as important to preserving the small town character. Protecting these areas also preserves prime farmland necessary to support local agriculture. Natural areas were identified as important to protect due to environmental concerns and for natural sanctuaries for personal retreat.

Create new jobs and services in the community.
Many residents who participated in the Plan update mentioned creating and enhancing economic opportunities. Providing areas to attract and grow businesses was one element of this theme. Participants also expressed the idea of cultivating and supporting local businesses that provide basic services to residents.

Participants working on the Ideas for the Future and Strong Places / Weak Places activities at the first round of public workshops.

***Infill** describes the development of land in existing urban and suburban areas that is vacant.*

***Redevelopment** is improving or utilizing buildings or sites that have been developed, but are not reaching their highest and best use.*

Provide a variety of transportation options including walking, biking, and public transit.
Participants expressed an interest in improving transportation options available to local residents. The public's comments focused on alternative modes of transportation such as pedestrian travel, bike paths, and accessible public transportation.

Cooperate with neighboring jurisdictions to preserve the rural character.
Residents voiced an interest in working with neighboring jurisdictions and Miami University to protect the rural character. This sentiment is consistent with what was voiced by the public as part of the 1998 Plan. Many residents understand the complex nature of land use planning and managing natural and agricultural resources and gave specific ideas related to this topic. These ideas helped shaped the policies for preserving agricultural and natural resources.

Existing Conditions and Trends

At the beginning of the planning process the existing conditions and trends in Oxford were analyzed. This section of the report summarizes the key conditions and trends that informed the land use policies and maps.

The city's population is expected to increase moderately through the year 2030.
The Ohio Kentucky Indiana Regional Council of Governments (OKI) projections indicate an expected population increase in Oxford of approximately 925 by 2030. This is a 4.1 percent increase from 2006, an annual growth rate of .17 percent, see Table 3.1.

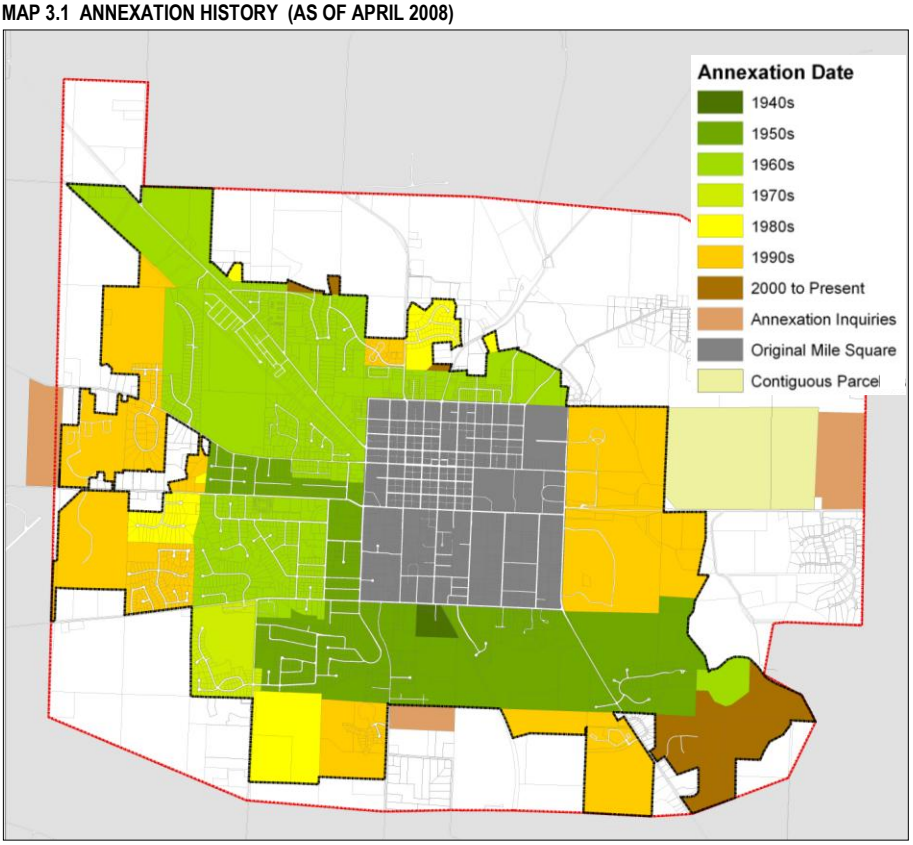
TABLE 3.1 POPULATION PROJECTIONS

Year	Population	Change	Percent Change
2006	22,394	-	
2030	23,319	925	4.1%

Source: OKI 2005

From 2000 to present the city grew by approximately 174 acres (4.5 percent), while the non-student population increased approximately 4.8 percent.
The city has become much more conservative in terms of the amount of area annexed when compared to historical trends (see Map 3.1). This recent annexation trend was a policy choice based on the recommendation in the 1998 Plan, which indicated the city needed only 47 additional acres to accommodate growth through the year 2010.

MAP 3.1 ANNEXATION HISTORY (AS OF APRIL 2008)



ACP (Data Source: City of Oxford)

Note: Changes to existing conditions such as land use and annexations occurred late in the planning process. These changes are reflected only in the future land use maps 3.6 and 3.7, not reflected in the mapping and modeling of existing conditions. Publish dates are noted on existing conditions maps for accuracy.

Agricultural and vacant land comprises a significant percentage of existing land within the city and study area boundaries, creating opportunities for infill.
A large percentage of undeveloped land within the city and study area is currently taxed as agriculture, or considered vacant, void of a current structure or use. Agricultural and vacant lands comprise 807 acres or 20.1 percent of the total land area within the study area, agricultural land alone accounts for 482 acres or 12 percent of the total land area within the city.

Currently there are approximately 387 acres of developable land within the city.
The amount of developable land in Oxford was calculated to determine how much land is available to accommodate future growth. The amount of developable land was calculated by adding the total amount of agricultural land and vacant land within the city, and then subtracting environmentally sensitive lands that overlap. The total amount of developable land in the city amounts to approximately 387 acres or 9.7 percent of the total land area, see Table 3.2 and Map 3.2.

The amount of developable land was determined by adding up vacant and agricultural land in the city, including platted land never developed and subtracting environmentally sensitive lands including floodplain areas, hydric soils, moderately or severely erodible soils on steep slopes (over 12 percent), and wetlands. This is a conservative approach to calculating developable land because some sensitive lands have development entitlements but cannot be developed without additional cost or environmental impact.

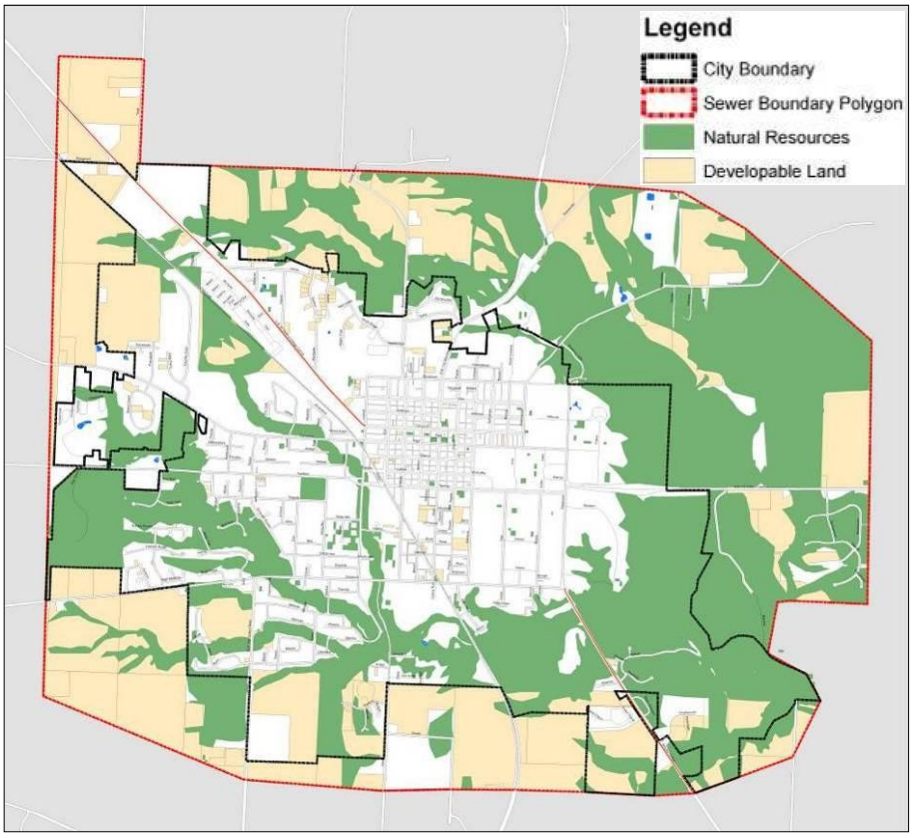
TABLE 3.2 DEVELOPABLE LAND (Includes Vacant Platted Land)

District	Total Land (acres)	Developed Land (acres)	Developable Land (acres)	Units SF	Units MF
General Business	343	328	6	290	227
Light Industrial	65	50	15	0	0
Miami University	862	862	0	4	0
Office & Light Industrial	114	67	47	2	4
Office Residential	31	30	1	3	96
Multi-Family	175	136	17	10	1,437
Single- and Two-Family Mile-Square	110	100	10	138	544
Single- and Two-Family Residential	134	109	14	150	259
Single-, Two-, Three-Family Mile-Square	18	18	0	37	94
Single-Family Low Density	1,244	1,064	69	868	77
Single-Family Medium Density	676	389	201	578	334
Single-Family Mile-Square	202	195	7	463	851
Uptown	34	34	0	6	98
Totals	**4,008**	**3,382**	**387**	**2,549**	**4,021**

ACP (Data Source: City of Oxford GIS)

*** Calculation subtracts natural areas including floodplain areas, hydric soils, moderately or severely erodible soils on steep slopes (over 12 percent), and wetlands, all of which could be developed, but not without additional effort or cost, and environmental impact.*

MAP 3.2 DEVELOPABLE LAND (AS OF APRIL 2008)



ACP (Data Source: City of Oxford)

Note: Changes to existing conditions such as land use and annexations occurred late in the planning process. These changes are reflected only in the future land use maps 3.6 and 3.7, not reflected in the mapping and modeling of existing conditions. Publish dates are noted on existing conditions maps for accuracy.

The amount of developable residential land within Oxford can accommodate the projected population growth through the year 2030.

Residential land is the primary land use type needed to accommodate population growth. An analysis was performed to determine the current capacity within the city to accommodate the residential needs of the projected population.

The total amount of developable residential land within the city amounts to approximately eight percent of the total land area (see Table 3.3). The projected population growth through the year 2030 is an additional 925 new residents, requiring approximately 380 new housing units at 2.43 persons per unit.

The densities of existing residential areas in the city were calculated to determine how many new residents could be accommodated if the existing pattern of development continues. The average density of all the residential districts is 4.25 units per acre. The average density of R1A, R1B, and R2A is 2.3 units per acre. These densities were used to determine a high and low figure for the amount of developable residential land needed to accommodate the projected population. Using these densities, the amount of additional residential land needed varies from 90 acres at 4.25 units per acre, to 165 at 2.3 units per acre. These figures indicate that the city has the capacity to accommodate the residential needs of the projected population. It is important to note that this analysis does not consider land that may be needed for commercial, office or industrial growth.

TABLE 3.3 DEVELOPABLE RESIDENTIAL LAND (INCLUDES VACANT PLATTED LAND)

District	Total Land (acres)	Developed Land (acres)	Developable Land (acres)
Multi-Family	175	136	17
Office Residential	31	30	1
Single- and Two-Family Mile-Square	110	100	10
Single- and Two-Family Residential	134	109	14
Single-, Two-, Three-Family Mile-Square	18	18	0
Single-Family Low Density	1,244	1,064	69
Single-Family Medium Density	676	389	201
Single-Family Mile-Square	202	195	7
Uptown	34	34	0
Total	**2,624**	**2,075**	**319**

ACP (Data Source: City of Oxford GIS)

Office and industrial uses are the highest revenue generators for the city.

Industrial and office uses generate a relatively high fiscal gain to the city, primarily because of the benefit of income taxes resulting from high-wage jobs. These uses also produce lower per-acre costs for providing city services. Retail uses are also generating relatively high return to the city, counter to trends in other Ohio municipalities. Retail is often a drain on municipal budgets, primarily because such uses generate higher traffic counts that in turn produce wear and tear on city streets, resulting in higher maintenance costs. Although retail uses are more costly to serve than other uses, Oxford's retail uses generate sufficient tax revenues to overcome the effects of traffic and other costs.

Owner-occupied and single-family homes are also generating a positive net impact on the city on an annual basis. As noted below, multi-family residential is generating a negative net fiscal impact on the city's operating budget, see Figure 3.1.

FIGURE 3.1 COST OF SERVICES BY LAND USE PER ACRE

Randal Gross Development Economics

"Net" fiscal benefits are the revenues (such as taxes) generated annually to the city, less the annual or recurring costs (such as city administration, police, parks, etc.).

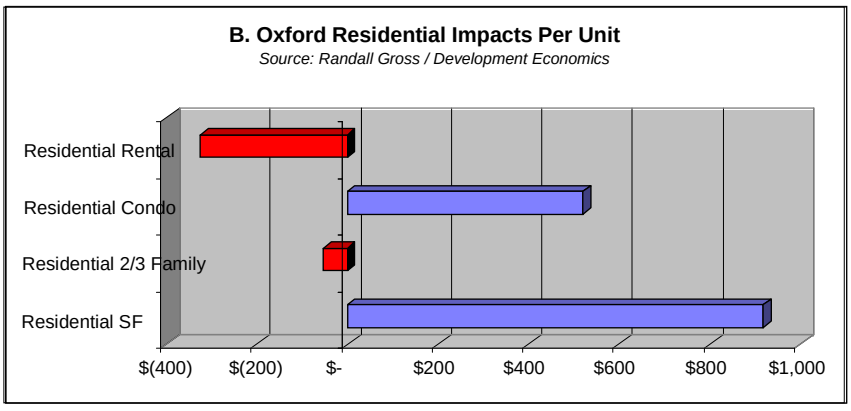
Lower-density single-family residential units generate a "net" fiscal benefit on the city while higher-density residential rental units currently generate a negative fiscal return to Oxford.

Lower-density single-family residential units generate a positive impact on the city, largely because of the high tax revenues produced by these properties in relation to the cost of providing city services to them on a per-unit basis. In particular, Oxford's more affluent residents generate a significant share of the city's income tax revenues by virtue of their living in the city (even if they work elsewhere).

The impact of land uses does not take into account Miami University which comprimises a significant portion of the city's land area.

Higher-density residential rental units currently generate a negative fiscal benefit to Oxford. The impact of higher-density residential areas is no doubt influenced by the preponderance of student housing units, which generate much lower income tax revenue to the city because the students either hold low-wage jobs or are not working while they attend school. Age demographics also have an impact on the multi-family housing, since there is also a larger senior population in such housing.

FIGURE 3.2 RESIDENTIAL IMPACT PER UNIT



Randal Gross Development Economics

C. LAND USE DIRECTION

Overview

The Comprehensive Plan update provides a critical opportunity to make informed recommendations about how and where growth and development occur in the future. The land use recommendations of this chapter were made with consideration for the physical environment, fiscal impacts of growth and existing transportation needs. The land use policies reflect a renewed public vision for the future. Development's impact on natural areas will also be considered. A vision for a more sustainable land use plan will be implemented by guiding future growth away from natural areas in a more traditional and compact pattern.

The general direction for future growth outlined in this chapter is based on a more sustainable approach to land use planning. The plan has three fundamental areas of focus: development opportunities on vacant infill and underutilized sites, supporting new development on greenfield sites that reflects the character of traditional neighborhood design ,and conserving open space and agricultural land.

Over the past 30 to 40 years the development trend in Oxford was distinguished by segregated and dispersed land uses at relatively low densities on undeveloped land, diverging from the pattern and character found in Uptown and the Mile Square. This low-density development pattern, found in many communities throughout the country and Ohio, has proven costly for local governments to serve. In addition to fiscal strain, this development condition has created concerns for its impact on natural and agricultural areas. Residents who attended public meetings as part of the Plan update noted this trend as undesirable because it compromises the small college town character of Oxford.

While in the past outward growth (including extending utilities and expanding the road network to areas of "vacant land") was common, this is not the only option for new development. Building inward—looking first at underutilized and undeveloped land already served with infrastructure—is an alternative approach that should be considered and that has strong public support. This has occurred recently in some areas of Uptown and surrounding commercial areas. The land use principles, objectives, and strategies contained in this chapter are focused on building inward, looking first at underutilized and undeveloped land already served with infrastructure.

Transportation and economic development issues are also considered as part of the land use recommendations. There are many opportunities to build on and improve the transportation network for pedestrians and automobiles by creating access and linkages among neighborhoods, districts and corridors. Planning for economic growth is also a critical component of making informed land use decisions. Economic growth strategies identified in this chapter address where and how redevelopment should take place, as well as identifying new areas for targeted economic expansion.

Land Use Principles

The land use principles listed in this section are statements of intent that describe the conceptual direction of future growth. These principles should be used to help guide the city on how to use land resources in a more efficient and effective manner to continue to foster a high quality community with a distinct sense of place. For a more detailed explanation of how to use the principles refer to the Implementation Chapter.

The land use principles should be used as a guide to help the city evaluate land use decisions. Policy choices, capital improvements, and development applications should consider and support the intent of the land use principles.

The principles reflect a variety of land use topics and themes that are mutually reinforcing with respect to the framing intentions about future land use. The principles focus on long-term sustainability and the quality, pattern, character, and organization of development. The principles also specifically address mobility and connectivity with a focus on expanding mobility choices for residents.

"As a Miami student, this is what sets Oxford apart from many other college towns in Ohio, I feel 'at home' as a student here."
- Miami University Student, Community Choices

1. **The community's small college town character will be preserved and enhanced.**
   Oxford's built environment is largely defined by a distinct land pattern of an older, smaller scale, and walkable core with a mix of uses. The community is also shaped by the presence of the Miami University Campus and expansive greenspaces. This character is cherished by many local residents and distinguishes the community in a regional and historical context.
   - Future areas for growth and development will consider the essential elements of the exemplary areas of Oxford with respect to the form and pattern of development (Uptown and Mile Square), including US 27 South.
   - All rural gateways will reflect the transition from rural to small town.
   - New development and redevelopment will be sensitive to pedestrians in terms of scale and walkability.
   - New architecture will add to the character of the community as opposed to corporate, franchise architecture.

"Diversity or variety of commercial, office, retail, civic and residential uses intermingled or adjacent to each other adds to the character of Oxford."
- Oxford Resident, Community Choices

2. **Uptown and new commercial developments will have a mix of uses that are distinctive and contribute to enhancing the community's overall identity.**
   The recent residential and commercial land use pattern segregates uses from one another. This pattern of development is not conducive to creating a vibrant atmosphere where residents can live, work, and find opportunities for leisure and entertainment in the same area. Creating opportunities and encouraging new developments that include a variety of uses mixed together on the same block, or building, will help create a walkable and accessible development pattern noted by residents as desirable.
   - The city will encourage a mix of uses in Uptown and areas of redevelopment and infill shown on the Conservation and Development Map.
   - Mixed-use centers will include a variety of commercial, office, retail, civic and residential uses in the same building and/or adjacent to each other.
   - Mixed-use centers will be sensitive to the scale and character of surrounding uses and incorporate architectural elements that contribute to shaping the local identity.

"Building inward is important, do this before you start building on the edge of the city."
- Oxford Resident, Community Choices

3. **Infill development and redevelopment of underutilized sites is a priority.**
   Oxford has a significant number of vacant sites and buildings that are detracting from the community's positive assets. Many of these sites are located within existing neighborhoods and districts. These sites should be redeveloped to enhance and serve surrounding neighborhoods and districts.
   - Specific sites will be targeted for redevelopment.

- Reuse of vacant and underutilized sites will be encouraged prior to new development.
- Redeveloped industrial and manufacturing sites will employ sustainable principles to mitigate any hazards that exists onsite and integrate energy efficient building design.

4. **The development of new residential areas, and redevelopment of existing residential areas, will have strong neighborhood qualities.**
The Mile Square in Oxford has a discernible center, includes numerous public spaces and is walkable and interconnected to surrounding areas.

The pattern in the community of residential growth has been to create subdivisions with a single use and building type. While many of these subdivisions have high-quality residential units and are well kept, they typically lack a real "center" and are framed by wide streets in a pattern that does not relate to small town character.

- Neighborhoods will be walkable with quality streets that accommodate both bicycles and automobiles, but give priority to the pedestrian experience.
- Civic, institutional, and public spaces may be included in neighborhoods and form the physical nucleus of the neighborhoods.
- Residential streets will be scaled to improve the pedestrian experience and character of the neighborhood.

"Create neighborhoods that are safe, convenient, and provide a range of prices where residents can spend less time commuting and more time in the neighborhood getting to know each other."
- Oxford Resident, Community Choices

A neighborhood is a defined area, usually a quarter-mile. A neighborhood contains a mix of uses including residential, civic, and commercial. Civic uses such as a school or church may anchor the neighborhood.

"Walkable" implies that pedestrians are considered in the planning process so that a) a cohesive, connected network of sidewalks, crosswalks, and other pedestrian infrastructure exists in an area; b) the pedestrian environment is physically and psychologically safe and welcoming; and c) destinations are kept within a reasonable distance of the people they serve.

5. **Green space and public spaces will be incorporated as part of future developments.**
Oxford's natural environment includes a variety of ecological systems and open spaces. Residents have a strong environmental ethic, support the protection of critical environmental areas, and desire open spaces for recreation agriculture, and protection of natural areas.

- Local watersheds are defining natural features in Oxford. The city will commit to protecting and enhancing the watersheds when development or redevelopment occurs.
- Wooded areas will be protected and integrated into new developments, and connected when possible to create a continuous open space system.
- Convenient and accessible recreational opportunities will be provided for all ages.
- Existing recreational, green space, public areas, open and natural spaces will be enhanced and new areas set aside that connect people to the natural environment and promote recreational opportunities to support active and healthy lifestyles.

"Open space is a critical element in defining a livable community and, is crucial to attracting and keeping businesses."
- Steering Committee Member

A viewshed is an area of land, water or other environmental element that is visible from a fixed vantage point. In the Oxford region viewsheds tend to be areas of particular scenic or historic value that are deemed worthy of preservation.

6. **Future growth at the edge of the city will preserve open space, protect the area's rural character, and be consistent with the other principles.**
Unplanned growth on the edge of the city can compromise the area's rural character and viewsheds. Low-density growth on the city's periphery can also

add to the cost and demand for community services, potentially creating fiscal hardships.

- New growth on the edge of the community will not compromise the rural landscape or the community's small town character.
- Open space and land currently in agricultural use will be strategically protected when and where appropriate.
- Public investments, e.g. roadways, will be improved in a manner that strengthens the rural character.
- Initiatives will be pursued (i.e., open space subdivision design) to protect the rural character.
- All development on the edge of the city will be carried out in consideration of township policies.

"These features greatly improve work satisfaction and would add to Oxford's attractiveness to businesses looking for relocating or expanding."
- Oxford Resident, Community Choices

7. **New commercial and light industrial developments will be developed with pedestrian amenities and green spaces.**

Historically, commercial and industrial areas have been developed primarily in single-use strip developments along corridors. This pattern does not respond contextually to the surrounding neighborhoods and districts. These areas have typically been auto-oriented, with parking facing the street. Large-scale commercial centers or buildings have also been developed with only the immediate use considered. This practice has created barriers and added cost to redevelopment efforts.

- Smaller retail uses serving the local or neighborhood market will reflect the character of Oxford and be compatible with surrounding uses with respect to form, scale, and character.
- Large and small retail developments will be sited in a manner that is pedestrian-friendly with parking to the rear of the structure.
- Large format retail will be developed in a pattern that accommodates redevelopment (such as installing utilities that are mindful of how a parcel may be redeveloped).
- Utilities, roadways, and parking areas will be developed in commercial and industrial areas to support future reuse.
- Commercial and industrial parking areas will incorporate vegetation, walkways, and signage to facilitate pedestrian mobility.

Reuse is the rehabilitation of an existing property to serve a new purpose. Large commercial structures should be designed with the ability to be reused for another purpose in the future.

"The street realm is critical to retaining the small town character."
- Oxford Resident, Community Choices

8. **Streets will create an attractive public realm.**

Many local streets are designed primarily to facilitate the movement of automobiles. The scale (width) of some local streets encourages a higher rate of travel for motorists and creates a large distance between building fronts, which can detract from the pedestrian experience and small town character.

- New streets, and improvements to existing streets, will enhance the public realm through landscaping, bicycle and pedestrian design elements, and through a scale that enhances the nature of the district or neighborhood without compromising the safety of motorists.

- Roads in rural areas will complement the character of rural areas (i.e., width, setbacks, landscaping/buffers).
- Commercial buildings will be situated on site to define a high quality streetscape, including locating structures close to the street and placing parking in the side or rear yard whenever possible.

9. **Places will be connected to create better opportunities to walk, bike and access public transportation throughout the community.**

"Encourage walking, biking and public transportation."
- Oxford Resident, Idea Gathering Meetings

As part of the Plan update residents voiced an interest in increasing opportunities for making trips via walking, biking and public transit. Currently there are opportunities to walk easily within parts of the community, but more can be done to accommodate bicyclists. Improving the opportunities for biking will in turn discourage trips via the automobile.

Creating an interconnected street pattern will offer more options for residents to arrive at their destinations, potentially decreasing travel, reducing congestion and improving wayfinding. It will also create opportunities for walking and biking by better connecting neighborhoods and districts.

- The road pattern will be improved to keep local traffic off major arterials and high-speed through traffic off local streets.
- A connected grid street pattern, or modified grid system, is the preferred network for future development and redevelopment.
- Well-connected streets will be designed to facilitate walking.
- Bike paths and walking paths will be integrated into new development and areas undergoing redevelopment.

10. **Environmentally sensitive and sustainable practices will be encouraged in future developments.**

"This must happen. It is not only environmentally intelligent but economically intelligent. If the goal is to take care of future generations, this is the opportunity."
- Oxford Resident, Community Choices

The community has a high level of environmental awareness that was reflected in the input received at the public workshops. Residents desire to employ creative and sustainable choices as part of future growth.

- New construction will employ context sensitive design to reduce impacts on existing site features and the natural environment.
- Green building practices will be encouraged to minimize the consumption of resources, employ recycling of building materials, and promote quality indoor living and working environments for Oxford residents.
- Green stormwater and graywater management options will be implemented to retain and reuse stormwater to reduce surface runoff, which may have negative impacts on the watershed.

Conservation and Development Map

The fundamental direction of the Conservation and Development Map is to grow inward while carefully and strategically growing outward.

The community has choices relative to how it will grow in the future. These choices and aspirations are expressed in the Land Use Principles. The map described in this section (see page 3.17), referred to as the Conservation and Development Map, illustrates in graphic form how neighborhoods, districts and corridors should be developed and/or redeveloped. The map also identifies areas for conservation and

protection. The direction for future land use was shaped in large part by the public's vision for growth, which indicated a desire to focus on infill, redevelopment, compact development, protecting agriculture and significant environmental features, and enhancing the essential characteristics of Oxford. The principle motivation is to use the city resources – including land in a more responsible manner.

The map was created using GIS data from the city and Butler County. The map has two distinct boundaries, the city's existing boundary, and a study area defined by the current sewer service area. The study area was chosen due to the significance the sewer system has to supporting future growth.

HOW TO USE THE LAND USE RECOMMENDATIONS

The Land Use chapter will be consulted for any **development proposal** based on the following steps. If a proposal is not consistent with recommendations of any one of these steps, the proponent should re-evaluate and make adjustments (or provide justification for deviation) prior to submission. Once there is a formal submission, the staff report will identify whether or not the proposal is aligned with the following:

1. **Intent**: Development proposals will reflect the spirit and values expressed in the **principles** (statements of intent). Please see pp 3.8 to 3.12.
2. **Location**: Development proposals will be consistent with the **Conservation and Development Map** (page 3.17)
3. **Character**: Development proposals will be consistent with the Concept Area descriptions (Table 3.4, page 3.19) and the existing character (Table 3.5, page 3.20

Developing the Map

A series of maps were created as part of developing the Conservation and Development Map. The key maps used include a map of developable land (see page 3.5), significant natural areas, agricultural lands, "weak places" as identified by the public as part of the Idea Gathering Meetings, and a map which defines the character of the existing built environment. This collection of maps together with the land use principles formed the foundation for the concepts shown on the Conservation and Development Map.

Natural Areas

In considering the protection of significant environmental features, a number of environmental attributes were identified and mapped. These include forested areas, watercourses, floodplains, steep slopes and hydric soils as shown on Map 3.3. These features were considered when identifying areas for protection and conservation on the Conservation and Development Map.

Significant environmental features are shown on the Conservation and Development Map and identified as places that should preserved, or developed with the utmost sensitivity. Agricultural lands are identified as areas that should be conserved or developed in a clustered development pattern.

Agricultural Land

Existing agricultural lands were also identified to guide future conservation efforts. Areas currently being used or managed for agriculture purposes are shown on the Map 3.4. Agricultural lands are identified on the Conservation and Development Map as areas for conservation and, if developed, should be developed in a conservation or clustered development pattern.

Weak Places

The Weak Places Map (Map 3.5) created from the output of Idea Gathering Meetings was also used to create the Conservation and Development Map. This map was used to help identify areas that need improvement or areas for infill and redevelopment.

Character Area Map

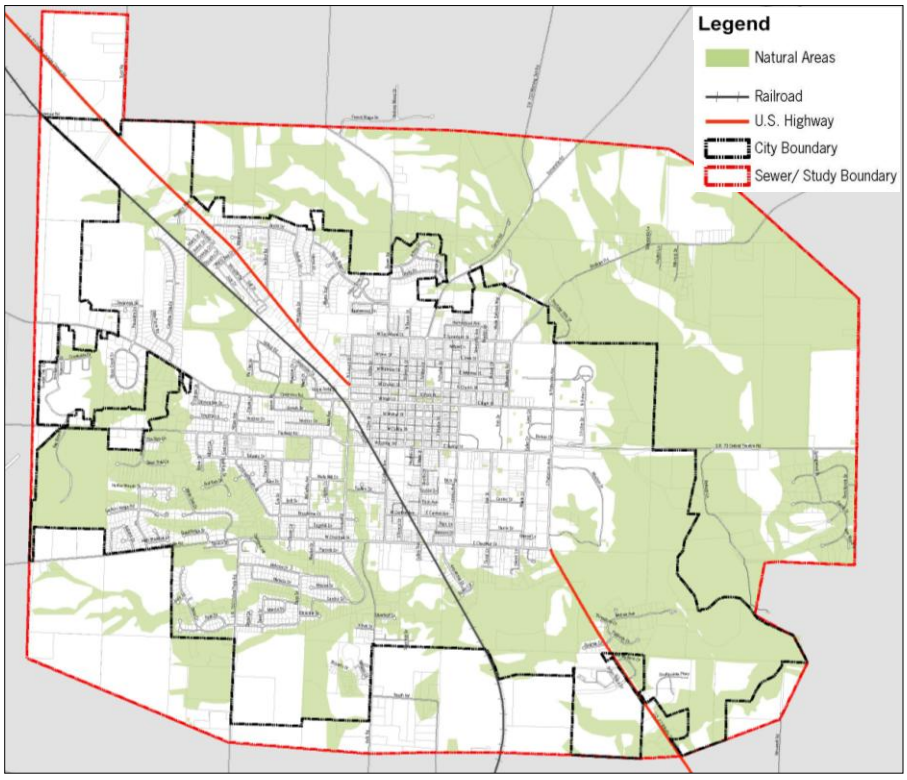
The final map used to create the Conservation and Development Map defines the existing character of Oxford referred to as the Character Area Map. Character areas are existing areas within the city that have specific elements that define part of the physical environment. The characteristics used in defining the character areas include: lot size and coverage, land use, density, street pattern and connectivity, and building design. The identification of character areas illustrates how the city has

developed over time and how the development pattern has changed. Six character areas were identified which collectively make up the city. These areas include the Core, Corridor, University District, Neighborhood General 1, Neighborhood General 2, and Neighborhood General 3. The Neighborhood General Zones are predominantly residential areas, while the core and corridor contain the majority of the city's commercial uses. The University District is composed of Miami University buildings, facilities, and open spaces.

The purpose of the Character Area Map is to help guide future growth in each of the character areas. If and when these areas are developed, or in some cases redeveloped, they should reflect the design elements and land use pattern for that character area (a detailed description of the character areas can be found in the Urban Design Chapter). Parcels in their respective character area color that are undeveloped are shown on the Conservation and Development Map (See Map 3.6).

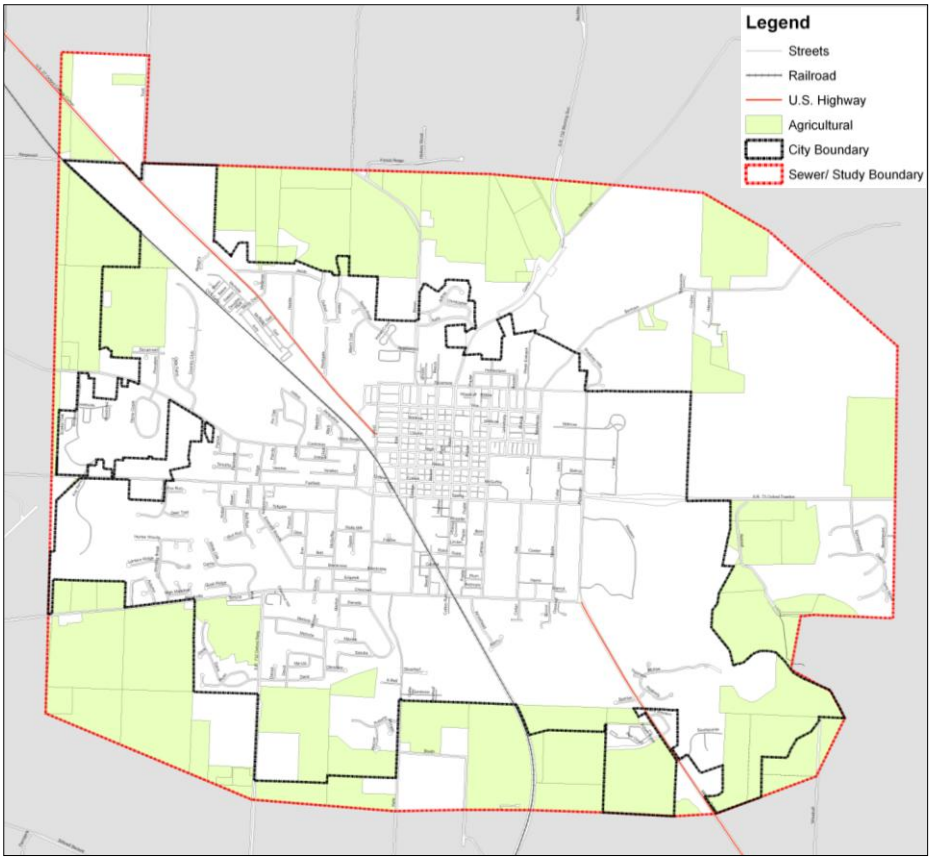
The concepts shown on the Conservation and Development Map 3.6 and the Character Area Map 3.7 are described in two matrices in Table 3.4 and 3.5. For the Conservation and Development Map the matrix shows the location, total land area, development intent, building blocks and preferred uses for each concept area. A corresponding matrix for the Character Area Map was created which describes the location, total land area, existing conditions and existing uses in each character area. Both these two maps and the corresponding matrices should be used when considering future development, annexations, or capital improvements in the city.

MAP 3.3 NATURAL AREAS (AS OF APRIL 2008)



ACP (Data Source: City of Oxford)
Note: Changes to existing conditions such as land use and annexations occurred late in the planning process. These changes are reflected only in the future land use maps 3.6 and 3.7, not reflected in the mapping and modeling of existing conditions. Publish dates are noted on existing conditions maps for accuracy.

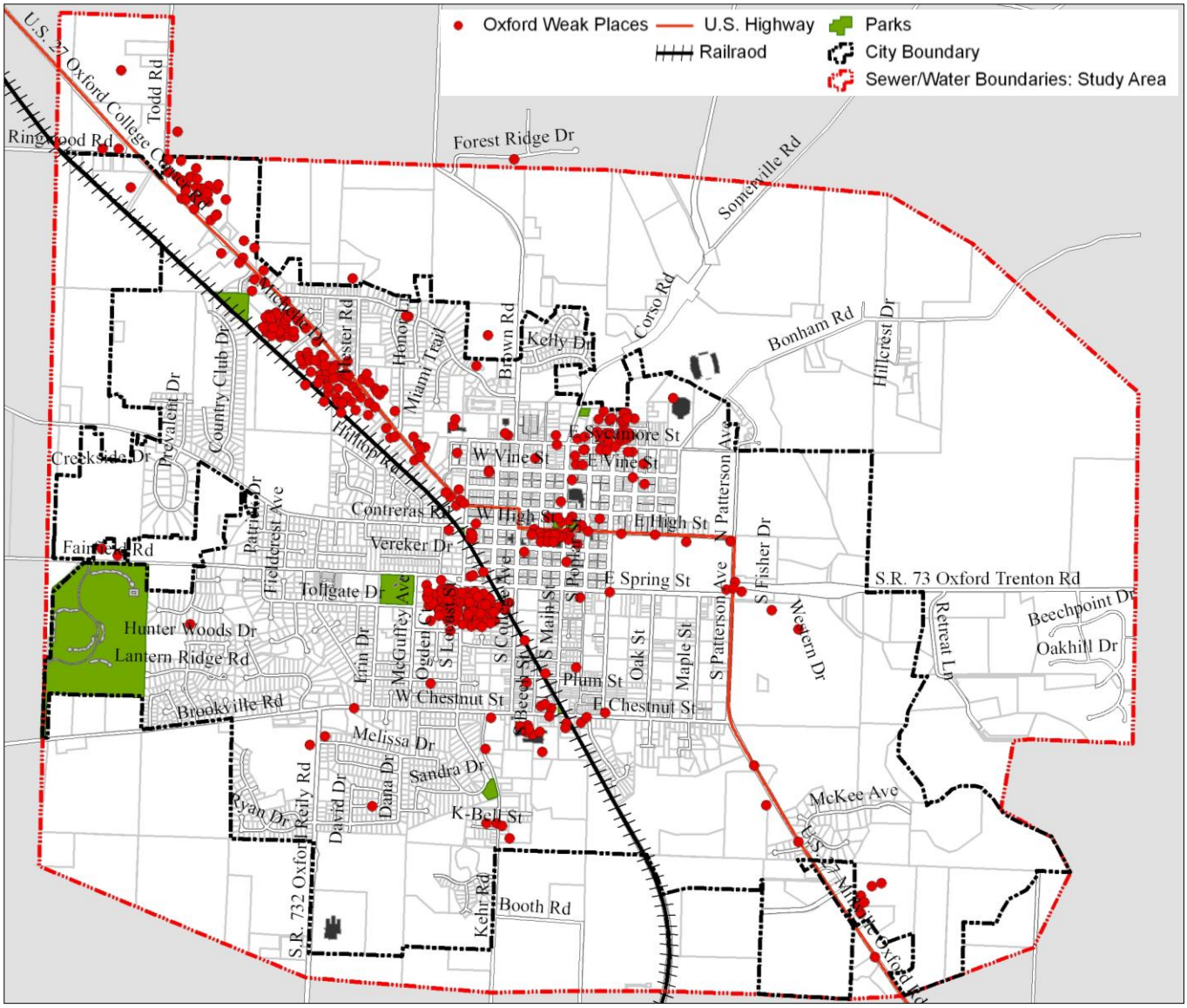
MAP 3.4 AGRICULTURAL LAND (AS OF APRIL 2008)



ACP (Data Source: City of Oxford)

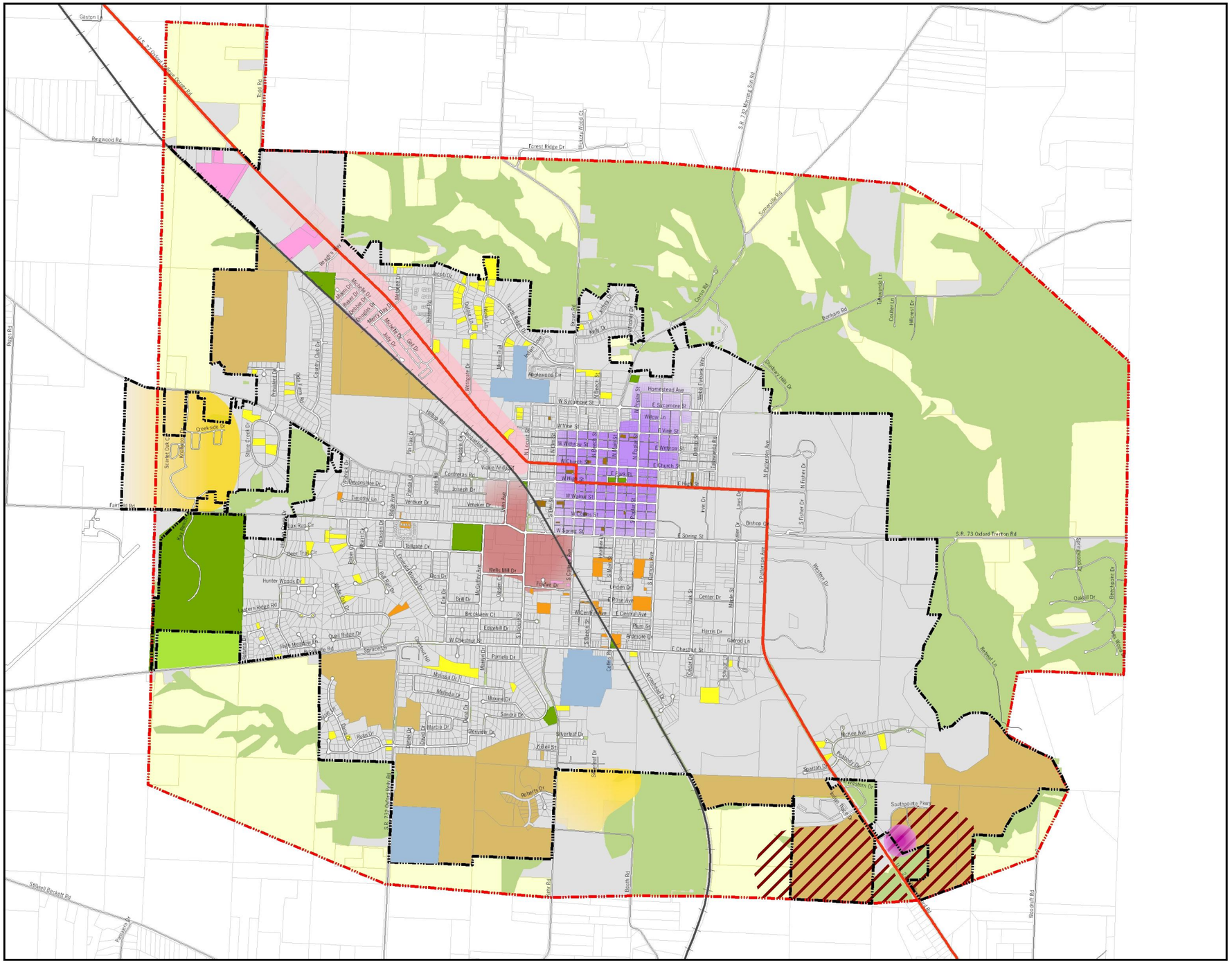
Note: Changes to existing conditions such as land use and annexations occurred late in the planning process. These changes are reflected only in the future land use maps 3.6 and 3.7, not reflected in the mapping and modeling of existing conditions. Publish dates are noted on existing conditions maps for accuracy.

MAP 3.5 WEAK PLACES (IDENTIFIED BY MEMBERS OF THE PUBLIC IN NOVEMBER 2007)



ACP (Weak places identified by participants at Workshop 1)

MAP 3.6 CONSERVATION AND DEVELOPMENT MAP



Concept Areas

- Neighborhood Expansion
- Mixed Use Center
- Corridor Enhancement Area
- Neighborhood Enhancement Area
- Redevelopment
- Potential Park Expansion
- Conservation Development
- Natural Areas
- Traditional Neighborhood Development
- Economic Expansion Area

Developable Character Areas

- Corridor
- Neighborhood General 1
- Neighborhood General 2
- Neighborhood General 3

- Railroad
- U.S. Highway
- Existing Roadway
- Parks
- Civic Sites
- Developed Areas
- City Boundary
- Sewer / Study Boundary

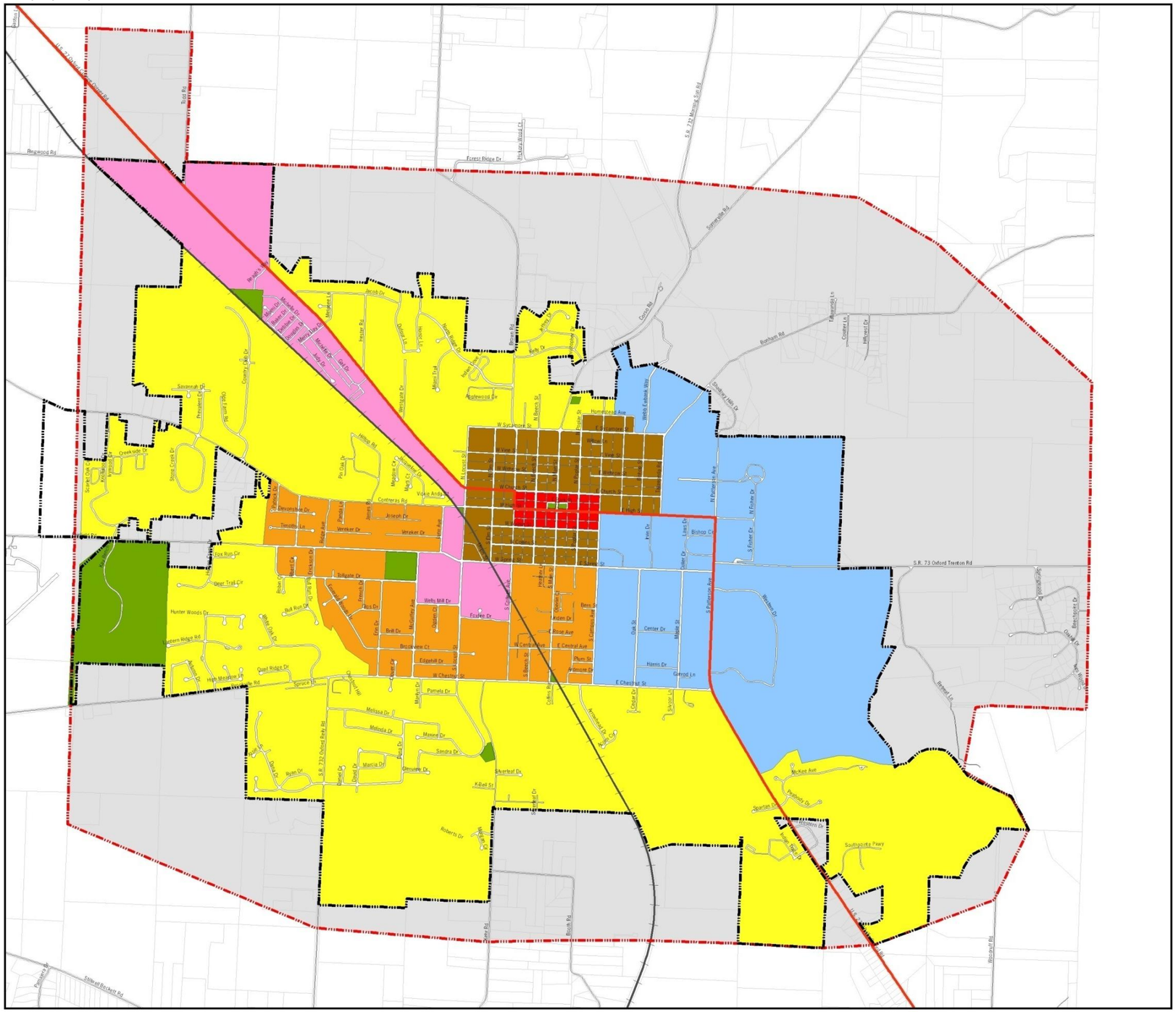
0 0.5 1 Miles

N

Date Created: 7/14/08

ACP (Data Source: Butler County GIS)

MAP 3.7 CHARACTER AREA MAP



ACP (Data Source: Butler County GIS)

TABLE 3.4 CONCEPT AREA MATRIX

Concept Areas	Concept Area Descriptions												
	Location	Land Area (Acres)	Development Intent	Building Blocks		Preferred Uses							
						SF	TF	ASF	MF	CIVIC	NC	LSC	IND
Corridor Enhancement	U.S. Route 27 from Locust Street extending Northwest.	175	Enhance landscaping, signage and access along the corridor to improve the local image when entering the city. Promote and attract new commercial uses, and enhance connectivity and the design of existing uses through public and private investment.	Height (Feet) Lot Coverage Front Setback Bldg. Square Feet	45' 75% 25'-30' >30,000				✓	✓		✓	✓
Mixed Use Center	Community gateways along and U.S. Route 27 (southeast).	400	Develop a small-scale commercial mixed use center intended to serve the daily needs of residents including single-family areas found in neighborhoods and multifamily development, as well as future office, commercial and light industrial development in surrounding areas.	Height (Feet) Lot Coverage Front Setback Bldg. Square Feet	45' 50% 50'-100' >4,000	✓	✓	✓	✓	✓	✓		
Neighborhood Enhancement	Area north of Spring Street around Uptown and Homestead.	194	Stabilize and enhance existing neighborhoods within the Mile Square; this should include the maintenance and improvements to public and private property that reflects the traditional neighborhood characteristics and commercial features that exist in the area.	Height (Feet) Lot Coverage Front Setback Bldg. Square Feet	35' 30% 20' >3,500	✓	✓	✓	✓				
Neighborhood Expansion	Areas located on the periphery of the City to the south and west.	159	Primarily undeveloped land within or contiguous to existing city boundaries that can accommodate new residential growth. New growth in these areas should reflect the qualities of the surrounding character areas, and interconnect with other neighborhoods. New growth should be in a conservation pattern as described below under Conservation Development.	Height (Feet) Lot Coverage Front Setback Bldg. Square Feet	35' 30% 20' >3,500	✓	✓	✓		✓	✓		
Park Expansion	Area located to the south of the Community Park.	32	Expand the Community Park to serve a variety of active and passive recreational uses. New park development should be easily accessed by a variety of mobility options.	Height (Feet) Lot Coverage Front Setback Bldg. Square Feet	NA					✓			
Redevelopment	Commercial area between College Street and McGuffey Avenue, and extending from south of Spring Street to West High Street.	72	Redevelop with a mix of small and medium sized commercial uses with a well defined streetscape and public spaces. Residential uses should also be integrated within the area to create a 24 hour district, and to create shopping and dining options within walking distance of surrounding neighborhoods.	Height (Feet) Lot Coverage Front Setback Bldg. Square Feet	45' 50% 25'-30' >10,000		✓	✓	✓	✓	✓	✓	
Traditional Neighborhood Development	Vacant residential areas on the edge of the city. Some of these areas may already be platted.	598	Grow in a traditional neighborhood pattern in areas that are appropriate for a variety of residential development types because of their proximity to planned or existing roadways and utilities. New development should be walkable with a distinct center and edge, open spaces, well designed streets and public spaces, and include multiple housing options.	Height (Feet) Lot Coverage Front Setback Bldg. Square Feet	35' 30% 20' >3,500	✓	✓	✓		✓	✓		
Conservation Development	Areas zoned primarily for agriculture or low density residential development within the Study Area but are beyond the city limits and may have entitlement rights.	1,556	Conserve areas that have value as open space but are subject to development because entitlement to development may exist. If developed these areas should incorporate conservation practices preserving and enhancing the natural environment and rural character.	Height (Feet) Lot Coverage Front Setback Bldg. Square Feet	35' 30% 20" >3,500	✓				✓			
Natural Areas	Natural areas within the Study Area but beyond the city limits and may have entitlement rights.	738	Preserve and enhance natural or agricultural areas where appropriate. These areas have environmental significance, and may have development constraints. These areas may also have zoning entitlements, if developed the development should incorporate context sensitive design to protect existing natural areas. Areas that are protected should be connected to the extent possible to create a greenbelt around the city.	Height (Feet)	35'	✓				✓			
Economic Expansion Area	Area located to the southeast portion of Oxford, near US 27.	232	Develop new office, commercial and light industrial along U.S. 27 south. Development in this area is encouraged primarily for fiscal reasons, but may integrate some residential uses. Development should be set back from the roadway in a manner that does not compromise the rural nature of the south gateway into the city. The development pattern will be consistent with the desire to enhance small town character.	Height (Feet) Lot Coverage Front Setback Bldg. Square Feet	45' 50% 50'-100' >30,000		✓	✓		✓	✓		✓

The information presented in this table are recommendations for how these concepts areas should be designed. Design flexibility should be granted as deemed appropriate by the city. The building blocks and preferred uses may slightly vary.

LEGEND

SF	Single Family	Civic	Public Land and Facilities
TF	Two Family	NC	Neighborhood Commercial
ASF	Attached Single Family	LSC	Large Scale Commercial
MF	Multi-Family	IND	Industrial

TABLE 3.5 CHARACTER AREA MATRIX

Character Areas	Character Area Descriptions									
	Location	Land Area (Acres)	Existing Conditions	Existing Uses						
				SF	TF	ASF	MF	CIVIC	NC	LSC	IND
Core	The Core Zone is located in the center of the Mile Square.	31	The area offers a mix of uses including employment and commercial areas. The Core Zone also contains a well defined public realm due to the obvious and prominent location of civic spaces and uses in a central place. Short walkable block lengths support pedestrian mobility, in this Zone, which also attracts and serves many entertainment uses.	✓			✓	✓	✓		
Corridor	The Corridor Zone exists primarily along US Highway 27 from Ringwood Road to the Mile Square.	289	This zone is generally made up of non-residential uses (e.g., commercial or office). The roadway is not pedestrian friendly due to the scale (e.g. width, building setbacks, curb-cuts, etc.) of the street, large parking lots and commercial structures create many conflict areas for pedestrians and bicyclists.	✓			✓		✓	✓	✓
Neighborhood General 1	Neighborhood General 1 is the residential area found within the Mile Square .	211	This zone is typified by traditional urban development consisting of detached single-family homes on smaller lots, which may also include some multi-family and mixed-use type development. Typified by a block pattern and alley use.	✓	✓			✓	✓		
Neighborhood General 2	Newer areas of conventional suburban development found adjacent to the Neighborhood General 1.	373	This zone is typified by a block pattern that begins to deviate from the grided road network. This Zone is walkable much like the Neighborhood General 1 Zone, but does not integrate the use of alleys to the extent found in Neighborhood General 1.	✓	✓	✓	✓	✓	✓	✓	
Neighborhood General 3	Residential areas on the outskirts of the Mile Square with the lowest residential density.	2,315	The Neighborhood General 3 Zone is areas of newer development within Oxford. Lot size within this Zone is not consistent and may contain irregular lots. There is a significant change in the road network within Neighborhood General 3, moving from a linear to a curvilinear system and including cul-de-sacs.	✓		✓	✓	✓			
University District	The Miami University Campus has been classified as the only District in Oxford.	791	The campus accounts for a significant portion of the land use within the City. The campus is characterized by a well-defined pedestrian environment supported by a mix of uses surrounding common open areas.	✓	✓	✓	✓	✓	✓		
Rural Development	Developed areas within the Study Area but beyond the city limits.	1,209	Areas that have that have been developed in the study area are low density and in general typify a rural use such as agriculture or a related industry.	✓				✓			

The information presented in this table are recommendations for how these concepts areas should be designed. Design flexibility should be granted as deemed appropriate by the City.

LEGEND

SF	Single Family	Civic	Public Land and Facilities
TF	Two Family	NC	Neighborhood Commercial
ASF	Attached Single Family	LSC	Large Scale Commercial
MF	Multi-Family	IND	Industrial

D. OBJECTIVES AND STRATEGIES

Outlined below are ten objectives and 54 strategies to guide future growth and redevelopment in the city. The objectives indicate a specific policy direction, while the strategies are detailed actions necessary to initiate or complete an objective such as a program, policy or a project.

Land Use Goal

Managed growth to ensure small town character, green areas, and preserved farmland.

Objective 1

Manage Growth

Strategies

LU 1.1 Integrate the Comprehensive Plan into the city's daily business.

LU 1.2 Continue to use a formal utility services boundary to include timing utility extensions and an annexation policy.

LU 1.3 Continue to adopt the annual capital improvement program (CIP) in line with the Comprehensive Plan.

LU 1.4 Continue to work with Oxford Township, other surrounding townships, Butler County, and Miami University on land use issues.

LU 1.5 Charge the Planning Commission with planning and managing long term growth including, but not limited to a comprehensive review of the zoning code and subdivision regulations.

LU 1.6 Recruit appropriate commercial and industrial development.

LU 1.7 Work towards a compatible zoning district with the County and Township to manage rural development.

Objective 2

Enhance neighborhoods within the Mile Square

Strategies

LU 2.1 Continue to promote diversity of housing opportunities in the Mile Square.

LU 2.2 Establish a policy to discourage future right-of-way vacations.

LU 2.3 Ensure the completion of missing road segments as property is developed or redeveloped.

LU 2.4 Support the pedestrian orientation of the Mile Square through the maintenance and replacement of sidewalks, alleys and street trees.

LU 2.5 Continue to investigate off-street parking solutions and integrate the city's Parking Improvement Plan.

Objective 3

Continue to enhance Uptown

Strategies

LU 3.1 Encourage higher density new construction where appropriate to provide new space for businesses.

LU 3.2 Support new mixed use developments that combine ground floor retail with upper story offices and housing.

LU 3.3 Continue to support retail activity on sidewalks, especially outdoor seating areas for restaurants.

LU 3.4 Provide technical assistance and coordination through a small business advocate (City, Chamber or other) to strengthen local businesses and improve survival rates among new start-ups.

LU 3.5 Consider the establishment of an Uptown Business Improvement District (BID) to provide enhanced services that strengthen the district.

Objective 4

Promote new areas for light industrial and manufacturing, research and development, and office space

Strategies

LU 4.1 Identify sites for commercial, office and industrial development along the U.S. 27 North corridor.

LU 4.2 Enhance U.S. 27 South with sidewalks, curbing, gutters, and street trees to create a welcoming gateway into the community.

LU 4.3 Consolidate signage to minimize the impact on the rural setting.

LU 4.4 Ensure land served by public infrastructure is available to accommodate future economic growth.

LU 4.5 Create architectural and site controls for business park/light industry development along the U.S. 27 South corridor.

Objective 5

Support the redevelopment of commercial areas along Locust Street

Strategies

LU 5.1 Focus future efforts on infill development and redevelopment of existing sites and not physical expansion of the commercial district.

LU 5.2 Focus future uses on community oriented (Refer to Table 3.4)

LU 5.3 Enhance the Zoning Code to provide for increased buffering between commercial and residential uses including screening, noise restrictions, lighting restrictions, trash receptacle screening.

LU 5.4 Develop additional pedestrian and bicycle linkages along Locust Street.

LU 5.5 Create architectural and site controls for office, retail and residential uses along Locust Street to guide new development that complements the small town character and supports a mix of uses.

Community oriented businesses typically serve the needs of the local population rather than the broader regional market. These businesses are smaller scaled and can be locally owned.

LU 5.6 Provide incentives to increase the feasibility of developing vacant sites in targeted areas of the city.

In the future, if land is annexed into the city from outside the study area, the development of the annexed land should be consistent with both the city and township comprehensive plans.

Objective 6

Redevelop the U.S. 27 North corridor in a planned and coordinated manner

Strategies

LU 6.1 Pursue street projects along the corridor that improve automobile, pedestrian and bicycle access.

LU 6.2 Modify development regulations to support the creation of attractive developments along the corridor.

LU 6.3 Encourage designs which place parking to the sides and rear of structures as properties are developed and redeveloped, placing the structures closer to the frontage.

LU 6.4 New development should include greenspace to buffer neighboring uses, and serve as shading to reduce the heat index of large areas of impermeable surfaces.

LU 6.5 When areas are redeveloped, utilities should be buried or concealed to the extent possible.

Objective 7

Preserve open space and farmland and expand existing open space areas

Strategies

LU 7.1 Promote continued acquisition of open space areas for recreational purposes and to remain as natural areas.

LU 7.2 Support the efforts of local land trusts in concert with the Comprehensive Plan.

LU 7.3 Support Ohio farmland preservation legislation in concert with the Comprehensive Plan.

LU 7.4 Work towards adopting and promoting a new zoning designation to protect agricultural land.

LU 7.5 Identify a dedicated source of funds for open space acquisition.

LU 7.6 Implement alternative cluster style subdivision development to encourage preservation of natural areas and farmlands as areas are developed.

LU 7.7 Implement parkland dedication requirements.

LU 7.8 Connect open space and natural areas when possible.

Objective 8

Expand urban green space

Strategies

LU 8.1 Continue the city's street tree program.

LU 8.2 Require trees and landscaping in future subdivisions and commercial properties.

LU 8.3 Beautify major corridors.

LU 8.4 Continue to encourage new urban park spaces.

Objective 9

Create new residential areas with traditional neighborhood qualities

Strategies

LU 9.1 Require all new subdivisions to complete a master plan, with an emphasis on protecting natural areas and creating new parks and open spaces.

LU 9.2 Consider permitting small-scale neighborhood commercial services as part of large-scale master plan developments.

LU 9.3 Create standards that require high quality pedestrian streets with sidewalks, street trees, adequate lighting, and tree lawns in newly developed residential areas.

LU 9.4 Create standards, or modify existing standards, to allow for a mix of housing types within neighborhoods.

LU 9.5 Encourage connections among neighborhoods via roads, sidewalks and multi-use paths.

Traditional Neighborhood Qualities include:

- A diversity and mix of uses – uses should support a range of daily activities – living, learning, working, playing, creating and worshiping
- Edges and gateways – traditional neighborhoods should include well defined and discernible edges
- Walkable size – traditional neighborhoods are built around the idea of a quarter mile walking shed
- Civic spaces – traditional neighborhoods are anchored by neighborhood schools or other civic spaces
- Parks – traditional neighborhoods incorporate a range of park and open space opportunities
- Connectivity – traditional neighborhoods are characterized by the utilization of connected street systems or grid patterns that incorporate alleys or rear lanes
- Neighborhood businesses – traditional neighborhoods include neighborhood centers that meet the daily needs of residents and promote walkability

Objective 10

Be a leader in environmental stewardship

Strategies

LU 10.1 Continue to promote sound environmental practices through public education programs.

LU 10.2 Support programs which encourage the community to learn about and experience nature and natural resources (e.g., agricultural or watershed resource center).

LU 10.3 Support and promote green building standards as part of public and private developments.

LU 10.4 Explore opportunities to build a gray water system or retrofit the existing system to accommodate the adaptive reuse of gray water.

4. Urban Design

Chapter Outline:

Urban Design Goal:
Honor and preserve the historic character of Oxford while embracing high quality design that complements existing development.

A. OVERVIEW

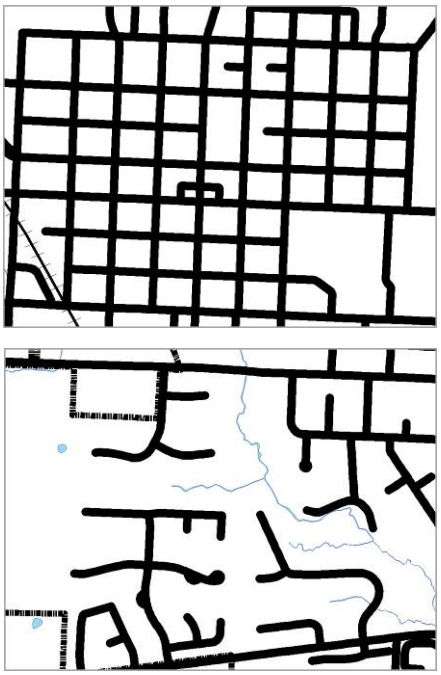
This chapter identifies ways to conserve, protect and enhance the character of the existing built environment in Oxford while directing future development to complement the aesthetic qualities embodied by the historic Mile Square.

While the city is expected to grow in population, the way in which population growth is accommodated will have a profound impact on the City. If growth is maintained in the current low density suburban pattern the community will continue to be transformed. This type of development alters the distinct pattern and character, rich history and gently rolling landscape that makes Oxford unique. Building in a more compact traditional pattern will help maintain community character and help to achieve other goals of the Plan.

This chapter facilitates the blending of other Plan elements. These include decisions on land use, transportation policy, the location of utilities, the siting of housing and all other actions that affect the physical environment. Urban design focuses on creating an aesthetically pleasing environment in a sustainable pattern, while land use focuses on how land is utilized. The recommendations outlined in this chapter aim to preserve the historic character and quality of Oxford and guide new growth that complements the existing development pattern and built environment.

The Mile Square and historic areas of the city provide examples of the historic pattern of development that efficiently utilizes land resources.

One of the main recommendations of the 1998 Plan was to implement design guidelines and plans to guide development and redevelopment in Oxford. The city has been successful at taking a number of steps toward this goal, such as developing and implementing the 1999 Uptown Parks and Streetscape Master Plan. More work is yet to be done to continue to create guidelines and strengthen existing standards to guide future development. This is particularly relevant to promoting redevelopment in the city. New plans and design guidelines should work to encourage redevelopment and meet the intent of the Conservation and Development Map and Concept Area Matrix.



The graphics above illustrate a comparison of the roadway network found within the Mile Square and a newer area of conventional suburban development. As shown, the Mile Square is characterized by a grid roadway network which serves a variety of uses, while the newer area of conventional suburban development (bottom) is characterized by a curvilinear roadway network with cul-de-sacs and large segregated single-use areas, which has changed the appearance and fabric of the city.

B. KEY FINDINGS

This section summarizes the key findings from the public input and technical analysis completed as part of the Plan update. The development of the urban design policies outlined in this chapter was informed by what was learned from the public input, and the technical analysis of the existing conditions and trends.

Public Input

The public workshops, telephone survey and stakeholders' interviews generated hundreds of comments, many of which related to urban design. The most predominant themes are outlined below.

Preserve the small town character. (Also noted in the Land Use Chapter)
The public has a strong desire to preserve Oxford's small town character. This was mentioned directly and indirectly by making reference to the scale and quality of the physical environment that defines Oxford. Specific elements mentioned by the public include agricultural land, Uptown, neighborhoods and public spaces. The comments related to these elements indicate many residents prefer traditional neighborhoods as opposed to conventional subdivisions.

Increase parking opportunities in Uptown and the Mile Square.
A number of improvements have been made to the parking infrastructure in Uptown since the 1998 Plan. However, many residents still feel there is a parking problem in Uptown and the Mile Square, as was noted in the 1998 Plan. Residents enjoy the pedestrian orientation of these two districts but still desire the comfort of easy access via automobile to residences and businesses.

Encourage the development of green buildings.
Green building and conservation planning was a key theme derived from the public input. The comments made by the public indicate a desire for Oxford to be a leader in environmental planning and building.

Above a residential area at the edge of the community showing how the road network and land use pattern have become disjointed as compared to the traditional neighborhood development pattern in the Mile Square shown below.

Preserve Oxford's historic districts and architecture.
The public strongly desires to protect the historic character of the community. This comment was mentioned repeatedly by participants in reference to buildings and districts. Preserving these places and structures is also critical to preserving the small college town character previously mentioned.

Existing Conditions and Trends

It is critical to understand and address the existing conditions in the city in order for Oxford to be a progressive community that capitalizes on the strength of its heritage and the aesthetic integrity of the built environment.

The current pattern of development has compromised the small college town character.
Beyond the Mile Square, the city has developed in a single use pattern. This approach to development over the last 30 years has put the small college town character of the community at risk. Recent development no longer follows the traditional street and block pattern of the original plat. New development has occurred that is built around wide streets, deep setbacks and a curvilinear road network. This changing development pattern has created areas that do not reflect the traditional development pattern found in Uptown and older historic neighborhoods, which shapes the community's identity, and is preferred by the public as noted by participants at the public workshops.

Uptown has experienced revitalization, but continues to lack year-round resident and/or family-oriented activities and establishments.
Uptown has experienced new growth and renewal over the last few years. Uptown continues to serve as the primary social gathering area for Oxford residents with an influx of new bars, restaurants, and coffee shops. Uptown however, as noted in the 1998 Plan, has become a more client specific business district catering mostly to students.

New commercial growth has occurred on the edge of the community along U.S. 27 North.
New commercial growth has occurred at the edges of Oxford over the last few years. This new growth has fundamentally changed the character of the gateway into Oxford along U.S. 27 North, and created new challenges to managing traffic, and maintaining the small town character of the community.

The character of the Mile Square continues to change from a traditional neighborhood with families to a rental district serving Miami University students.
Increased population density and lack of a stable resident population is affecting the physical and social character of the Mile Square. Despite some recent reinvestment, the building stock in the Mile Square has continued to decline. As the student population has increased, many non-student residents have moved from the Mile

Square, and what were once owner-occupied housing units are being converted to rental housing.

Many traditional homes in the Mile Square as shown on the left have been converted to student rentals like the image on the right. This has changed the character of the Mile Square and created code enforcement issues.

Opportunities to coordinate with the Township on development standards. With the recent update of Oxford Township's Plan in 2008, the city and township plans now reflect a more common vision for how to manage land resources at the edge of the city and in outlying rural areas. Both the city and township plans recommend developing conservation standards and preserving the rural character in the region.

C. OBJECTIVES AND STRATEGIES

Outlined below are six objectives and 24 strategies created to guide the quality and character of the urban form in the city. The objectives indicate a specific policy direction, while the strategies are detailed actions necessary to initiate or complete an objective such as a program, policy or a project.

Objective 1

Enhance the beauty and character of Oxford

Strategies

UD 1.1 Ensure all new development follows the design regulations set forth in the zoning code and other design regulations set forth by the city, especially for the Mile Square.

UD 1.2 Continue requiring new commercial buildings and sites to be developed with quality native landscaping and pedestrian accommodations.

UD 1.3 Continue to work with property owners and the general public to enforce the property maintenance code.

UD 1.4 Modify existing ordinances to support the development of mixed-use developments as shown on the Conservation and Development map and Concept Matrix.

UD 1.5 Promote Neighborhood General patterns (see Character Area Map – Land Use Chapter) in new development and redevelopment.

UD 1.6 Promote walkability and connectivity in new development.

The Children's Experiential Garden is an example of how local groups have created valuable public areas enjoyed by many community members.

Objective 2

Integrate public art into the built environment

Strategies

UD 2.1 Integrate public art as part of capital improvements (community buildings and facilities).

UD 2.2 Work with the Oxford Community Arts Center to explore the feasibility of an "artist-in-residency" program.

UD 2.3 Encourage partnerships with local artists at the Community Arts Center to work on public art projects.

UD 2.4 Provide incentives for private developments to include public art.

Artist-in-residence programs *are designed to create opportunities for artists to live and work on art. These programs offer conditions that are conducive to creativity and they provide working facilities, ready to be used by individual artists.*

UD 2.5 Create spaces at public buildings and sites to showcase the artwork of local artists.

Objective 3

Make Uptown the civic center of the community

Strategies

UD 3.1 Work with the Oxford Chamber of Commerce, CIC and the Visitors Bureau to continue to create new civic and cultural activities in the Uptown area.

Traffic calming devices *are utilized to reduce vehicle speeds, improve safety, and enhance quality of life. Traffic calming devices are engineering measures that compel drivers to slow down. Traffic calming devices include traffic circles, roundabouts, chicanes, speed tables, medians and brick streets among others.*

UD 3.2 Implement the Uptown Parks and Streetscape Master Plan to ensure the streetscape is well designed for all new development and redevelopment Uptown.

UD 3.3 Continue to create traffic calming devices designed to enhance the pedestrian experience in Uptown.

UD 3.4 Maintain the civic presence of governmental buildings in the Uptown.

Objective 4

Preserve and enhance historic resources in the Mile Square including Uptown

Many historic structures in and around Uptown, the Mile Square and the University create a local identity unique to Oxford.

Strategies

UD 4.1 Support the work of the Historic and Architectural Preservation Commission to preserve historic buildings and resources.

UD 4.2 Guide new construction and renovation of buildings in the City's Historic Districts by working with and enforcing the HAPC Design Guidelines.

UD 4.3 Enhance public places in the Mile Square and create new public places.

UD 4.4 Work with local and regional financing institutions to provide economic incentives for restoration of historically significant buildings in the Mile Square.

Objective 5

Collaborate with regional jurisdictions on design standards

Strategies

UD 5.1 Coordinate with Oxford Township and Butler County to develop consistent design guidelines for development in rural areas that may be annexed.

UD 5.2 Work with individual property owners and developers to join open spaces when cluster developments are designed and built in proximity to each other.

Objective 6
Continue to preserve the local rural heritage

Strategies

UD 6.1 Preserve the scenic quality of the rural landscape by defining the edge of the community.

UD 6.2 Preserve and protect rural areas in collaboration with surrounding jurisdictions.

UD 6.3 Preserve the natural transitions from rural to urban at the gateways to Oxford including along US 27 and State Route 73.

Many rural and natural features surrounding the city create a distinct character for the community. The Black Covered Bridge is an example of a natural and physical element that defines the rural character of the community.

The edge is the generally contiguous land that serves as a threshold separating urbanizing land from undeveloped, open land.

5. Transportation

Chapter Outline:

Transportation Goal:
A quality, accessible transportation system with alternative forms of transportation for a diverse population, improved infrastructure, adequate parking, bikeways and efficient traffic management.

A. OVERVIEW

Transportation is one of the most important elements in determining quality of life in a community. The purpose of this chapter is to evaluate the existing and future transportation conditions in the city.

Oxford should focus on multimodal solutions to transportation such as more efficient use of the roadway system, expanded transit opportunities and more options for biking and walking. Transportation policies should ensure the adequacy of the existing roadway system, while developing and promoting practical alternatives that complement vehicular options. Transportation infrastructure has the ability to influence how land is used.

For Oxford, the transportation issues are a challenge – in both the existing and emerging parts of the community. In the past, extensive growth has taken place on the outskirts of the city which has increased demand on current infrastructure and required residents who live on the outskirts to travel through Uptown and Mile Square to make daily trips to retail and office destinations. Through-traffic is also forced to move through Uptown because there is no alternative way to travel around the city. It is important for the city to plan future growth in a way that builds an interconnected transportation system with multiple options to alleviate traffic congestion in Uptown (High Street), while also providing a variety of transportation options for residents.

The purpose of this chapter is to capture the major transportation issues raised by the public as part of the Plan update and those raised by the Thoroughfare Plan. It

was agreed early in the Plan update process by the city and Steering Committee that the recommendations in this Chapter should complement the recommendations of the Thoroughfare Plan. Likewise it was the goal of the Thoroughfare Plan to provide a relationship to the Comprehensive Plan.

B. KEY FINDINGS

The public workshops, telephone survey and stakeholder interviews generated hundreds of comments, many of which related to transportation. The most predominant themes, which were gathered through extensive public outreach, are outlined below.

Public Input

Provide public transportation opportunities to all residents.

Many residents noted the importance of exploring the opportunity to provide public transit to all residents. Some residents specifically mentioned expanding Miami Metro to serve more than students or developing a new public transportation system.

Many residents noted a desire to expand the Metro to all residents or create a new citywide transportation system.

Enhance opportunities for walking and bicycling in Oxford.

As mentioned in the 1998 Plan residents are interested in expanding options for walking and bicycling in the community. Comments were made in relation to creating walkable neighborhoods and a cohesive bicycle network.

Better manage parking in the Mile Square.

Parking in the Mile Square continues to be an issue of concern for many residents who live, work and shop in the area. While much work has been done to address parking since the creation of the last Plan, there still are concerns among residents regarding the limited quantity of available parking and the management of parking in residential areas.

Traffic in Uptown is an ongoing transportation issue that significantly impacts the quality of life for residents.

Limit traffic in Uptown.

Limiting traffic through Uptown continues to be an issue the public feels needs to be addressed. Residents felt traffic in Uptown was inconvenient and created safety concerns for motorists and the public. The Oxford Thoroughfare Plan adopted in 2007 addressed this issue through recommendations to improve connections in town and provide route options to redirect through traffic around Uptown.

Interconnected streets ease traffic flow by providing alternative routes, which help decrease the demand on any single street. An interconnected street system also makes emergency access easier, which improves overall safety in the community.

Increase connectivity and accessibility.

Residents who participated in the Plan update voiced concern about lacking connectivity. This consideration was directed both towards cross-town connections as well as the limited number of railway crossings. Citizens are concerned about the inability to cross town in the event of an emergency if a train is moving through or stopped in town. These sentiments were also mentioned by the Transportation Task Force in charge of guiding the creation of the Oxford Thoroughfare Plan.

Existing Conditions and Trends

This section outlines the key transportation conditions and trends in and around the city. The existing conditions findings in this section are a summary of the conditions and trends found in section two and three of the *Oxford Transportation Thoroughfare Plan* prepared in 2006. For a detailed analysis of Oxford's existing conditions and transportation trends, refer to the *Oxford Transportation Thoroughfare Plan*.

Heavy volumes of truck traffic move through Uptown which generates noise and air pollution.

Heavy volumes of truck traffic continue through Oxford during peak hours.
An origin-destination study, as referenced in the *Oxford Transportation Thoroughfare Plan*, was conducted to determine what percentage of truck traffic traveling through town was destined for Oxford and what percentage was through traffic. It was determined that 75 percent of the total average daily truck traffic was destined for Oxford. However, during peak hours, the percentage of trucks destined for Oxford dropped to almost 50 percent. This data indicates during the off peak hours, or normal business hours, almost all of the truck traffic is conducting business in the city. However, during peak hours (6-9 AM and 4-6 PM) only about half of the trucks in the city are conducting business.

All of the railroad crossings within the city limits are within 4,300 feet (0.8 miles) of each other. Considering how much the city has grown and continues to grow to the south and west of the railroad, this presents a potentially serious issue with provision of emergency services. The hospital, police station and fire station all are located east of the railroad and could potentially be blocked from servicing the west side.

The city is bisected by a railroad and subject to the impacts of numerous at-grade crossings.
The railroad running diagonally through town creates a physical barrier between the east and west sides of the city. Currently, all railroad crossings are at-grade, closely spaced and are within one mile of each other, creating the potential for complete blockage of all crossings. This creates the possibility for an incident where a stopped train could block all of the crossings in the city at one time. In this scenario, motorists would be delayed and portions of the city would be isolated from emergency services.

The next closest crossing option would be at Ringwood Road to the north (6.75 miles round trip over available roads from the crossing to the point directly on the opposite side of the crossing) or Booth Road to the south (6 miles round trip).

Connectivity between local streets and cross-town connectivity on high-volume streets is one of the most significant transportation issues facing Oxford.
Roadway connectivity around Oxford has been a concern since the adoption of the 1998 Plan. The disconnect in the transportation network is primarily due to past development decisions that have not required a high level of connectivity between new developments. Drivers are finding it increasingly difficult to get from one place to another due to growing traffic volumes and a limited number of through routes to accommodate police, fire and emergency service personnel.

A number of locations in Oxford have significant numbers of non-freeway crashes.

According to ODOT's Highway Safety Program (HSP) listing of non-freeway crash locations, Oxford has six locations/sections that make the list of the 2,612 ranked locations around Ohio. ODOT's program requires the top 200 locations be addressed each year as part of its on going mission to improve safety around the state. Three of these locations are in the city. These locations are listed below with their ranking in parenthesis:

- Intersection of US 27 and SR 73
- US 27 (Oxford College Corner Pike) from Church Street past Corp line
- SR 732 from Chestnut Street to northern Corp boundary

US 27, SR 73 and SR 732 have a high level of access- related crashes; an access management policy would manage traffic issues along these corridors.

The Northwest Butler Transportation Study found that during the time period 1995-1999, US 27, SR 73 and SR 732 in Oxford had over 1,000 crashes, and of those crashes almost 60 percent were access related. This data indicates a developing access management issue along these major routes.

Currently, no access management policy exists for Oxford. An access management plan/policy would help guide future development and redevelopment decisions in and around the city. The policy will provide guidance for organizing driveway and other access issues as development and redevelopment occurs.

The *Oxford Transportation Thoroughfare Plan* recommends a number of roadway and bikeway improvements.

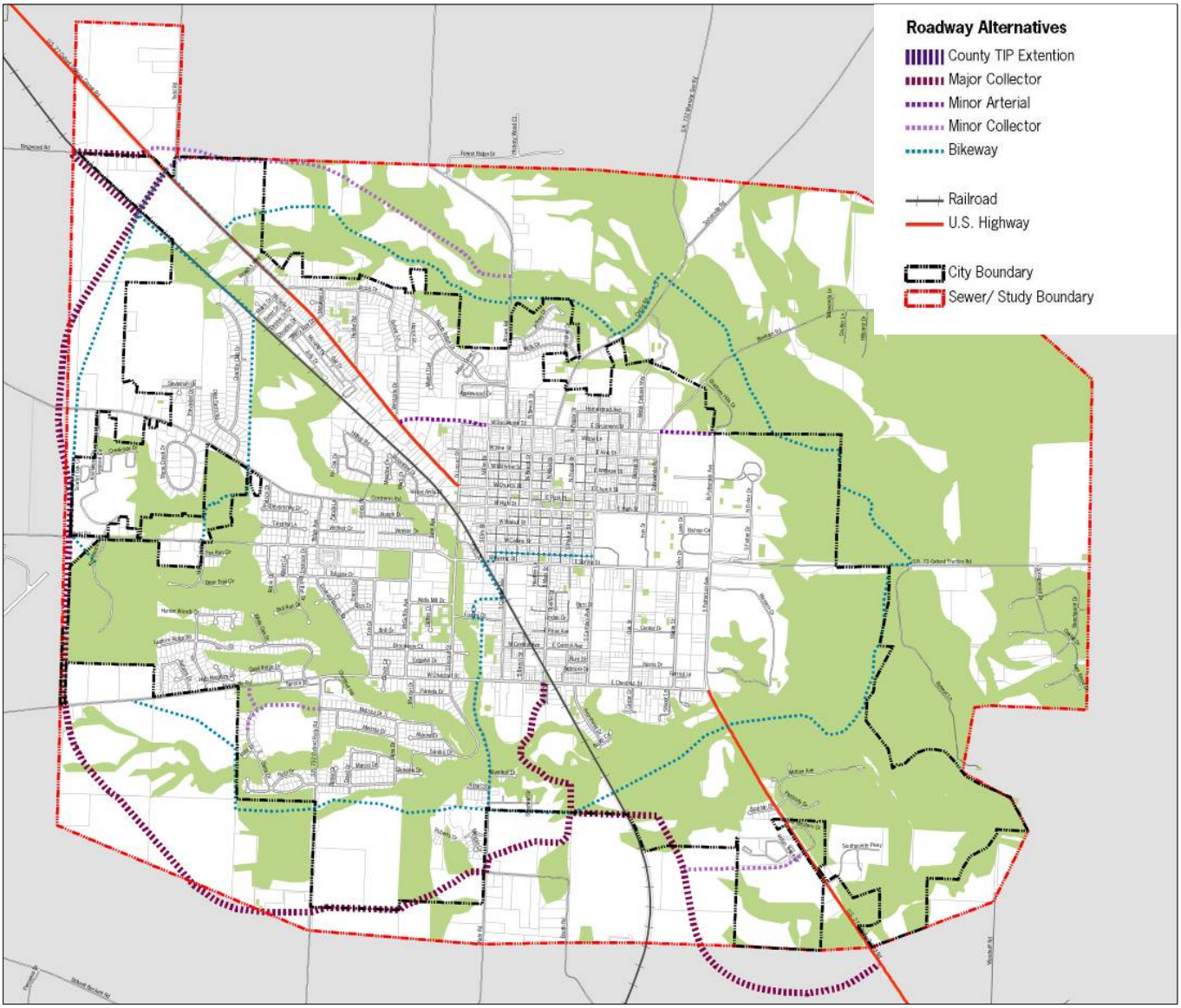
In September of 2004, Oxford's Transportation Task Force (Task Force) identified ten strategic plan priorities. These priorities listed at right guided the development of the *Oxford Transportation Thoroughfare Plan.*

The outcome of the Thoroughfare Plan was a set of roadway and transportation recommendations. The recommendations identified a number of new connections in and around the city as shown on Map 5.1.

Ten Strategic Plan Priorities:

- *Lack of connectivity*
- *Intersection design*
- *Access management*
- *Corporate limit transition*
- *Future development load*
- *Uptown traffic*
- *Long-Range Thoroughfare Plan*
- *Railroad crossings*
- *Mass transit availability*
- *Pedestrian management*

MAP 5.1 OXFORD THOROUGHFARE PLAN ROADWAY ALTERNATIVES



ACP (Data Source: City of Oxford)
Note: For a more detailed map see the Oxford Transportation Thoroughfare Plan Appendix

C. OBJECTIVES AND STRATEGIES

The objectives indicate a specific policy direction, while the strategies are detailed actions necessary to initiate or complete an objective such as a program, policy or a project.

Outlined below are eight objectives and 32 strategies intended to guide future transportation improvements in and around the city. The objectives and strategies listed in this section were created using a variety of sources. These include public input, recommendations from the 1998 Plan and the recommendations from the *Thoroughfare Plan*.

Objective 1
Facilitate the flow of traffic in and around the city

Wide sidewalks and an enhanced streetscape provide a supportive environment for pedestrians in Uptown.

Strategies

T 1.1 Enforce truck weight limits.

T 1.2 Work with the University to manage in-town traffic.

T 1.3 Seek to route truck traffic outside of Uptown.

T 1.4 Consider the creation of one-way streets to create an alternate truck route.

T 1.5 Require new large-scale developments to pay for independent traffic impact studies.

T 1.6 Improve connectivity between areas within the City.

Objective 2
Promote alternative modes of transportation

Strategies

T 2.1 Investigate the feasibility of citywide bus service available to all residents.

T 2.2 Promote the Oxford Area Trails plan as identified in the Transportation or Thoroughfare Plan.

T 2.3 Create standards and require all new and existing commercial and public facilities to provide bike facilities (racks, shelters).

T 2.4 Create connections between subdivisions and destinations to improve mobility, promoting a wider pedestrian and bicycle network throughout Oxford.

T 2.5 Investigate commuter transit connections from Cincinnati, Hamilton and other regional hubs.

Objective 3
Manage parking within the Mile Square

Many of the historic brick streets in Oxford still remain. When possible, brick streets that have been paved over should be restored. Brick streets add aesthetic quality, improve stormwater infiltration, may increase property values, and serve as a visual cue to slow the speed of automobiles.

Strategies

T 3.1 Continue to implement parking management strategies such as residential permitted parking, metering, above and below ground parking structures, and parking enforcement.

T 3.2 Continue to enforce off-street parking requirements in residential areas of the Mile Square.

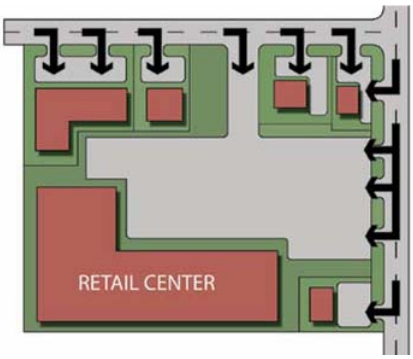
T 3.3 Institute traffic calming solutions in the Mile Square such as restoring brick streets and on-street parking as appropriate.

Objective 4
Improve the design and function of existing intersections

Strategies

T 4.1 Explore changes to traffic control devices and signage where appropriate (i.e., changing lights to signs and visa-versa).

T 4.2 Enforce existing traffic laws relative to intersections for both cars and bicycles.



The above image shows multiple access points to individual locations, the image below shows an alternative preferred access management plan which limits access to fewer points, thereby decreasing congestion and improving safety on the bordering arterials and/or collector streets.

Objective 5
Improve access management

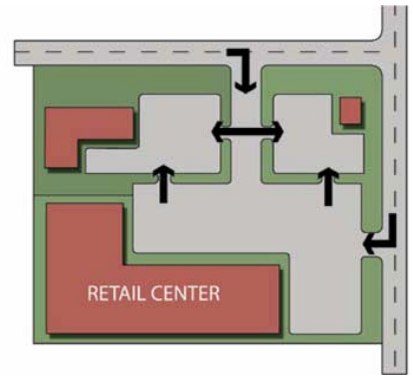
Strategies

T 5.1 Adopt access management guidelines to consolidate multiple access points/curb cuts and redesign poorly designed access points along the U.S. 27 corridor.

T 5.2 Require greater on-street parking setbacks from private drives to ensure adequate visibility.

T 5.3 Limit high-volume curb cuts on major thoroughfares.

T 5.4 Add lights or signage to help control traffic at high-volume curb cuts.



Objective 6
Maintain and enforce the speed limits of traffic in the city.

Strategies

T 6.1 Ensure safe vehicle speeds, particularly at locations like entrances to the City where posted limits change.

T 6.2 Utilize traffic calming devices to ensure safe vehicle speeds, particularly in residential areas.

Objective 7
Improve railroad crossings

Strategies

T 7.1 Upgrade existing at-grade railroad crossings to ensure a high level of safety.

T 7.2 Explore grant opportunities to aid in paying for an underpass or overpass.

T 7.3 Construct an overpass or underpass.

T 7.4 Appeal to OKI for funding assistance to upgrade crossings in the city.

Objective 8
Improve the pedestrian infrastructure

Strategies

T 8.1 Construct new sidewalks where none exist in and between existing developments.

T 8.2 Repair existing sidewalks that are in poor condition.

T 8.3 Enforce existing city codes relative to sidewalk repair.

T 8.4 Consider timed "walk" indicators in Uptown to help decrease pedestrian crossings out of turn.

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6. Economic Development

Chapter Outline:

Economic Development Goal:
Diverse businesses, local services and employment opportunities.

A. OVERVIEW

The economic health of the city is an essential building block to create a healthy and vital community. Community members, stakeholders and the Steering Committee indicated a desire to encourage development opportunities that support the daily needs of residents, as well as to expand the workforce and strengthen the fiscal health of the city.

It is important for the city to regularly assess the economic health of the community and continually boost its economic base to ensure residents have access to high quality jobs, goods and services. The 1998 Plan outlined the importance of Oxford is positioning itself in the regional economy and the need to define opportunities to compete in the regional framework. While progress has been made, such as the creation of the Community Improvement Corporation (CIC), a clear economic strategy has not been developed. It is important for the city to continue to work in partnership with an array of organizations and entities to build a strong economic development strategy. This is important especially in relation to the office industrial park zoning designation on south U.S. 27, the economic expansion area shown on the Conservation and Development Map, and the redevelopment of Locust Street and the U.S. 27 corridor.

While the University is already a major source of jobs, income and local business spending for the City's economic base, much of the University's economic development potential is currently untapped. In particular, new opportunities to support the University in the expansion and creation of research and development should be identified, especially within the city limits.

Miami University is currently the strongest economic force in the community. While the University is already a major source of jobs, income and local business spending for the city's economic base, much of the University's economic development potential is currently untapped. In particular, new opportunities to

support the University in the expansion and creation of research and development should be identified, especially within the city limits.

B. KEY FINDINGS

This section summarizes the key findings from the public input and technical analysis completed as part of the Plan update. The development of the economic development policies outlined in this chapter was informed by what was learned from the public input and the technical analysis of the existing conditions and trends.

Public Input

The public workshops, telephone survey and stakeholder interviews generated many comments related to economic development. A large number of the comments related to economic development issues such as the provision and creation of services and entertainment options for residents. A summary of these comments is outlined below.

A total of 796 ideas were contributed during the first round of public workshops. The large proportion of the ideas - 28 percent - were related to economic development issues.

Offer a greater variety of family oriented retail and dining options Uptown.
Many residents desire greater diversity in the type of retail and dining establishments Uptown, specifically family-oriented businesses. The general comments provided as part of the Plan update process indicate that there were too many dining and retail establishments that catered solely to students. This comment was also made in regards to areas outside of Uptown.

Promote businesses that meet the daily needs of residents.
As was noted in the 1998 Plan, residents feel basic goods and services are not available or affordable in Oxford. As a result, they regularly travel to nearby communities to shop. This is not only inconvenient to residents, but has a negative economic impact on the city.

Any lost sales revenue for local retailers will indirectly affect the amount of income tax to the city, which may be significant as income tax makes up approximately 53 percent of the city's total annual budget.

Encourage new businesses that will create high paying jobs and attract and retain professionals.
The ability to attract new businesses and retain professionals continues to be an important issue to many residents. It is important for the community to benefit from the large amount of human capital in Oxford due to the high student population. In order to successfully capitalize on the local human capital, it is necessary to draw in businesses that create high paying jobs and that are attractive to professionals in the area. Attracting new business and retaining professionals must be done in concert with expanding housing choices, retail options, creating and expanding entertainment and recreational opportunities that continue to make Oxford an attractive place to live, work and play.

Attracting new business and retaining young professional must be done in concert with expanding housing choices, retail options, and creating and expanding entertainment and recreational opportunities to continue to make Oxford and attractive place to live, work and play.

Existing Conditions and Trends

It was decided early on in the process that it was important to understand the city's fiscal structure and the impacts that development has to help inform land use, zoning

The Fiscal Analysis described in this section relates directly to economic development objectives by providing information to help the community prioritize development and infrastructure improvements. An assessment of the fiscal costs and benefits of development helps illustrate how land use, development and economic policies can impact the City's fiscal health.

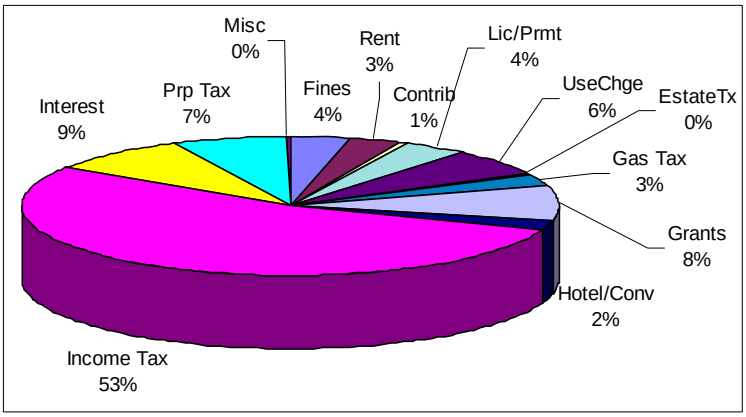
and economic development decisions. The existing economic trends and conditions outlined in this section were prepared by Randall Gross / Development Economics, a subconsultant to ACP, which performed a summary of the fiscal health of the city. Some of the findings from this report are also highlighted in the Existing Conditions section of the Land Use Chapter. The full report prepared by Randall Gross / Development Economics can be found in the Appendix.

Income tax is the largest generator of revenues to the city.

As in most municipalities in Ohio, income taxes are the main source of revenue generating roughly 53 percent of the revenues collected by the city. A summary of revenue sources for 2006 are shown in Figure 6.1.

Oxford has a slightly higher-than-usual income tax share of revenues, as compared with other jurisdictions in the state where income tax typically represents 40 to 50 percent of total revenue. Therefore, this city is more dependent on high-paying jobs or on residents with high-paying jobs that generate the income tax revenue stream.

FIGURE 6.1 2006 REVENUE SOURCES

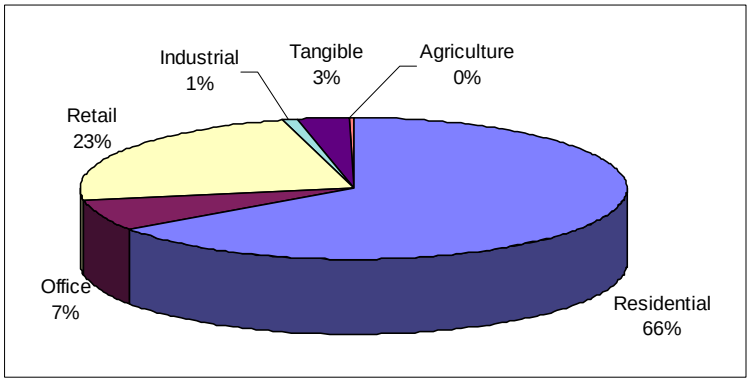


Development Economics (Data Source: City of Oxford)

Unlike most municipalities, property taxes represent a small share (seven percent) of the city's overall revenues.

A large share of the city's land base is in non-taxable ownership. In Ohio, property taxes are a main source of revenue for school districts. Residential uses account for about 66 percent of Oxford's assessable property base, while non-residential uses account for the remaining 34 percent.

FIGURE 6.2 2006 PROPERTY VALUATION BASE

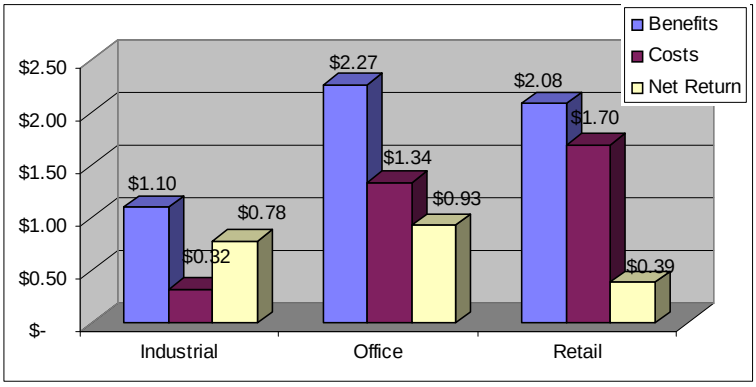


Development Economics (Data Source: Butler County Auditor)

Gross revenue benefits are highest for office, at $2.27 per square foot, versus $2.08 for retail and $1.10 for industrial.

The following chart summarizes the components of the fiscal impacts for retail, office, and industrial uses. As shown in Figure 6.3 the gross benefits for retail and office use are quite high as compared with these of industrial uses. However, the fiscal costs of serving industrial uses are much lower than those for serving retail. As a result, the net fiscal costs are much higher for retail use. Similarly, while the costs of providing municipal services to office space are higher than those for industrial uses, the benefits of office space (property taxes, income taxes, etc.) far outweigh those of industrial uses. Thus, the net fiscal benefit of office space is much higher than that for industrial uses.

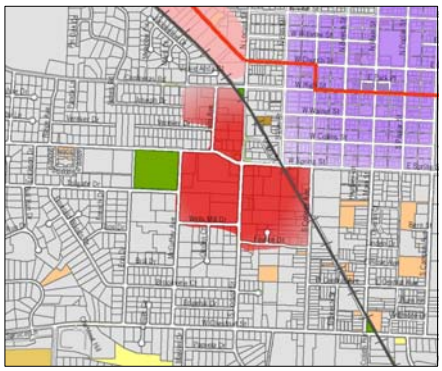
FIGURE 6.3 2006 NET RETURN TO OXFORD PER COMMERCIAL USE



Development Economics (Data Source: Butler County Auditor)

C. OBJECTIVES AND STRATEGIES

Outlined below are four objectives and 14 strategies created to help maintain and improve a strong economic base in the city. The objectives indicate a specific policy direction, while the strategies are detailed actions necessary to initiate or complete an objective such as a program, policy or a project.



The two primary areas targeted for economic development are redevelopment along the Locust Street Corridor show in red in the top image, and the economic expansion area shown as the hatched area in the bottom image.

The Oxford Community Improvement Corporation (CIC) is a 501c (6) non-profit corporation created to pursue economic development within the greater Oxford area. It serves as an important advisory board that allows community and business leaders the opportunity to contribute to the area's economic development efforts.

Objective 1
Retain and expand existing businesses

Strategies

ED 1.1 Continue to support the work of the Community Improvement Corporation (CIC) in the retention and expansion of businesses.

ED 1.2 Identify key local business concerns.

ED 1.3 Provide educational workshops/training related to identified business concerns.

Objective 2
Attract new businesses consistent with the skills of the local community, quality of life, and identified economic needs

Strategies

ED 2.1 Facilitate required utility improvements in designated economic development areas, especially in the economic expansion and redevelopment areas as shown on the Conservation and Development Map.

ED 2.2 Work with the CIC to develop a comprehensive marketing strategies and/or informational center ("one stop shop") to attract new businesses.

ED 2.3 Create strategies to specifically attract service-based retailers to the redevelopment area along Locust Street and the U.S. 27 north corridor.

ED 2.4 Market Uptown for expanded shopping and service use.

Objective 3
Improve the resident work force through new employment services

Strategies

ED 3.1 Provide residents with job-opportunity and training service and businesses with training space through regularly sponsored events by the Chamber and CIC.

ED 3.2 Continue to work with the CIC and Miami University to develop economic strategies, especially related to research and development.

Objective 4

Develop focused economic development and redevelopment incentive policies

Strategies

ED 4.1 Consider developing incentives such as tax credits, site development and redevelopment assistance, and "One Stop" permitting to promote redevelopment.

ED 4.2 Consider developing incentives such as tax credits, site development and redevelopment assistance, and "One Stop" permitting to attract businesses to the Office Industrial Zoned area along south U.S. 27 and the newly proposed economic expansion area as shown on the Conservation and Development Map.

ED 4.3 Market and utilize economic development incentives such as the enterprise zone and the revolving loan fund.

ED 4.4 Identify economic development incentives, and create business assistance marketing materials describing available programs.

ED 4.5 Consider Tax Increment Financing as a tool to improve the public infrastructure in areas of the Mile Square such as restoring brick streets, improving sidewalks, off-street parking and installing new lighting.

ED 4.6 Promote the utilization of the Façade Improvement Program to merchants and property owner in Uptown.

Tax Increment Financing (TIF) is a tool to use future gains in taxes to finance current improvements that will create those gains. When a public project such as a road or school is carried out, there is an increase in the value of surrounding real estate. This increased value and investment creates more taxable property, which increases tax revenues. The increased tax revenues are the "tax increment." Tax Increment Financing dedicates that increased revenue to finance debt issued to pay for the project.

7. Housing

Chapter Outline:

Housing Goal:
Livable, attractive and affordable housing for a diverse population.

A. OVERVIEW

Housing is an important component in shaping the city's quality of life. Having quality housing is important to support economic development activity, serve current residents, and strengthen community character.

As a college town, Oxford has a unique housing market which is economically impacted by a large rental population. The rental population also limits opportunities for family housing options and changes the community's character, especially within the Mile Square. These factors create a complex environment for facilitating a broad range of housing opportunities for all residents. The Housing Chapter seeks to strategically address many of these important issues.

B. KEY FINDINGS

This section summarizes the key findings from the public input and technical analysis completed as part of the Plan update. Collectively what was learned from the public input and technical analysis informed the development of the housing recommendations.

Public Input

Two rounds of public workshops, a telephone survey and a series of stakeholders' interviews were conducted to gather input related to the vision for where and how the city should grow. Hundreds of comments were received from the public as part of this process, many of which related directly to housing. The comments related to

housing contained a number of recurring ideas, or themes, which have significant implications for housing. The predominant themes related to housing are outlined below. Other ideas and themes from the public input not mentioned in this section were also considered when developing the land use policies.

Provide diverse housing opportunities.
Providing a diverse range of housing choices was a predominant theme mentioned by the public at the first round of public workshops. Residents felt housing choices were limited for families, especially in the Mile Square. Residents want to encourage owner-occupied housing in the Square and promote the return of full-time residents to the area.

Create more affordable housing options.
Participants at the meeting and via the phone survey mentioned more affordable housing options should be provided. They explained that designated affordable housing (in the traditional deed-restricted sense) was not necessary but that more affordable market rate options should be available. Additionally, residents noted a desire to have a range of housing options in size and style that are mixed within neighborhoods to promote socioeconomic integration.

Improve housing conditions within the Mile Square.
As in the 1998 Plan, residents feel housing conditions within the Mile Square need to be improved and better managed. With the large presence of rental housing in the area, housing conditions have deteriorated somewhat and code enforcement has become a daily concern. Residents feel there needs to be better oversight of property conditions. This issue can be addressed on a short term basis through code enforcement. Long term, this issue can be addressed by incentives for families, faculty, staff and other year-round residents to return to the Mile Square.

Improve housing conditions in the trailer park.
The condition of the trailer park has been a long standing concern for residents. The public noted the importance of the trailer park and felt it serves a role in providing affordable housing to local residents. Because the trailer park is serving such an important housing niche, residents felt it was important to improve the conditions in the trailer park, and provide other low cost housing options to trailer park residents.

Existing Conditions and Trends

This chapter addresses the need for Oxford to become a livable community that provides attractive and affordable housing options. In order to accomplish this goal, it is critical to understand and address the existing conditions outlined in this section.

As a college town, Oxford has a large student population with a significant demand for rental housing in neighborhoods surrounding Miami University. Only 33 percent (1,933 units) of housing units in the city are owner-occupied, while the majority, 66 percent (3,918 units), are renter-occupied. The large percentage of renter-occupied units is attributed to the large student population. Many of the rental units are large single-family homes in the Mile Square. The continued conversion of single-family homes limits ownership opportunities within the city, especially the Mile Square.

Total housing units increased by 5.9 percent in the past six years, while the population increased 2.1 percent over the same time period. According to the U.S. Census, there were 6,200 housing units within the city in 2000. The number of residential building permits issued from 2000 to 2006 indicates an additional 431 housing units have been added for an estimated total of 6,631 total housing units. This growth accounts for a 5.9 percent increase in total housing units, in contrast to a 2.1 percent increase in population over the same time period, indicating new housing units are outpacing the increase in population.

Recent (2006 and 2007) sales values of all homes sold in Oxford indicate average sale values in Oxford are approximately $225,000. This figure is significantly higher than the 2007 median value figures.

The median value for homes within the city is higher than the median value in Butler County and Ohio, but still remains affordable for many Oxford residents. The median home value in Oxford was $139,400 in the year 2000. This value is significantly higher than the median home prices of $123,200 for Butler County and $103,700 for the State of Ohio. A more recent analysis indicates the 2007 median value increased to approximately $160,065 (Claritas, STDB, Butler County Auditor). The higher median value may be attributed to the abundance of white collar employment opportunities provided by Miami University, an active rental market, an improving school district, and a relatively young housing stock.

The rate of new housing starts has slowed in the last five years, however, if new housing starts continue at the current rate, the housing supply would still far exceed the projected population by the year 2030. During the period from 2001 to 2006, 368 new housing units were constructed in the city for an annual growth rate of 0.94 percent. If Oxford continues to develop at this rate, approximately 1,700 new housing units could be constructed by the year 2030. The OKI population projections estimate Oxford will increase in population by 925 residents by the year 2030. At 2.43 persons per household (single-family), this would create a demand for 380 new single-family detached units, indicating a potential over supply of 1,320 units.

It is estimated the majority of new growth will be full time residents, as Miami University enrollment is not expected to increase significantly.

C. OBJECTIVES AND STRATEGIES

Outlined below are eight objectives and 33 strategies created to help maintain and improve the housing conditions in the city. The objectives indicate a specific policy direction, while the strategies are detailed actions necessary to initiate or complete an objective such as a program, policy or a project.

Objective 1

Improve housing conditions in the Mile Square

Strategies

H1.1 Ensure a quality residential environment through improved housing standards.

H1.2 Establish alternative code enforcement procedures and programs to help preserve the historic small town character

H1.3 Partner with local organizations to support property improvements.

H1.4 Encourage the development of housing that is accessible to community resources such as employment, bicycle and pedestrian infrastructure, public transit, open space, and commercial districts.

Alternative code enforcement programs would help to preserve the historic small town character of the Mile Square.

Objective 2

Expand housing options

Strategies

H 2.1 Update development regulations to allow for a variety of housing types in new developments.

H 2.2 Create incentives to make it desirable for developers to construct moderately priced housing developments.

H 2.3 Establish incentives and/or requirements to include a number of new units for low to moderate income residents.

H 2.4 Provide financial assistance to increase homeownership opportunities for low to moderate income residents (CDBG funds for first time homeowner grants).

H 2.5 Incorporate a variety of housing types and prices as part of mixed-use development.

H 2.6 Investigate opportunities to improve conditions and modernize manufactured home parks

Affordable housing should have access to commercial districts and employment opportunities.

Objective 3

Improve rental housing

Strategies

H 3.1 Improve and expand code enforcement.

H 3.2 Increase student involvement in property maintenance and neighborhood stabilization.

Neighborhood Improvement Districts would provide increased enforcement and resources to enhance predominantly rental neighborhoods.

H 3.3 Continue to support community efforts to improve neighborhoods such as collaborating with Miami University's Student Government annual Spring Clean and Make-A-Difference Day.

H 3.4 Create a Neighborhood Improvement District to heighten code enforcement and support neighborhood improvements.

H 3.5 Encourage rental units to meet the needs of the year-round resident population.

H 3.6 Encourage redevelopment/ revitalization of existing under-utilized student and non-student rental housing developments within the City over construction of new rental housing and urban sprawl.

Objective 4

Expand senior housing options

Oxford is recognized as attractive retirement option. Additional development of multiple housing options for seniors should be encouraged.

Strategies

H 4.1 Encourage the development of affordable senior housing and assisted living developments.

H 4.2 Create incentives for developers to build accessible units that comply with the Americans with Disabilities Act (ADA).

H 4.3 Support the development of new senior housing with community resources and services.

Objective 5

Expand homeownership opportunities

The Kentlands in Gaithersburg, Maryland integrates multiple housing types and commercial structures into one neighborhood. (Source: DPZ)

Strategies

H 5.1 Encourage local employers to provide homeownership incentives.

H 5.2 Encourage rehabilitation of owner-occupied structures within the Mile Square.

H 5.3 Create an urban homeownership incentive program such as homeownership grants to help offset the cost of housing.

H 5.4 Develop a revolving loan fund.

H 5.5 Establish an Oxford Homeownership Office in partnership with Miami University.

H 5.6 Support the University loan program to increase homeownership opportunities within the Mile Square.

Objective 6

Provide diverse housing opportunities

Move-down housing opportunities provide options for residents that want to remain in the community, but no longer want to maintain a large residence. Move-down options may include smaller single-family homes, townhomes or condominiums.

Strategies

H 6.1 Encourage diverse and affordable housing choices (condos, apartments and live-work units).

H 6.2 Encourage new housing options for young professionals in the Uptown.

H 6.3 Support "move-down" housing options for residents.

Objective 7

Encourage and utilize sustainable building practices

Strategies

H 7.1 Encourage the design and construction of residential structures that utilize green building practices.

H 7.2 Provide incentives for developments that meet energy conservation and efficiency standards.

H 7.3 Adopt low-impact conservation development standards for rural areas on the edge of the community.

H 7.4 Promote street tree plantings and natural stormwater management in new residential developments.

Objective 8

Enhance the community's unique housing character

Strategies

H 8.1 Integrate new housing options in the redevelopment concept area as shown on the Conservation and Development Map.

H 8.2 Work with the HAPC to preserve existing homes, especially within the Mile Square.

8. Utilities

Chapter Outline:

Utilities Goal:
An efficient, environmentally responsible, affordable utility system that meets the needs of current and future residents.

A. OVERVIEW

The utility systems are a critical part of a community's viability and impact the natural, economic and social systems. Utility improvements should be made with a clear understanding of implications on land use policies and natural and social environments. Utilities should be extended strategically to guide population growth in an environmentally sustainable manner consistent with this Plan. (From 1998 Plan)

B. KEY FINDINGS

This section summarizes the key findings from the public input and technical analysis completed as part of the Plan update. Collectively what was learned from the public input and technical analysis informed the development of the recommendations to guide the development and improvement of utilities.

Public Input

Two rounds of public workshops, a telephone survey and a series of stakeholders interviews were conducted to gather input related to the vision for where and how the city should grow. Hundreds of comments were received from the public as part of this process; a limited number related directly to utilities. The comments that were made focused on the utilization of alternative energy sources and energy efficient technology, as well as preserving the natural environment. The predominant themes related to utilities are outlined on the following page.

Promote the use of alternative and energy efficient technology.
It is important to residents that utility decisions and plans are put forth that are both economically and environmentally sustainable. This environmental value is consistent with the public's comments related to environmental planning and awareness in other elements of the Plan.

Ensure the provision and preservation of water resources.
Some residents commented on the importance of water resources. The comments indicated a desire to protect the well water resources. In addition service delivery supported by a high quality water infrastructure was mentioned to protect water sources.

Existing Conditions and Trends

This chapter addresses how the city can become a more sustainable community by building and maintaining environmentally sound and energy efficient utilities. In order to accomplish this goal, it was critical to understand and address the existing conditions in order to develop informed recommendations.

The city has sufficient water and wastewater capacity to meet the projected growth in population of 925 residents by 2030.

Oxford is expected to add 925 residents by 2030 according to projections.

The city's water supply currently has an available raw water capacity of 6.5 MGD (millions gallons per day). The city has increased raw water production potential from approximately 4.5 MGD in 1998 to over 6.5 MGD in 2008. The city's wastewater treatment plant (WWTP) has a permitted capacity of 8.0 MGD, a daily design capacity of 4.2 MGD, and is currently processing average daily flows of 2.44 MGD. The WWTP will be able to accommodate the projected 925 new residents through the year 2030.

The city continues to implement its Water Utility Master Plan and has significantly expanded raw water production capabilities.

It is estimated the majority of new growth will be full time residents, as Miami University enrollment is not expected to increase significantly.

The city continues to implement strategies identified in the 1998 Plan. This includes the replacement of lead water service lines, encouraging water conservation measures, replacement of antiquated water mains, installation of new water mains to increase flows in critical areas, and increasing raw water availability.

The city continues to implement the Sanitary Sewer Utility Master Plan.
Millions of dollars have been invested in the wastewater treatment plant (WWTP) and collection system since 1998. The city continues to implement the Sanitary Sewer Utility Master Plan including many significant improvements.

The wastewater treatment plant exceeded its permit for ammonia discharge during the past triennial period due to aeration system mechanical failures. This system was replaced in 2007 with disc aeration technology that will improve efficiencies and lower operating costs.

Some of the utility improvements listed in the 2008 CIP include:

- *Bonham Road water main*
- *Installation of production well*
- *Filter gallery media replacement*
- *Storm sewer improvements*

A number of improvements are planned for the water, sewer and stormwaters systems in the 2008 Capital Improvement Plan.

Capital improvements are planned for the water, wastewater and stormwater infrastructure systems through the year 2012. These improvements total approximately $7,927,400.

C. OBJECTIVES AND STRATEGIES

Outlined below are five objectives and 29 strategies to guide the future development and management of utilities in the city. The objectives indicate a specific policy direction, while the strategies are detailed actions necessary to initiate or complete an objective such as a program, policy or a project.

Objective 1

Provide and maintain high quality services

Strategies

U 1.1 Maintain a capacity benefit charge (CBC) program that covers expansion costs for growth as it occurs.

U 1.2 Identify and pursue alternative funding sources for utility improvements.

U 1.3 Maximize usage of existing utilities by promoting infill and redevelopment opportunities.

U 1.4 Incorporate elements of the Comprehensive Plan into the Capital Improvements Plan every five years.

U 1.5 Ensure infrastructure maintenance and replacement projects have stable funding sources.

Co-location is the utilization of shared corridors for utility infrastructure. For example electric and telecommunications infrastructure may be co-located in underground utility corridors.

U 1.6 Continue programmed operation, maintenance, and replacement of existing utility infrastructure to maintain and enhance quality service.

U 1.7 Work to place utilities underground.

U 1.8 Promote the co-location of utilities.

U 1.9 Collaborate with local and regional governmental entities on infrastructure projects to ensure that improvements adequately serve all types of uses (commercial, residential, industrial, etc.).

Objective 2

Improve water service

Strategies

U 2.1 Continue to replace all lead water pipes.

U 2.2 Encourage water conservation measures.

U 2.3 Continue to develop additional raw water sources.

U 2.4 Maintain and Update the Water System Master Plan in order to prevent low water pressure.

U 2.5 Conduct all planning and construction of water system extensions and reinforcements with full service requirements

U 2.6 Conduct periodic flow modeling and calibration of the water distribution system.

U 2.7 Maintain and implement the Source Water Area Protection Plan.

Objective 3
Improve wastewater treatment and disposal

Strategies

U 3.1 Comply with the NPDES permit limits for treated wastewater quality at the WWTP.

U 3.2 Update wastewater facilities to serve areas for redevelopment and infill.

U 3.3 Monitor evolving legal and regulatory requirements for sewering of development.

See also Land Use Strategy 10.4

Objective 4
Improve stormwater management

Strategies

U 4.1 Develop and implement a stormwater drainage plan for existing and future development.

U 4.2 Establish an enterprise fund stormwater utility as recommended by the stormwater drainage plan.

U 4.3 Require stormwater management studies for any significant development of proposed impervious surface.

U 4.4 Update stormwater regulations to include stormwater best management practices.

An enterprise fund utility is a utility in which rates are charged to customers and used to finance operations.

Objective 5
Promote the utilization of environmentally friendly utility practices

Strategies

U 5.1 Explore incentives for the use of alternative energy such as solar and wind power.

U 5.2 Reduce energy consumption by implementing environmental sound practices in public buildings and facilities.

U 5.3 New public facilities should utilize sustainable building practices.

U 5.4 Analyze alternatives to conventional wastewater treatment.

U 5.5 Utilize bioswales and other low impact development techniques to increase the natural infiltration of stormwater.

U 5.6 Explore opportunities to utilize gray water.

9. Community Facilities and Services

Chapter Outline:

Community Facilities and Services Goal:
Excellent schools and community facilities and services including cultural and recreational facilities, safety and social services and programs for all

A. OVERVIEW

This chapter addresses city services such as parks and recreation, safety, education, and other services that meet the daily needs of residents. The quality of these facilities and services are key to defining the city's quality of life. Having high quality facilities and services is also important to serve existing residents and attract businesses to the city to diversify the economic base.

This chapter includes strategies for maintaining and improving the community facilities and services in the city. Specific strategies are also included that will strengthen the relationship between the City, Miami University and the Talawanda School District. Even though the City is not involved in the administration of the Talawanda School District, it is clearly recognized by the community and city leadership as an extremely important component of the city's overall quality of life.

B. KEY FINDINGS

This section summarizes key findings from the public input and technical analysis completed as part of the Plan update. The development of the community facilities and services policies outlined in this chapter was informed by what was learned from the public input and technical analysis of the existing conditions and trends.

Public Input

Approximately twenty percent of all the ideas contributed during the first round related to community facilities and services. The most predominant themes are outlined below.

Provide community recreational centers for groups of all ages.
Specific comments were made in relation to the need to create more opportunities for all age groups to participate in community and recreational activities. Additional recreational facilities are desired by residents to ensure there are a variety of facilities to provide a diverse range of recreational opportunities.

Increase access to existing parks.
Increasing access to existing parks is important to residents, including both pedestrian and automobile access. Many specific comments were made regarding increasing access to the Community Park by creating bicycle and pedestrian infrastructure.

Consider the reuse of older abandoned buildings for community purposes.
Residents commented on the possibility of reusing abandoned buildings for the purpose of civic, community and recreational use.

Renovate or construct new schools within city limits.
Some residents commented on the importance of keeping schools in the city. These comments support the idea of building and maintaining schools that serve neighborhoods. Keeping schools in the city also promotes walkability and a sense of community and anchors existing and future neighborhoods.

Maintain quality EMS and Fire Departments.
Safety is important to residents. Comments related to improving and maintaining high quality safety services were mentioned numerous times, especially in regard to EMS and Fire Protection.

Update existing school facilities.
While managing the quality and maintenance of the local schools is not in the authority of the city, it is important for the city to work with the school district to maintain and update the local school facilities, especially as this relates to being able to maintain and attract professionals to the area.

Existing Conditions and Trends

This section outlines some of the key indicators related to community services and facilities in the city. This information informed the development of the objectives and strategies outlined in the next section.

The total calls for fire service has declined since the year 2000, while total staffing and departmental budgets have increased.

The total calls for fire services have declined by approximately 100 calls since the year 2000. Staffing has remained relatively constant, but is projected to increase slightly in 2008. The total departmental budget has increased by approximately $210,000. The increase in budget is directly related to the Fire Department's evolution from a volunteer force toward a full-time force.

The Oxford Library contains over 100,000 publications, and offers a variety of community services and activities.
The Oxford Lane Library located on the edge of Uptown and housed in an attractive 14,000 square foot building, provides space for a variety of activities, including an ongoing series of author visits, concerts, story times, lectures, and book discussions for both adults and children. In 2006 the library had over 430,000 items in circulation and had a total holding of 98,409 items.

Talawanda's enrollment has declined over the past ten years and is projected to continue to decline through the next ten year period, while new housing starts and the local population has increased and are projected to continue to increase.
Over the past ten years the Talawanda School District has declined in grades K-12. Total enrollment for the 2006-2007 school year was 3,025 students. Enrollment for grades K-12 is projected to continue to decline an additional 497 students through the academic year 2016-2017 for a total enrollment of 2,528 students.

Talawanda's school district has been acknowledged as a top public school in the state and is exceeding state averages on achievement scores.
Primary indicators were evaluated to examine the District's performance. One indicator was the District's scores on state achievement test. Talawanda has performed above the state average on the achievement test at every level from third grade to high school (Source: www.talawanda.net).

Talawanda has also received an "effective rating" by the Ohio Department of Education on their state report card every year since the 2002-2003 school year. The district had a performance index score of 99.1 out of 120 points possible, achieving the second highest ranking attainable, and met 26 out of 30 state performance indicators by reaching a minimum requirement for the percentage of students at or above the proficient level on fourth-, sixth- and ninth-grade tests.

Talawanda School District was listed as one of the top 100 public school systems in the country (Source: Offspring Magazine Forbes publication Sep/Oct 2000). Sixty-one of the 100 districts listed were college-town districts. Offspring worked with SchoolMatch.com using student score criteria, cost of living, academic performance and academic expenditures to develop the rating system.

C. OBJECTIVES AND STRATEGIES

Outlined below are four objectives and 21 strategies to guide the development of community services and facilities in Oxford.

Objective 1

Improve parks and recreational facilities (Refer also to LU 8.4)

Strategies

CF 1.1 Update the Parks and Recreation Master Plan.

CF 1.2 Develop trails as referenced in the Thoroughfare Plan. (Please see Transportation chapter.)

CF 1.3 Consider expanding the Community Park as shown on the Conservation and Development Map.

CF 1.4 Continue to explore joint recreational programming with other community entities including Miami University, Talawanda School District and TRI Community Center.

CF 1.5 Continue to provide a safe and adequate pool facility for the community with the possible construction of new and expanded facility.

CF 1.6 Construct a community dog park with fencing (public & private).

CF 1.7 Construct additional ballfields.

CF 1.8 Develop a variety of recreational programs aimed at teens and young adults.

CF 1.9 Explore the feasibility of creating a community youth center.

CF 1.10 Continue to develop facilities at the Community Park to meet the recreation needs of the community.

Objective 2

Support education

Strategies

CF 2.1 Support partnerships between the City, Talawanda School District and Miami University to create new education opportunities for students and the general community.

CF 2.2 Promote the enhancement of school facilities and creation of high quality academic programs.

CF 2.3 Work with the School District and University to promote "green" building and site planning for facilities.

Objective 3

Improve city services

Strategies

CF 3.1 Expand recycling program to high-density multifamily buildings.

CF 3.2 Continue to develop a regional strategy for sharing and/or consolidating safety services.

CF 3.3 Continue a mutual aid agreement with Miami University, the County and surrounding communities.

CF 3.4 Improve fire and emergency medical services.

CF 3.5 Continue to promote the *Citizens Police Academy* and community policing activities.

CF 3.6 Continue to implement the street tree program.

CF 3.7 Initiate an effort to educate the community about public involvement opportunities, public hearing processes and the roles and functions of local government.

Objective 4

Expand and improve senior services

Strategies

CF 4.1 Support the development of senior facilities, including a full-service community center for seniors and retirees.

CF 4.2 Support community and recreational facilities and programs that address the needs of seniors.

Objective 5

Expand and improve services for economically-disadvantaged residents

Strategies

CF 5.1 Consider establishing a "one stop" city services center.

CF 5.2 Continue to support housing and utility assistance efforts.

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10. Cultural Resources

Chapter Outline:

A. Overview
B. Key Findings
C. Objectives and Strategies

Cultural Resources Goal: Significant and accessible cultural resources for the entire community.

Oxford continues to face development pressures which may threaten its historic character. The city must preserve its historic and cultural resources to provide the community with a sense of place and permanence that distinguishes it from surrounding communities. Future development plans should complement the community's historic and cultural fabric.

A. OVERVIEW

The small college town character is cherished by residents and distinguishes the community in a regional and historical context. Oxford has a long and rich history, and historic and cultural resources are evident throughout the community. These historic and cultural resources define the city's past and present and play a role in defining the community's small college town character.

The cultural resources in Oxford contribute greatly to the overall quality of life. Oxford has great potential of realizing the objectives outlined in this chapter because of the city's rich history and Miami University. Many of these objectives are closely related to other elements of the Plan, including Urban Design, Community Services and Facilities, Natural Resources and University and Community. In the context of the Comprehensive Plan, connection to Urban Design objectives is extremely important. Through Urban Design, there are great possibilities to protect, enhance, and complement the community's cultural and historic assets at a public scale.

This chapter addresses the role the city plays in ensuring preservation and enhancement of the community's cultural resources. It provides recommendations for the continued improvement, preservation, enhancement and celebration of cultural resources.

B. KEY FINDINGS

This section summarizes key findings from the public input and technical analysis completed as part of the Plan update. The development of the cultural resources

policies outlined in this chapter was informed by what was learned from the public's input and the technical analysis of the existing conditions and trends.

Public Input

Approximately twenty percent of all the ideas contributed during the first round of public workshops related to cultural resources. The most predominant themes are outlined below.

Provide more cultural and social events for all groups.
Many comments generated at the first round of public workshops identified the importance of providing a variety of cultural and social events in Oxford. Multiple comments specifically mentioned providing resources and events for a variety of age groups, especially teens and seniors.

Support, expand, and enhance the Oxford Farmers Market.
The public desires to support and improve the Oxford Farmers Market. From the comments received during the public workshops it is clear the Market is an important community event. It is important to ensure the Market is a peramanent local event and continues to serve residents.

The Oxford Farmers Market is one of the many community events held Uptown. The market caters to a variety of ages offering multiple activities in addition to providing fresh foods (Photo Source: http://www.oxfordfarmersmarket.com)

Promote diversity in the local population.
Promoting social diversity was mentioned multiple times by participants at the public workshops. Diversity was mentioned in multiple contexts including age, gender, and race. In order to achieve social diversity it is important for community services, housing, and cultural resources to be available in the community to attract and retain a variety of social groups.

** *Many key themes from the public input relate to both Urban Design and Cultural Rescources. It is important to cross reference the Urban Design Chapter to fully understand the public's comments related to cultural resources, especially protecting and preserving the small college town character.*

Existing Conditions and Trends

This section outlines some of the key indicators related to community services and facilities in the city. This information informed the development of the objectives and strategies outlined in the next section.

A variety of cultural facilities and services are offered to the community throughout the year.
Oxford is home to a wide variety of cultural resources and events. Miami University is a significant cultural amenity and presents many national performing and visual art productions. Other entertainment includes the OxAct (a community theatre group), the Center for Performing Arts, Community Arts Center, Miami University Theater, the Miami University Art Museum, the McGuffey Museum, Miami University Art Museum, Hall Auditorium, Goggin Ice Arena, Millett Assembly Hall,

Pioneer Farm and House Museum, Yager Stadium, Oxford Community Band, an indoor movie theatre, and a wide variety of college and local sporting events including ice hockey, basketball, and football games.

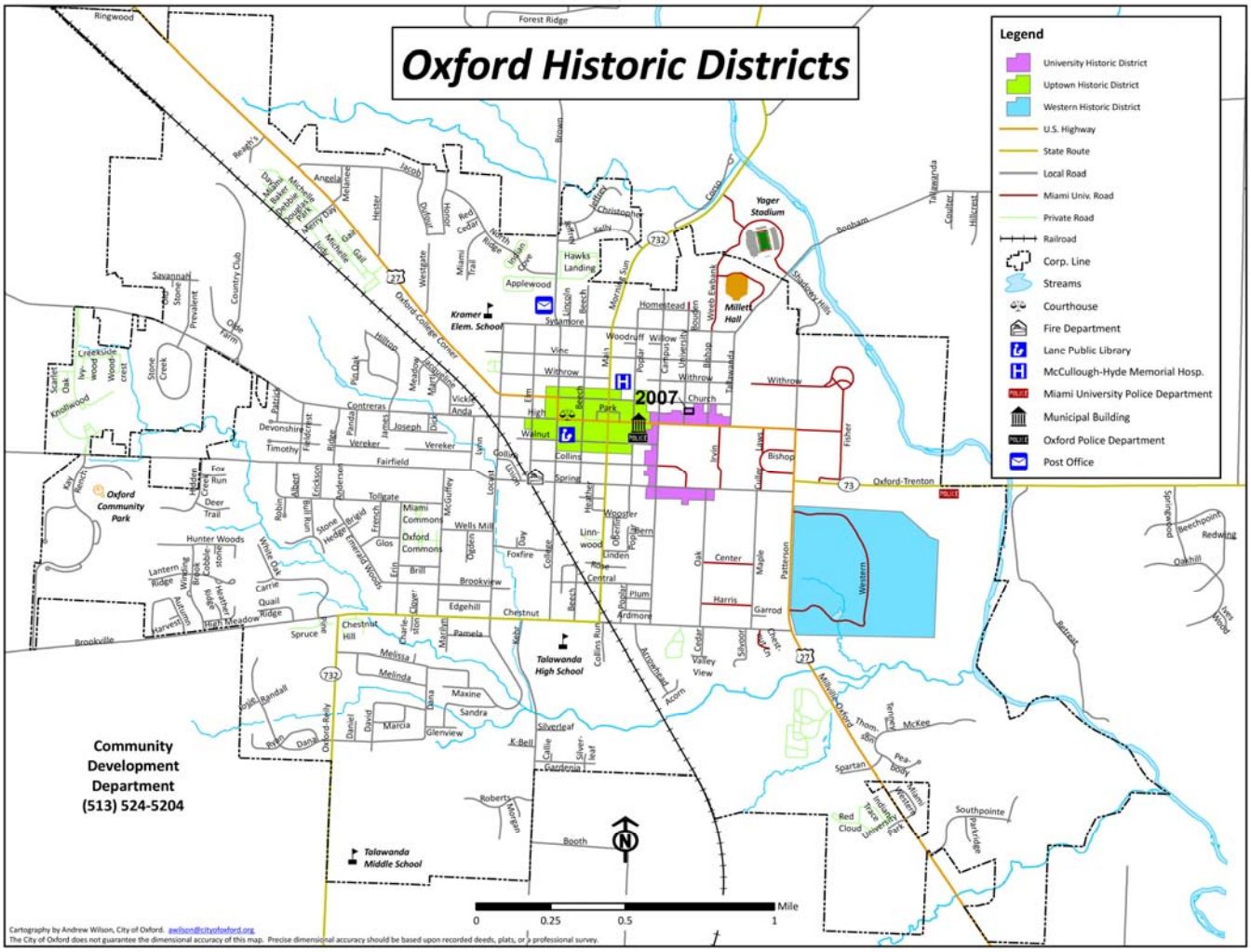
Oxford is home to a number of local festivals and community events

A number of special events take place in the community that add a sense of community pride and spirit throughout the year. These events include the Holiday Festival/Arts & Crafts Fair, Oxford Music Festival, Red Brick Rally Car Show, Dog Days, Puppy Days, Moonlight Madness Sales, Halloween Parade, Band Day, New Student Day, and Homecoming Parade (Source: www.cityofoxford.org).

The Uptown Historic District has expanded by 0.2 acres since 1998.

The City has a number of historical structures and sites that are on the registrar of historic places. In total, Oxford has three historic districts - the Uptown Historic District, the University Historic District, and the Western College Historic District (See Map 10.1). The Community Development Department and the Historic & Architectural Preservation Commission administer the Historic Districts. Approx. 0.205 acres have been added to the Uptown Historic District, since 1998, and no other boundary changes have been made to the other districts.

MAP 10.1 OXFORD HISTORIC DISTRICTS



Source: City of Oxford 2007

Ten structures were removed from the Uptown Historic District within the last ten years. Two of the ten buildings removed from the Uptown District since 1998 are considered as having historic significance. The others were not historically significant but were in the historic district. No other changes in any of the other Historic Districts have occurred.

C. OBJECTIVES AND STRATEGIES

Outlined below are four objectives and 15 strategies to guide the expansion, preservation, and support for cultural resources in the community.

Objective 1

Expand cultural arts programs*

Strategies

CR 1.1 Work with the Community Arts Center to develop a strategic cultural arts plan that encompasses cultural, racial, and ethnic diversity.

CR 1.2 Work with Miami to continue to support a wide variety of cultural events.

**See also Urban Design Objective 2*

Objective 2

Promote cultural diversity

Strategies

CR 2.1 Recognize and identify cultural, racial, and ethnic needs for all age groups within Oxford.

CR 2.2 Continue to support community-wide festivals and events that unite the community such as outdoor music and arts programs.

CR 2.3 Continue to support the Oxford Summer Music Festivals.

CR 2.4 Continue to publish an events calendar of cultural and entertainment events including activities of Miami University, Talawanda School District and community groups.

Objective 3

Expand public art programs and create areas for public art**

Strategies

CR 3.1 Support the work of the Oxford Community Arts Center to provide programs in art, music, and theater to local residents.

CR 3.2 Support the rehabilitation and utilization of the Oxford Community Arts Center.

CR 3.3 Develop cultural gathering places throughout the city, including Uptown, parks and possibly utilizing underutilized areas of the city.

*** See also Urban Design Objective 2*

Objective 4

Enhance and improve the promotion and preservation of the city's historic and cultural resources.

Strategies

CR 4.1 Continue to support the work of the HAPC to develop and maintain an inventory of historic sites.

CR 4.2 Create a trail system to identify historic structures and sites.

CR 4.3 Collaborate with community organizations to promote historic and cultural tourism.

CR 4.4 Work with Heritage Ohio to develop a Main Street Program

CR 4.5 Encourage the preservation, restoration, rehabilitation and reuse of historic structures and sites.

CR 4.6 Consider historic and cultural resources in all land use decisions.

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11. University and Community

Chapter Outline:

University and Community Goal: Partnerships with the university, the city and surrounding jurisdictions.

A. OVERVIEW

The City of Oxford's identity is based in large part on the presence of Miami University; it is a college town. The relationship between the two institutions is much deeper than identity. The University needs a setting—in broadest sense—that is attractive to students, faculty, staff, the families of faculty and staff, alumni and prospective philanthropists. The destinies of the City and University are intertwined, and strengthening the strategic alignment on issues of economic development, transportation, housing and other quality of life issues are essential to the community's sustainability.

This chapter identifies recommendations for enhanced dialogue and collaboration on initiatives of mutual interest to the city and University. Including the specific recommendations in this chapter, there are nearly 50 (of the over 250 strategies of the Plan) that indentify the need University collaboration.

B. KEY FINDINGS

This section summarizes the public input as part of the Plan update. This input plus work with the Steering Committee is the basis of the key findings.

Public Input

A significant amount of the public input gathered in two rounds of public workshops, a telephone survey and a series of stakeholders interviews identified—either directly or indirectly—many issues relevant to university community issues. The most predominant themes related to university and community are outlined below.

Enhance the relationship between students and permanent residents.
The need to develop a stronger student/resident relationship was discussed as important. Residents want to increase collaboration with the student population to strengthen the Mile Square and other areas surrounding the campus of Miami University.

Encourage the continued development and enhancement of the town/gown relationship.
Participants at the meeting and via the phone survey mentioned that more affordable housing options should be provided. This was not in the traditional deed restricted sense, but rather more affordable market rate options. Additionally, residents noted a desire to have a range of housing options in size and style that are mixed within neighborhoods to promote socioeconomic integration.

C. OBJECTIVES AND STRATEGIES

Outlined below are four objectives and 18 strategies to guide collaboration with Miami University.

Objective 1

Implement initiatives jointly

Strategies

UC 1.1. Create a standing University and Community committee.
UC 1.2. Adopt a University and Community compact for collaboration.
UC 1.3. Publish an annual report: University and Community status report.
UC 1.4. Coordinate economic development initiatives.
UC 1.5. Work with Miami University on housing, transportation, and other quality of life issues.**

Objective 2

Foster model university-community collaboration

Strategies

UC 2.1. Establish a Mile Square/Uptown comprehensive development plan.
UC 2.2. Support the Oxford Tenants Organization as related to the Comprehensive Plan. Assist with providing resources to the Office of Off-Campus Affairs.
UC 2.3. Coordinate service programs to clean up litter and advance city beautification.
UC 2.4. Provide incentives for students not to bring their cars to Oxford.

UC 2.5. Maintain a strong Student/Community Relations Commission.
UC 2.6. Develop on-going programs to help students learn the responsibilities of being good citizens and neighbors.
UC 2.7. Strengthen sense of community between students/nonstudents.
UC 2.8. Coordinate with Miami to provide greater access to campus facilities (i.e. Goggin & Recreation Center) to nonstudent community residents.

Objective 3
Improve housing options for students, faculty, and staff.

Strategies

UC 3.1. Ensure all rental housing is in safe, sanitary and properly permitted housing.
UC 3.2. Continue to support financial mechanisms to help faculty and staff with homeownership.
UC 3.3. Make the Mile Square a more attractive to place to live for year-round residents.

Objective 4
Coordinate transportation issues**

Strategies

UC 4.1. Integrate busing and transportation for students and year-round residents.
UC 4.2. Develop strategies to solve safety and traffic problems.

**See also Housing Objectives*
***See also Transportation Objectives*

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12. Implementation

Chapter Outline:

A. OVERVIEW

The Comprehensive Plan is meant to be a working document that results in enhancements to the Oxford community. In a sense the Plan presents a "blueprint" for action that provides direction and assists decision makers with short and long-range choices.

Implementation will involve a host of City departments, boards and commissions, non-profits, businesses and citizens. It will also require participation of Miami University, Oxford Township and Butler County. Like the 1998 Plan, this Plan has a dedicated chapter intended to encourage alignment among the University and City planning efforts.

The preparation of this Plan update included involvement of Oxford Township and Butler County. Oxford Township, with the guidance of Butler County, created a new comprehensive plan parallel to this update. The Land Use Chapter has specific recommendations on cooperation among the three entities to develop strategies that guide the management and development of land resources in rural areas. These strategies are crucial to implementing several strategies of mutual interest that can improve the quality of life for residents of the greater Oxford community

The balance of this chapter includes guidance on managing and using the Plan. It also includes a summary of objectives and strategies from each element.

B. KEY FINDINGS

The key findings of this chapter are based on a general assessment of the recommendations of the Implementation chapter of the 1998 Comprehensive Plan. Given that the plan had a 20-year horizon and the stiff competition for resources—staff and monetary—the implementation was impressive.

Signature Improvements

The most visible evidence of the commitment to implementing the aspirations of the community can be found in the Community Park and Uptown Parks and Streetscape. The Uptown Parks demonstrated broad recognition that Uptown is the "heart" of the Community.

Strong Start

With parks planning and construction efforts leading the way, the implementation activities were launched in an aggressive manner. The 1998 Comprehensive Plan included 216 strategies and within three years over 70 had been initiated and or implemented

Regulatory Follow-Through

If there was an area that could have used additional resources and attention for implementation, it would be the regulatory tools to managing growth and redevelopment. Planning Commission, Staff and the community could have benefited from revised tools to implement key land use recommendations.

Implementation Management

The 1998 included a number of key recommendations for managing and monitoring implementation progress. Some of those recommendations (e.g., annual progress reports, regularly scheduled Planning Commission meetings to address the status, and formal training of the Planning Commission) could have been better utilized to ensure the plan was being monitored, adjusted and implemented.

C. PLAN MANAGEMENT

The Comprehensive Plan should be monitored on a regular basis, and when necessary, it should be revised or updated. This section outlines the guidance for monitoring the plan's effectiveness and maintaining its relevancy

1. **Monitoring the Plan**
   The Comprehensive Plan should be monitored for implementation effectiveness and relevancy. As stated in the Objectives and Strategies section, this should happen on a formal basis no less than once per year.

2. **Updating The Plan**
   A major update of the Comprehensive Plan should be scheduled by City Council following a formal recommendation from the Planning Commission and

Administration. The update should be considered at least every five years. In the interim, key milestones may be reached which necessitate an update sooner than a five year cycle. Those milestones could include expansion of the wastewater treatment plant, for instance. Such milestones should be considered by the Planning Commission and Administration on a case-by-case basis.

There may be circumstances that warrant formal amendment of the Plan. Amendments to the Plan should be made only with careful consideration and compelling justification. The Steering Committee that crafted this Plan was clear that the recommendations of the Plan represented a strong, long-term vision and that changes should not be made lightly.

D. HOW TO USE THE PLAN

The Plan is intended to be used on a daily basis as public and private decisions are made concerning development, redevelopment, capital improvements, economic incentives and other matters affecting the city. The following is a summary of how decisions and processes should align with the goals and strategies of the Plan.

1. **Annual Work Programs and Budgets**
   Individual city departments and administrators should be cognizant of the recommendations of the Plan when preparing annual work programs and budgets.

2. **Development Approvals**
   Administrative and legislative approvals of development proposals, including rezoning and subdivision plats, should be a central means of implementing the Comprehensive Plans. Decisions by the Planning Commission, Board of Zoning Appeals, Historic Preservation Advisory Commission and City Council should reference relevant Comprehensive Plan recommendations and policies. The zoning code and subdivision regulations should be updated in response to regulatory strategies presented in the Plan.

3. **Capital Improvement Plan**
   An annual, five-year and ten-year capital improvement plan (CIP) should be prepared consistent with the Comprehensive Plan's land use policies and infrastructure recommendations. New improvements that are not reflected in the Plan, which could dramatically impact the Plan's land use recommendations, should necessitate a minor update to the Plan.

4. **Economic Incentives**
   Economic Incentives should be reviewed to ensure consistency with the recommendations of the Comprehensive Plan.

5. **Private Development Decisions**
   Property owners and developers should consider the goals and strategies of the Comprehensive Plan in their land planning and investment decisions. Public decision-makers will be using the Plan as a guide in their development deliberations such as zoning matters and infrastructure requests. Property owners and developers should be cognizant of and compliment the Plan's recommendations.

6. **Consistent Interpretation**
   City Council should collaborate with the Planning Commission to ensure clear and consistent interpretation of major items in the Plan.

E. OBJECTIVES AND STRATEGIES

Outlined below are three objectives and 11 strategies to help manage implementation of the Plan.

Objective 1

Monitor and share implementation progress

Strategies

I 1.1 Prepare an annual report that summarizes the status of plan implementation and outlines annual accomplishments and priorities.

I 1.2 Hold a special public meeting on a regular basis to review the city's success in implementing the Plan.

I 1.3 Schedule meetings with the Planning Commission on a bi-annual basis to address the status of plan implementation and discuss other long range planning issues.

I 1.4 Develop a formal training program for commission and board members. Training should focus on land use law, meeting procedures, organizational dynamics and how to use the plan.

Objective 2

Require concurrence with the Comprehensive Plan

Strategies

I 2.1 Require concurrence in rezoning and other major development approvals.

I 2.2 Require staff reports to reference the Comprehensive Plan.

I 2.3 Require interpretation of the Comprehensive Plan by Planning Commission or City Council to be in writing.

I 2.4 Create a lessons learned diary.

Objective 3
Develop the necessary regulatory tools for implementation

Strategies

I 3.1 Update the City's development regulations to implement this plan.

I 3.2 Coordinate development regulation update with Oxford Township and Butler County.

F. RELATED PLANS

Throughout this document there are references to other plans that have been adopted by City and in use by various City departments. The following table summarizes the these other relevant plans.

Plan	Adoption Date	Department
Storm Water Drainage Plan	2007 (EPA endorsed)	Engineering & Service Dept.
Capital Improvements Plan	2008 (Annual)	Finance
Feasibility Study for the Oxford Area Trails Plan	January 2004	Community Development Dept.., Tri-Center, Parks & Rec. Dept.
Parks and Recreation Master Plan	June 30, 1997	Tri-Center, Parks & Rec. Dept.
Thoroughfare Plan	October, 2007	Community Development Dept.
Uptown Parks and Streetscape Master Plan	1999	Engineering & Service Dept.
Water System Master Plan	November 1995	Engineering & Service Dept.
Source Water Area Protection Plan	June 2008 (EPA endorsed)	Water Treatment Plant
Fiscal Assessment Report; Fiscal Structure & Land Use Impacts	January 2008	Community Development Dept..
Parking Improvement Plan	January 1997	Community Development Dept Police Station
Street Tree Maintenance Program		Engineering & Service Dept.

G. SUMMARY OF STRATEGIES

The following table summarizes the objectives and strategies of all of the elements, including the Implementation chapter. The table is organized by element and indicates the desirable timeframe for completion. The timeframes are defined by the following:

Immediate	by December 2009
Short Term	2010-2012
Mid Term	2013-2018
Long Term	2019-2024

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Policy	Action	Time Frame	Responsibility
Land Use: ***Managed growth to ensure small town character, green areas, and preserved farmland.***			
Objective 1: Manage Growth			
LU 1.1	Integrate the Comprehensive Plan into the city's daily business.	Immediate and Ongoing	City Council, Planning Comm., City Manager, Planning Dept.
LU 1.2	Continue to use a formal utility services boundary **(**to include timing utility extensions and an annexation policy**)**.	Short Term	City Council, City Manager, Engineering & Service Dept.
LU 1.3	Continue to adopt the annual capital improvement program (CIP) in line with the Comprehensive Plan.	Immediate and Ongoing	City Council, City Manager, All City Departments
LU 1.4	Continue to work with Oxford Township, other surrounding townships, Butler County, and Miami University on land use issues.	Immediate and Ongoing	City Council, Planning Comm., City Manager, Township Trustees, Butler County Comm., Butler County Land Use Coordinating Comm. (BCLUCC), Miami University
LU 1.5	Charge the Planning Commission with planning and managing long term growth including, but not limited to a comprehensive review of the zoning code and subdivision regulations.	Long-Term and Ongoing	City Council, City Manager, Planning Comm., Planning Dept.
LU 1.6	Recruit appropriate commercial and industrial development.	Immediate and Ongoing	City Council, City Manager, Econ. Dev. Dept., Planning Dept., Chamber of Comm.
LU 1.7	Work towards a compatible zoning districts with the County and Township to manage rural development	Short Term to Mid-Term	Planning Dept., Planning Comm., City Council, Oxford Township & Butler County
Objective 2: Enhance neighborhoods within the Mile Square			
LU 2.1	Continue to promote diversity in housing opportunities in the Mile Square.	Mid-Term and Ongoing	City Council, City Manager, Planning Dept., Property Owners
LU 2.2	Establish a policy to discourage future right-of-way vacations.	Short Term and Ongoing	City Council, Engineering & Service Dept.
LU 2.3	Ensure the completion of missing road segments as property is developed or redeveloped.	Ongoing	City Council, Planning Comm., Engineering & Service Dept., Planning Dept., Development Comm.
LU 2.4	Support the pedestrian orientation of the Mile Square through the maintenance and replacement of sidewalks, alleys, and street	Ongoing	Engineering & Service Dept., Service Dept.
LU 2.5	Continue to investigate off-street parking solutions and integrate the city's Parking Improvement Plan.	Ongoing	Planning Dept., Engineering & Service Dept., Police Dept.
Objective 3: Continue to enhance Uptown			
LU 3.1	Encourage higher density new construction where appropriate to provide new space for businesses.	Ongoing	Planning Dept., Planning Comm., City Council & Econ. Dev. Dept.
LU 3.2	Support new mixed use developments that combine ground floor retail with upper story offices and housing.	Ongoing	Planning Dept., Planning Comm., City Council & Econ. Dev. Dept.
LU 3.3	Continue to support retail activity on sidewalks, especially outdoor seating areas for restaurants.	Ongoing	Planning Dept., Planning Comm., City Council, Econ. Dev. Dept., Engineering & Service Dept.
LU 3.4	Provide technical assistance and coordination through a small business advocate (City, Chamber, or other) to strengthen local businesses and improve survival rates among new start-ups.	Short Term	Econ. Dev. Dept., City Council, Chamber of Comm.
LU 3.5	Consider the establishment of an Uptown Business Improvement District (BID) to provide enhanced services that strengthen the district. .	Short Term	City Council & Econ. Dev. Dept.
Objective 4: Promote new areas for light industrial and manufacturing, research and development, and office space			
LU 4.1	Identify sites for commercial, office and industrial development along the U.S. 27 North corridor.	Immediate & Short Term	Econ. Dev. Dept., Planning Dept., Planning Comm. & City Council
LU 4.2	Enhance U.S. 27 South with sidewalks, curbing, gutters, and street trees to create a welcoming gateway into the community.	Ongoing	Engineering & Service Dept.

Policy	Action	Time Frame	Responsibility
LU 4.3	Consolidate signage to minimize the impact on the rural setting.	Short Term	Planning Dept., City Council, Engineering & Service Dept, & ODOT
LU 4.4	Ensure land served by public infrastructure is available to accommodate future economic growth.	Short Term and Ongoing	Engineering & Service Dept., Planning Dept., Planning Comm. & City Council
LU 4.**5**	Create architectural and site controls for business park/light industry development along the U.S. 27 South corridor.	Short Term	Planning Dept., Planning Comm., City Council
Objective 5: Support the redevelopment of commercial areas along Locust Street			
LU 5.1	Focus future efforts on infill development and redevelopment of existing sites and not physical expansion of the commercial district.	Short Term and Ongoing	Econ. Dev. Dept., Planning Dept., Planning Comm., City Council, Chamber of Comm.
LU 5.2	Focus future uses on community oriented businesses. (Refer to Table 3.4)	Short Term and Ongoing	Econ. Dev. Dept., Planning Dept., Planning Comm., City Council
LU 5.3	Enhance the Zoning Code to provide for increased buffering between commercial and residential uses including screening, noise restrictions, lighting restrictions, trash receptacle screening.	Short Term	Planning Dept., Planning Comm., City Council
LU 5.4	Develop additional pedestrian and bicycle linkages along Locust Street.	Short Term and Ongoing	Engineering & Service Dept., City Council
LU 5.5	Create architectural and site controls for office, retail and residential uses along Locust Street to guide new development that complements the small town character and supports a mix of uses.	Short Term	Planning Dept., Planning Comm., City Council
LU 5.6	Provide incentives to increase the feasibility of developing vacant sites in targeted areas of the city.	Short Term	Planning Dept., City Council, Econ. Dev. Dept. & Finance Dept.
Objective 6: Redevelop the U.S. 27 north corridor in a planned and coordinated manner			
LU 6.1	Pursue street projects along the corridor that improve automobile, pedestrian and bicycle access.	Ongoing	Engineering & Service Dept., City Council
LU 6.2	Modify development regulations to support the creation of attractive developments along the corridor.	Short Term	Planning Dept., Planning Comm., City Council
LU 6.3	Encourage designs which place parking to sides and rear of structures as properties are developed and redeveloped, placing the structures closer to the frontage.	Short Term and Ongoing	Planning Dept., Planning Comm., City Council
LU 6.4	New development should include green space to buffer neighboring uses, and serve as shading to reduce the heat index of large areas of impermeable surfaces.	Ongoing	Planning Dept., Planning Comm., City Council
LU 6.5	When areas are redeveloped utilities should be buried or concealed to the extent possible.	Immediate & Ongoing	Engineering & Service Dept., Development Comm.
Objective 7: Preserve open space and farmland and expand existing open space areas			
LU 7.1	Promote continued acquisition of open space areas for recreational purposes and to remain as natural areas.	Ongoing	City Council, Parks & Rec. Dept., Butler County
LU 7.2	Support the efforts of local land trusts in concert with the Comprehensive Plan.	Short Term and Ongoing	City Council & Township Trustees
LU 7.3	Support Ohio farmland preservation legislation in concert with the Comprehensive Plan.	Immediate and Ongoing	City Council
LU 7.4	Work towards adopting and promoting a new zoning designation to protect agricultural land.	Short Term	Planning Dept., Planning Comm., City Council, Oxford Township, Butler County
LU 7.5	Identify a dedicated source of funds for open space acquisition.	Immediate and Ongoing	Planning Dept., Planning Comm. City Council, Butler County
LU 7.6	Implement alternative cluster style subdivision development to encourage preservation of natural areas and farmlands as areas are developed.	Immediate and Short Term	Planning Dept., Planning Comm. City Council, Development Comm.
LU 7.7	Implement parkland dedication requirements.	Short Term and Ongoing	Planning Dept., Planning Comm., City Council, Parks & Rec. Dept., Law Director.
LU 7. 8	Connect open space and natural areas when possible.	Short Term and Ongoing	Planning Dept., Planning Comm., City Council
Objective 8: Expand urban green space			
LU 8.1	Continue the city's street tree program.	Ongoing	Service Dept. & City Council
LU 8.2	Require trees and landscaping in future subdivisions and commercial properties.	Short Term & Ongoing	Service Dept. & City Council, Planning Dept., Planning Comm.

Policy	Action	Time Frame	Responsibility
LU 8.3	Beautify major corridors.	Mid Term	Service Dept. & City Council
LU 8.4	Continue to encourage new urban park space(s).	Mid Term	Parks & Rec. Dept., City Council
Objective 9: Create new residential areas with traditional neighborhood qualities			
LU 9.1	Require all new subdivisions to complete a master plan, with an emphasis on protecting natural areas and creating new parks and open spaces	Short Term	Planning Dept., Planning Comm., City Council
LU 9.2	Consider permitting small-scale neighborhood commercial services as part of large-scale master plan developments.	Short Term	Planning Dept., Planning Comm., City Council
LU 9.3	Create standards that require high quality pedestrian streets with sidewalks, street trees, adequate lighting, and tree lawns in newly developed residential areas.	Short Term	Engineering & Service Dept., Planning Dept., Planning Comm., City Council
LU 9.4	Create standards, or modify existing standards, to allow for a mix of housing types within neighborhoods.	Short Term	Planning Dept., Planning Comm., City Council
LU 9.5	Encourage connections among neighborhoods via roads, sidewalks and multi-use paths.	Short Term and Ongoing	Planning Dept., Engineering & Service Dept., Planning Comm., City Council
Objective 10: Be a leader in environmental stewardship			
LU 10.1	Continue to promote sound environmental practices through public education programs.	Ongoing	City Manager, Engineering & Service Dept.
LU 10.2	Support programs which encourage the community to learn about and experience nature and natural resources (e.g., agricultural or watershed resource center).	Immediate and Ongoing	City Manager
LU 10.3	Support and promote green building standards as part of public and private developments.	Short Term	Engineering & Service Dept., Planning Dept., City Council
LU 10.4	Explore opportunities to build a gray water system or retrofit the existing system to accommodate the adaptive reuse of gray water.	Short Term	Engineering & Service Dept.
Urban Design: ***Honor and preserve the historic character and quality of Oxford while embracing high quality which complements existing development.***			
Objective 1: Enhance the beauty and character of Oxford			
UD 1.1	Ensure all new development follows the design regulations set forth in the zoning code and other design regulations set forth by the city, especially for the Mile Square.	Ongoing	City Council, Planning Dept., Planning Comm.
UD 1.2	Continue requiring new commercial buildings and sites to be developed with quality native landscaping and pedestrian accommodations.	Short Term and Ongoing	Planning Dept., Planning Comm. City Council, Civic Orgs., Engineering & Service Dept.
UD 1.3	Continue to work with property owners and the general public to enforce the property maintenance code.	Short Term and Ongoing	Planning Dept., City Manager, City Council, Property Owners
UD 1.4	Modify existing ordinances to support the development of mixed-use developments as shown on the Conservation and Development map and Concept Matrix.	Short Term	Planning Dept., Planning Comm., City Council
UD 1.5	Promote Neighborhood General patterns (see Character Area Map – Land Use Chapter) in new development and redevelopment.	Immediate and Ongoing	Planning Dept., Planning Comm., City Council
UD 1.6	Promote walkability and connectivity in new development.	Short Term and Ongoing	Planning Dept., Planning Comm., City Council
Objective 2: Integrate public art into the built environment			
UD 2.1	Integrate public art as part of capital improvements (community buildings and facilities).	Mid Term	City Council
UD 2.2	Work with the Oxford Community Arts Center to explore the feasibility of an "artist-in-residency" program.	Short Term	City Council, Oxford Comm. Arts Center/Miami University
UD 2.3	Encourage partnerships with local artists at the Community Arts Center to work on public art projects.	Short Term and Ongoing	City Manager, City Council Oxford Comm. Arts Center/Miami University
UD 2.4	Provide incentives for private developments to include public art.	Mid Term	City Council, Finance Dept., & Econ. Dev. Dept.
UD 2.5	Create spaces at public buildings and sites to showcase the artwork of local artists.	Short Term	City Manager
Objective 3: Make Uptown the civic center of the community			
UD 3.1	Work with the Oxford Chamber of Commerce, CIC and the Visitors Bureau to continue to create new civic and cultural activities in the Uptown area.	Short Term	City Council, City Manager, Park & Recreation, Chamber of Comm., CIC, & Visitor's Bureau

Policy	Action	Time Frame	Responsibility
UD 3.2	Implement the Uptown Parks and Streetscape Master Plan to ensure the streetscape is well designed for all new development and redevelopment Uptown.	Short Term and Ongoing	Planning Dept., Planning Comm., HAPC, Engineering & Service Dept., City Council
UD 3.3	Continue to create traffic calming devices designed to enhance the pedestrian experience in Uptown.	Short Term	Engineering & Service Dept., City Council
UD 3.4	Maintain the civic presence of governmental buildings in the Uptown.	Ongoing	City Council
Objective 4: Preserve and enhance historic resources in the Mile Square including Uptown			
UD 4.1	Support the work of the Historic and Architectural Preservation Commission to preserve historic buildings and resources.	Short Term and Ongoing	City Council, Planning Dept., Planning Comm.
UD 4.2	Guide new construction and renovation of buildings in the City's Historic Districts by working with and enforcing the HAPC Design Guidelines.	Short Term	Planning Dept., City Council, HAPC, Planning Comm.
UD 4.3	Enhance public places in the Mile Square and create new public places.	Short Term and Ongoing	Engineering & Service Dept., City Council, Parks & Rec. Dept.
UD 4.4	Work with local and regional financing institutions to provide economic incentives for restoration of historically significant buildings in the Mile Square.	Short Term	Planning Dept., City Council & Econ. Dev. Dept., HAPC
Objective 5: Collaborate with regional jurisdictions on design standards			
UD 5.1	Coordinate with Oxford Township and Butler County to develop consistent design guidelines for development in rural areas that may be annexed.	Short Term to Mid Term	City Council, Planning Comm., City Manager, Township Trustees, Butler County Comm., Butler County Land Use Coordinating Comm. (BCLUCC), Miami University
UD 5.2	Work with individual property owners and developers to join open spaces when cluster developments are designed and built in proximity to each other.	Short Term and Ongoing	Planning Dept., Engineering & Service Dept., Planning Comm., City Council
Objective 6: Continue to preserve the local rural heritage			
UD 6.1	Preserve the scenic quality of the rural landscape by defining the edge of the community. "Edge" Defined on pg. 4.6.	Short Term	Planning Dept., Planning Comm., City Council
UD 6.2	Preserve and protect rural areas in collaboration with surrounding jurisdictions.	Short Term and Ongoing	Planning Dept., Planning Comm., City Council, Oxford Township, Butler County
UD 6.3	Preserve the natural transitions from rural to urban at the gateways to Oxford including along US 27 and State Route 73.	Short Term and Ongoing	Planning Dept., Planning Comm., City Council
Transportation: ***A quality, accessible transportation system with alternative forms of transportation for a diverse population, improved infrastructure, adequate parking, bikeways, and efficient traffic management.***			
Objective 1: Facilitate the flow of traffic in and around the city			
T 1.1	Enforce truck weight limits.	Short Term and Immediate	Engineering & Service Dept., Police Dept., City Council, Butler County, State Highway Patrol
T 1.2	Work with the University to manage in-town traffic.	Ongoing	City Council, Miami University
T 1.3	Seek to route truck traffic outside of Uptown.	Mid Term and Long Term	Engineering & Service Dept., Planning Dept., Planning Comm., City Council, Butler County, State of Ohio
T 1.4	Consider the creation of one-way streets to create an alternate truck route.	Short Term	Engineering & Service Dept., Planning Dept., City Council, ODOT
T 1.5	Require new large-scale developments to pay for independent traffic impact studies.	Short Term and Ongoing	Engineering & Service Dept., Planning Dept.
T 1.6	Improve connectivity between areas within the City.	Short Term and Ongoing	Engineering & Service Dept., Planning Dept., Planning Commission, City Council
Objective 2: Promote alternative modes of transportation			
T 2.1	Investigate the feasibility of citywide bus service available to all residents	Short Term	City Council
T 2.2	Promote the Oxford Area Trails plan as identified in the Transportation or Thoroughfare Plan.	Short Term	Engineering & Service Dept., Planning Dept., Parks & Recreation Dept., Planning Comm.

Policy	Action	Time Frame	Responsibility
T 2.3	Create standards and require all new and existing commercial and public facilities to provide bike facilities (racks, shelters).	Short Term	Engineering & Service Dept., Planning Dept., Parks & Recreation Dept., City Council
T 2.4	Create connections between subdivisions and destinations to improve mobility, promoting a wider pedestrian and bicycle network throughout Oxford.	Ongoing and Short Term	Engineering & Service Dept., Planning Dept., Planning Comm., City Council, Parks & Recreation Dept.
T 2.5	Investigate commuter transit connections from Cincinnati, Hamilton and other regional hubs.	Mid Term	City Council, Miami University, County RTA, Regional Government (OKI)
Objective 3: Manage parking within the Mile Square			
T 3.1	Continue to implement parking management strategies such as residential permitted parking, metering, above and below ground parking structures, and parking enforcement	Ongoing	City Manager, City Council, Engineering & Service Dept., Chamber of Comm., Business Community, Miami University, Police Dept., Planning Dept.
T 3.2	Continue to enforce off-street parking requirements in residential areas of the Mile Square.	Ongoing	Planning Dept.
T 3.3	Institute traffic calming solutions in the Mile Square such as restoring brick streets and on-street parking as appropriate.	Short Term	City Council, Engineering & Service Dept.
Objective 4: Improve the design and function of existing intersections			
T 4.1	Explore changes to traffic control devices and signage where appropriate (i.e., changing lights to signs and visa-versa).	Mid Term	Engineering & Service Dept.
T 4.2	Enforce existing traffic laws relative to intersections for both cars and bicycles.	Immediate and Ongoing	Police Dept.
Objective 5: Improve access management			
T 5.1	Adopt access management guidelines to consolidate multiple access points/curb cuts and redesign poorly designed access points along the U.S. 27 corridor.	Short Term	City Council, Engineering & Service Dept., Development Community
T 5.2	Require greater on-street parking setbacks from private drives to ensure adequate visibility.	Short Term	Planning Dept., Engineering & Service Dept.
T 5.3	Limit high-volume curb cuts on major thoroughfares.	Ongoing	Engineering & Service Dept.
T 5.4	Add lights or signage to help control traffic at high-volume curb cuts.	Mid Term	Engineering & Service Dept., ODOT
Objective 6: Maintain and enforce the speed limits of traffic in the city			
T 6.1	Ensure safe vehicle speeds, particularly at locations like entrances to the City where posted limits change.	Ongoing	Police Dept, ODOT, Engineering
T.6.2	Utilize traffic calming devices to ensure safe vehicle speeds, particularly in residential areas.	Short Term and Mid Term	City Council, Engineering & Service Dept., Planning Dept.
Objective 7: Improve railroad crossings			
T 7.1	Upgrade existing at-grade railroad crossings to ensure a high level of safety.	Mid Term	Engineering & Service Dept., CSX
T 7.2	Explore grant opportunities to aid in paying for an underpass or overpass.	Short Term	Engineering & Service Dept., City Manager
T 7.3	Construct an overpass or underpass.	Mid Term	Engineering & Service Dept., City Manager, City Council, CSX
T 7.4	Appeal to OKI for funding assistance to upgrade crossings in the city.	Short Term	City Manager, Engineering & Service Dept.
Objective 8: Improve the pedestrian infrastructure			
T 8.1	Construct new sidewalks where none exist in and between existing developments.	Ongoing	Engineering & Service Dept., Planning Dept.
T 8.2	Repair existing sidewalks that are in poor condition.	Ongoing	Engineering & Service Dept.
T 8.3	Enforce existing city codes relative to sidewalk repair.	Ongoing	Engineering & Service Dept.
T 8.4	Consider timed “walk” indicators in Uptown to help decrease pedestrian crossings out of turn.	Short Term	Engineering & Service Dept.
Economic Development: ***Diverse businesses, local services and employment opportunities.***			
Objective 1: Retain and expand existing businesses			

Policy	Action	Time Frame	Responsibility
ED 1.1	Continue to support the work of the Community Improvement Corporation in the retention and expansion of businesses.	Short Term and Ongoing	City Manger, Planning Dept., Chamber of Comm., Miami University, Economic Development Dept., City Council
ED 1.2	Identify key local business concerns.	Short Term and Ongoing	City Manager, Miami University, Chamber of Comm., Economic Development Dept.
ED 1.3	Provide educational workshops/training related to identified business concerns.	Short Term and Ongoing	Miami University, Chamber of Comm., CIC, Economic Development Dept.
Objective 2: Attract new businesses consistent with the skills of the local community, quality of life, and identified economic needs			
ED 2.1	Facilitate required utility improvements in designated economic development areas, especially in the economic expansion and redevelopment areas as shown on the Conservation and Development Map.	Short Term and Ongoing	City Manger, Planning Dept., Engineering & Service Dept.
ED 2.2	Work with the CIC to develop a comprehensive marketing strategies and/or informational center (“one stop shop”) to attract new businesses.	Mid Term	City Manager, Chamber of Comm., Miami University, County & Regional Dev. Orgs., Community Improvement Corp. (CIC), Economic Development Dept.
ED 2.3	Create strategies to specifically attract service-based retailers to the redevelopment area along Locust Street and the U.S. 27 corridor.	Short Term and Ongoing	City Manager, Chamber of Comm., Community Improvement Corp. (CIC), Economic Development Dept.
ED 2.4	Market Uptown for expanded shopping and service use.	Ongoing and Immediate	City Manager, City Council, Miami University, Economic Development Dept.
Objective 3: Improve the resident work force through new employment services			
ED 3.1	Provide residents with job-opportunity and training service and businesses with training space through regularly sponsored events by the Chamber and CIC.	Short Term and Ongoing	City Manager, chamber of Comm., Talawanda City Schools, Miami University, Ohio Bureau of Employment Services, CIC, Economic Development Dept.
ED 3.2	Continue to work with the CIC and Miami University to develop economic strategies, especially related to research and development.	Mid Term and Ongoing	City Manager, Chamber of Comm., Miami University, Community Improvement Corp. (CIC), Economic Development Dept.
Objective 4: Develop focused economic development and redevelopment incentive policies			
ED 4.1	Consider developing incentives such as tax credits, site development and redevelopment assistance, and "One Stop" permitting to promote redevelopment.	Short Term	City Manager, Planning Dept., Law Director, City Council, Economic Development Dept., Engineering & Service Dept.
ED 4.2	Consider developing incentives such as tax credits, site development and redevelopment assistance, and “One Stop” permitting to attract businesses to the Office Industrial Zoned area along south U.S. 27, and the newly proposed economic expansion area as shown on the Conservation and Development Map.	Short Term	City Manager, Planning Dept., Law Director, City Council, Economic Development Dept., Engineering & Service Dept.
ED 4.3	Market and utilize economic development incentives such as the enterprise zone and the revolving loan fund.	Short Term and Ongoing	City Manager, Law Director, City Council, Economic Development Dept.
ED 4.4	Identify economic development incentives, and create business assistance marketing materials describing available programs.	Short Term	City Manager, Law Director, City Council, Economic Development Dept.
ED 4.5	Consider Tax Increment Financing as a tool to improve the public infrastructure in areas of the Mile Square, such as restoring brick streets, improving sidewalks, off-street parking and installing new lighting.	Short Term	City Manager, Law Director, City Council, Engineering & Service Dept.
ED 4.6	Promote the utilization of the Façade Improvement Program to merchants and property owner in Uptown.	Short Term	Planning Dept., HAPC, Engineering & Service Dept.
Housing: ***Livable, attractive, and affordable housing for a diverse population.***			
Objective 1: Improve housing conditions in the Mile Square			

Policy	Action	Time Frame	Responsibility
H 1.1	Ensure a quality residential environment through improved housing standards.	Short Term and Ongoing	Planning Dept., City Council, Miami University, Housing Advisory Commission
H 1.2	Establish alternative code enforcement procedures and programs to help preserve the historic small town character	Mid Term and Ongoing	Planning Dept., City Council
H 1.3	Partner with local organizations to support property improvements.	Ongoing and Short Term	Planning Dept., Local Lending Institutions, Property Owners, Housing Advisory Commission
H 1.4	Encourage the development of housing that is accessible to community resources such as employment, bicycle and pedestrian infrastructure, public transit, open space, and commercial districts.	Short Term and Ongoing	Planning Dept., Planning Comm., City Council, Development Comm, Housing Advisory commission.
Objective 2: Expand housing options			
H 2.1	Update development regulations to allow for a variety of housing types in new developments	Immediate	Planning Dept., Planning Comm., City Council, Housing Advisory Commission
H 2.2	Create incentives to make it desirable for developers to construct moderately priced housing developments	Short Term and Ongoing	Planning Dept., City Manager, City Council, Development Comm., Finance Dept, Law Director, Housing Advisory Commission
H 2.3	Establish incentives and/or requirements to include a number of new units for low to moderate income residents.	Short Term and Ongoing	Planning Dept., City Manager, City Council, Development Comm., Finance Dept,Law Director, Housing Advisory commission
H 2.4	Provide financial assistance to increase homeownership opportunities for low to moderate income residents. (CDBG funds for first time homeowner grants)	Short Term and Ongoing	Planning Dept., City Council, Butler County, State of Ohio, Housing Advisory Commission
H 2.5	Incorporate a variety of housing types and prices as part of mixed-use development.	Short Term, Long Term and Ongoing	Planning Dept., City Manager, City Council, Development Comm, Housing Advisory Commission
H 2.6	Investigate opportunities to improve conditions and modernize manufactured home parks.	Short Term	Planning Dept., City Manager, Housing Advisory Commission
Objective 3: Improve rental housing			
H 3.1	Improve and expand code enforcement.	Ongoing	Planning Dept.
H 3.2	Increase student involvement in property maintenance and neighborhood stabilization.	Short Term	Planning Dept., Miami University, Student Body, Property Owners, Off Campus Affairs, SCRC, Non-student residents
H 3.3	Continue to support community efforts to improve neighborhoods such as collaborating with Miami University's Student Government annual Spring Clean and Make-A- Difference Day.	Short Term and Ongoing	Planning Dept., SCRC, Miami University, Off Campus Affairs, Property Owners, Student Body, Family Resources Center
H 3.4	Create a Neighborhood Improvement District to heighten code enforcement and support neighborhood improvements.	Short Term and Ongoing	Planning Dept., Law Director, City Council
H 3.5	Encourage rental units to meet the needs of the year-round resident population.	Short Term and Ongoing	Planning Dept., City Council, Rental Community, Development Comm.
H 3.6	Encourage redevelopment/ revitalization of existing under-utilized student and non-student rental housing developments within the City over construction of new rental housing and urban sprawl.	Short Term and Ongoing	Planning Dept., City Council, Rental Community, Development Comm.
Objective 4: Expand senior housing options			
H 4.1	Encourage the development of affordable senior housing and assisted living developments.	Short Term and Ongoing	Planning Dept., Planning Comm., City Council, Development Comm.
H 4.2	Create incentives for developers to build accessible units that comply with the Americans with Disabilities Act (ADA).	Short Term and Ongoing	Planning Dept., City Council, Finance Dept., Economic Development Dept., Development Comm.
H 4.3	Support the development of new senior housing with community resources and services.	Mid Term and Short Term	Planning Dept., Planning Comm., City Council
Objective 5: Expand homeownership opportunities			
H 5.1	Encourage local employers to provide homeownership incentives.	Short Term and Ongoing	Planning Dept., City Council, Chamber of Comm., Miami University, Major employers, Economic Development Dept.

Policy	Action	Time Frame	Responsibility
H 5.2	Encourage rehabilitation of owner-occupied structures within the Mile Square.	Short Term and Ongoing	City Council, City Manager, Planning Dept., Lenders, Housing Advisory Commission
H 5.3	Create an urban homeownership incentive program such as homeownership grants to help offset the cost of housing.	Long Term and Ongoing	Planning Dept., City Council, Finance Dept., Lenders, Housing Advisory Commission
H 5.4	Develop a revolving loan fund.	Mid Term	Planning Dept., Finance Dept, City Council, Housing Advisory Commission
H 5.5	Establish an Oxford Homeownership Office in partnership with Miami University.	Mid Term	City Manager, Miami University, City Council, Housing Advisory Commission
H 5.6	Support the University loan program to increase homeownership opportunities within the Mile Square.	Ongoing	City Council, Miami University, Housing Advisory Commission
Objective 6: Provide diverse housing opportunities			
H 6.1	Encourage diverse and affordable housing choices (condos, apartments and live-work units).	Short Term and Ongoing	Planning Dept., Planning Comm., City Council, Development Comm., Housing Advisory Commission
H 6.2	Encourage new housing options for young professionals in the Uptown.	Short Term and Ongoing	Planning Dept., Planning Comm., City Council, Development Comm, Housing Advisory Commission
H 6.3	Support “move down” housing options for residents.	Short Term and Ongoing	Planning Dept., Planning Comm., City Council, Housing Advisory Commission
Objective 7: Encourage and utilize sustainable building practices			
H 7.1	Encourage the design and construction of residential structures that utilize green building practices.	Short Term and Ongoing	Planning Dept., Engineering & Service Dept.
H 7.2	Provide incentives for developments that meet energy conservation and efficiency standards.	Short Term and Ongoing	City Manager, City Council, Finance Dept.
H 7.3	Adopt low-impact conservation development standards for rural areas on the edge of the community.	Short Term and Ongoing	Planning Dept., Planning Comm., City Council
H 7.4	Promote street tree plantings and natural storm water management in new residential developments.	Short Term and Ongoing	Planning Dept., Planning Comm., Engineering & Service Dept., City Council
Objective 8: Enhance the community’s unique housing character			
H 8.1	Integrate new housing options in the redevelopment concept area as shown on the Conservation and Development Map.	Short Term and Ongoing	Planning Dept., Planning Comm., City Council, Development Comm.
H 8.2	Work with the HAPC to preserve existing homes, especially within the Mile Square.	Short Term	City Council, Planning Dept., HAPC, Property Owners
Utilities: ***An efficient, environmentally responsible, affordable utility system that meets the needs of current and future residents.***			
Objective 1: Provide and maintain high quality services.			
U 1.1	Maintain a capacity benefit charge (CBC) program that covers expansion cost for growth as it occurs.	Ongoing	Engineering & Service Dept., Planning Dept., City Council
U 1.2	Identify and pursue alternative funding sources for utility improvements.	Ongoing	Engineering & Service Dept., Planning Dept., City Council, Finance Dept.
U 1.3	Maximize usage of existing utilities by promoting infill and redevelopment opportunities.	Ongoing	Planning Dept., Planning Comm., City Council, Engineering & Service Dept.
U 1.4	Incorporate elements of the Comprehensive Plan into the Capital Improvements Plan every five years.	Ongoing and Immediate	City Manager, City Council, All Depts.
U 1.5	Ensure infrastructure maintenance and replacement projects have stable funding sources	Ongoing	City Manager, Engineering & Service Dept., Finance Dept.
U 1.6	Continue programmed operation, maintenance, and replacement of existing utility infrastructure to maintain and enhance quality service.	Ongoing	City Manager, Engineering & Service Dept.
U 1.7	Work to place utilities underground.	Ongoing	Engineering & Service Dept., City Council, Development Comm., Non City Utilities
U 1.8	Promote the co-location of utilities.	Ongoing	Engineering & Service Dept., Development Comm. Non City Utilities
U 1.9	Collaborate with local and regional governmental entities on infrastructure projects to ensure that improvements adequately serve all types of uses (commercial, residential, industrial, etc.).	Ongoing	City Manager, Engineering & Service Dept.

Policy	Action	Time Frame	Responsibility
Objective 2: Improve water service			
U 2.1	Continue to replace all lead water pipes.	Ongoing	Engineering & Service Dept.
U 2.2	Encourage water conservation measures	Ongoing	Engineering & Service Dept.
U 2.3	Continue to develop additional raw water sources.	Ongoing	Engineering & Service Dept.
U 2.4	Maintain and Update the Water System Master Plan in order to prevent low pressure.	Ongoing and Short Term	Engineering & Service Dept.
U 2.5	Conduct all planning and construction of water system extensions and reinforcements with full service requirements.	Ongoing	Engineering & Service Dept.
U 2.6	Conduct periodic flow modeling and calibration of the water distribution system.	Ongoing	Engineering & Service Dept.
U 2.7	Maintain the wellhead protection plan.	Ongoing	Engineering & Service Dept.
Objective 3: Improve wastewater treatment and disposal			
U 3.1	Comply with the NPDES permit limits for treated wastewater quality at the WWTP.	Ongoing	Engineering & Service Dept.
U 3.2	Update wastewater facilities to serve areas for redevelopment and infill.	Ongoing	Engineering & Service Dept.
U 3.3	Monitor evolving legal and regulatory requirements for sewering of development.	Ongoing	Engineering & Service Dept.
Objective 4: Improve stormwater management			
U 4.1	Develop and implement a stormwater drainage plan for existing and future development.	Short Term and Ongoing	Engineering & Service Dept.
U 4.2	Establish an enterprise fund stormwater utility as recommended by the storm water drainage plan.	Mid Term	Engineering & Service Dept., Law Director, Finance Dept., City Council
U 4.3	Require stormwater management studies for any significant development of proposed impervious surface.	Short Term	Engineering & Service Dept.
U 4.4	Update stormwater regulations to include storm water best management practices.	Short Term	Engineering & Service Dept.
Objective 5: Promote the utilization of environmentally friendly utility practices			
U 5.1	Explore incentives for the use of alternative energy such as solar and wind power.	Short Term	Planning Dept., Engineering & Service Dept., City Council
U 5.2	Reduce energy consumption by implementing environmental sound practices in public buildings and facilities.	Short Term	City Manager, Engineering & Service Dept.
U 5.3	Utilize sustainable building practices for public facilities.	Ongoing	City Manager, City Council
U 5.4	Analyze alternatives to conventional wastewater treatment.	Short Term	Engineering & Service Dept.
U 5.5	Utilize bioswales to increase the natural infiltration of stormwater.	Short Term and Ongoing	Engineering & Service Dept.
U 5.6	Explore opportunities to utilize gray water.	Short Term and Ongoing	Engineering & Service Dept.
Community Facilities and Services: ***Excellent schools and community facilities and services including cultural and recreational facilities, safety and social services and programs for all citizens.***			
Objective 1: Improve parks and recreational facilities **(Refer also to LU 8.4)**			
CF 1.1	Update the Parks and Recreation Master Plan.	Immediate and Short Term	City Council, Park & Recreation Dept
CF 1.2	Develop trails as referenced in the Transportation Plan. (Please see Transportation chapter.)	Immediate	Park & Recreation Dept., Engineering & Service Dept., City Council
CF 1.3	Consider expanding the Community Park as shown on the Conservation and Development Map.	Short Term	Park & Recreation Dept., City Council
CF 1.4	Continue to explore joint recreational programming with other community entities including Miami University, Talawanda School District and TRI Community Center.	Ongoing and Short Term	City Manager, Park & Recreation Dept., Talawanda School Dist., Miami University, City Council
CF 1.5	Continue to provide a safe and adequate pool facility for the community with the possible construction of new and expanded facility.	Long Term	City Council, Park & Recreation Dept.
CF 1.6	Construct a community dog park with fencing.	Short Term	City Council, Park & Recreation Dept.
CF 1.7	Construct additional ball fields.	Short Term	City Council, Park & Recreation Dept.

Policy	Action	Time Frame	Responsibility
CF 1.8	Develop a variety of recreational programs aimed at teens and young adults.	Short Term	City Council, Park & Recreation Dept., Miami University, TRI
CF 1.9	Explore the feasibility of creating a community youth center.	Mid Term	City Council, Park & Recreation Dept.
CF 1.10	Continue to develop facilities at the Community Park to meet the recreation needs of the community.	Immediate and Ongoing	City Council, Park & Recreation Dept.
Objective 2: Support education			
CF 2.1	Support partnerships between the City, Talawanda School District and Miami University to create new education opportunities for students and the general community.	Ongoing	City Manager, Talawanda School Board, Miami University
CF 2.2	Promote the enhancement of school facilities and creation of high quality academic programs.	Ongoing	City Manager, City Council
CF 2.3	Work with the School District to promote “green” building and site planning.	Long Term	City Council, TSD
Objective 3: Improve City Services			
CF 3.1	Expand recycling to high-density multifamily buildings.	Short Term	Engineering & Service Dept., Property Owners, Refuse Company
CF 3.2	Continue to develop a regional strategy for sharing and/or consolidating safety services.	Mid Term and Ongoing	City Manager, City Council, Oxford Twp, Butler County, Police Dept., Fire Dept, Service Dept.
CF 3.3	Continue a mutual aid agreement with Miami University, the County and surrounding communities.	Ongoing	City Manager, City Council, Township, Fire Dept. Police Dept., County, Miami University
CF 3.4	Improve fire and emergency medical services.	Ongoing	City Manager, Fire Dept., City Council
CF 3.5	Continue to promote the Citizens Police Academy and community policing activities.	Ongoing	Police Dept., City Council
CF 3.6	Continue to implement the street tree program.	Ongoing	Service Dept., City Council
CF 3.7	Initiate an effort to educate the community on public involvement opportunities, public hearing processes and the roles and functions of local government.	Short Term and Ongoing	City Manager, City Council
Objective 4: Expand and improve senior services			
CF 4.1	Support the development of senior facilities, including a full-service community center for seniors and retirees.	Mid Term	City Council
CF 4.2	Support community and recreational facilities and programs that address the needs of seniors.	Ongoing	Park & Recreation Dept., City Council
Objective 5: Expand and improve services for economically-disadvantaged residents			
CF 5.1	Consider establishing a “one stop” city services center.	Mid Term	City Council
CF 5.2	Continue to support housing and utility assistance efforts.	Ongoing	
Cultural Resources: ***Significant and accessible cultural resources for the entire community.***			
Objective 1: Expand public art programs			
CR 1.1	Work with the Community Arts Center to develop a strategic cultural arts plan that encompasses cultural, racial, and ethnic diversity.	Mid Term	City Council
CR 1.2	Work with Miami to continue to support a wide variety of cultural events.	Ongoing	City Manager, Oxford Comm. Arts Center, Miami University
Objective 2: Promote cultural diversity			
CR 2.1	Recognize and identify cultural, racial, and ethnic needs for all age groups within Oxford.	Mid Term and Ongoing	City Manager, City Council, Cultural or Ethnic Organizations, Miami University
CR 2.2	Continue to support community-wide festivals and events that unite the community such as outdoor music or art programs.	Immediate and Ongoing	City Manager, City Council, Recreation Dept., Miami University, Chamber of Comm., Oxford Comm. Arts Center, Visitors Bureau
CR 2.3	Continue to support the Oxford Summer Music Festivals.	Short Term and Ongoing	Chamber of Comm. (Visitors & Convention Bureau)
CR 2.4	Continue to publish an events calendar of cultural and entertainment events including activities of Miami University, Talawanda School District and community groups.	Immediate and Ongoing	City Manager, City Council, Chamber of Comm., Miami University, Visitors Bureau.
Objective 3: Expand public art programs and create areas for public art			

Policy	Action	Time Frame	Responsibility
CR 3.1	Support the work of the Oxford Community Arts Center to provide programs in art, music, and theater to local residents.	Short Term and Ongoing	City Manager, City Council, Miami University, Oxford Comm. Arts Center
CR 3.2	Support the rehabilitation and utilization of the Oxford Community Arts Center.	Mid Term	City Council
CR 3.3	Develop cultural gathering places throughout the city, including Uptown, parks and possibly utilizing underutilized areas of the city.	Mid Term	City Council, Planning Dept., Park & Recreation Dept.
Objective 4: Enhance and improve the promotion and preservation of the city's historic and cultural resources.			
CR 4.1	Continue to support the work of the HAPC to develop and maintain an inventory of historic sites.	Ongoing	Planning Dept., City Council, HAPC
CR 4.2	Create a trail system to identify historic structures and sites.	Mid Term	Planning Dept., HAPC
CR 4.3	Collaborate with community organizations to promote historic and cultural tourism.	Ongoing	HAPC, Chamber of Comm.
CR 4.4	Work with Heritage Ohio to develop a Main Street Program.	Mid Term	Planning Dept., City Council, HAPC
CR 4.5	Encourage the preservation, restoration, rehabilitation and reuse of historic structures and sites.	Ongoing	Planning Dept., HAPC, Planning Comm., City Council, Property Owners
CR 4.6	Consider historic and cultural resources in all land use decisions.	Ongoing	Planning Dept., Planning Comm., City Council
University and Community: ***Partnerships with the university, the city and surrounding jurisdictions.***			
Objective 1: Implement projects jointly			
UC 1.1	Create a standing University and Community committee.	Immediate	City Council, Township Trustees, University leadership, Talawanda School Dist., Student Body, Non student resident
UC 1.2	Adopt a University and Community compact for collaboration.	Immediate	City Council, Township Trustees, University leadership, Talawanda School Dist.
UC 1.3	Publish an annual report: University and Community status report.	Immediate	City Council, University leadership,
UC 1.4	Coordinate economic development initiatives.	Ongoing	City Council, City Manager, Chamber of Comm., University leadership, Economic Development Dept.,
UC 1.5	Work with Miami University on housing, transportation, and other quality of life issues.	Short Term	City Council, City Manager, University leadership
Objective 2: Foster model university-community collaboration.			
UC 2.1	Establish a Mile Square/Uptown comprehensive development plan.	Immediate	City Council, University leadership, and Neighborhood Associations
UC 2.2	Support the Oxford Tenants Organization as related to the Comprehesive Plan. Assist with providing resources to the Office of Off Campus Affairs	Immediate and Ongoing	City Manager, University leadership, Off Campus Affairs, SCRC
UC 2.3	Coordinate service programs to clean up litter and advance city beautification.	Immediate and Ongoing	City Council, University leadership
UC 2.4	Provide incentives for students not to bring their cars to Oxford.	Immediate and Ongoing	City Council, University leadership
UC 2.5	Maintain a strong student/community relations commission.	Immediate	City Manager, University leadership, SCRC, TSD, Township, Student Body, Non student resident
UC 2.6	Develop on-going programs to help students learn the responsibilities of being good citizens and neighbors.	Immediate and Ongoing	City Manager, City Council, University, Off Campus Affairs
UC 2.7	Strengthen sense of community between students/nonstudents.	Ongoing	City Council, University
UC 2.8	Coordinate with Miami to provide greater access to campus facilities (i.e. Goggin & Recreation Center) to nonstudent community residents.	Short Term and Ongoing	City Manager, Park & Recreation Dept., City Council, Miami University
Objective 3: Improve housing options for students, faculty and staff.			
UC 3.1	Ensure all rental housing is in safe, sanitary and properly permitted.	Immediate and Ongoing	City Manager, City Council, University leadership, Fire Dept., Planning Dept.

Policy	Action	Time Frame	Responsibility
UC 3.2	Continue to support financial mechanisms to help faculty and staff with homeownership.	Immediate and Ongoing	City Manager, City Council, University leadership
UC 3.3	Make the Mile Square a more attractive place to live for year-round residents.	Immediate and Ongoing	City Manager, University leadership, Comm. Development Dept.
Objective 4: Coordinate transportation issues			
UC 4.1	Integrate busing and transportation for students and year round residents.	Short Term	City Council, University leadership
UC 4.2	Develop strategies to solve safety traffic problems.	Immediate	City Manager, City Council, Township Trustees, University leadership, Engineering & Service Dept., ODOT, Butler County, Regional Government
Implementation			
Objective 1: Monitor and share implementation progress			
I 1.1	Prepare an annual report that summarizes the status of plan implementation and outlines annual accomplishments and priorities.	Immediate and Ongoing	City Manager
I 1.2	Hold a special public meeting on a regular basis to review the city's success in implementing the Plan	Immediate and Ongoing	City Manager, City Council, All Depts.(Mayor)
I 1.3	Schedule meetings with the Planning Commission on a bi-annual basis to address the status of plan implementation and discuss other long range planning issues.	Ongoing	Planning Dept., Planning Comm.
I 1.4	Develop a formal training program for commission and board members. Training should focus on land use law, meeting procedures, organizational dynamics and how to use the plan.	Immediate and Ongoing	Planning Dept., City Manager
Objective 2: Require concurrence with the Comprehensive Plan			
I 2.1	Require concurrence in rezoning and other major development approvals	Ongoing	Planning Dept., Planning Comm., City Council
I 2.2	Require staff reports to reference the Comprehensive Plan.	Immediate and Ongoing	Planning Dept., Planning Comm.
I 2.3	Require interpretation of the Comprehensive Plan by Planning Commission or City Council to be in writing.	Immediate and Ongoing	Planning Dept., Planning Comm., City Council
I 2.4	Create a lessons learned diary.	Immediate and Ongoing	Planning Dept., All Depts.
Objective 3: Develop the necessary regulatory tools for implementation			
I 3.1	Update the City's development regulations to implement this plan.	Immediate	Planning Dept., Planning Comm., City Council
I 3.2	Coordinate development regulation update with Oxford Township and Butler County.	Immediate	Planning Dept., Planning Comm., City Council, Townships, County

Comprehensive Plan Appendix

City of Oxford, Ohio

Adopted
November 4, 2008

Prepared By
ACP Visioning+Planning
Development Economics

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Appendix A. Existing Conditions and Trends Memorandums

1. Demographics and Land Use
2. Housing and Mobility
3. Infrastructure, Historic and Cultural Resources, Community
4. Fiscal Analysis

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ACP VISIONING & PLANNING

DATE: January, 10 2008 (Revised April 8, 2008) **PAGES:** 26
TO: Steering Committee, Comprehensive Plan **DISTRIBUTION:** Kathy Dale
Jung-Han Chen
FROM: Aaron Domini – Planner, ACP
RE: **Existing Conditions Summary 1** / Regional Trends, Demographics, Land Use, Natural Environment and Developable Land, Urban Form

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Overview

Understanding the characteristics of the City and the region in terms of physical and demographic trends are important elements to consider when planning for the future. Since the last Comprehensive Plan was adopted in 1998 a number of factors have changed that affect how the City plans for the future. Factors such as growth in land area, population shifts, and increased regional growth all are critical elements that need to be evaluated in order for the City to develop updated planning policies.

This memorandum provides a description of current and historic growth trends within the City and the surrounding region, examines the existing land use pattern including agricultural and natural resource data, and examines the amount of remaining land that is suitable for development. The memo also identifies the urban form characteristics of the City as it relates to the particular context zone within which development occurs. The purpose of conducting this analysis is to provide baseline information as a tool to make informed recommendations related to land use and demographic trends.

Land is an exhaustible resource that, once developed and converted to a use, is often difficult to change. Land will continue to be developed, but the pattern, rate, timing and location of how land is developed can be shaped by the City through well-founded planning policies. When considering the future land use pattern the key question is not primarily a question of whether or not Oxford will grow, but how it will grow and change to serve future residents. The remaining sections of this memorandum, listed below, address the critical factors that will inform the community about how the City has been growing, and how to plan for the future. The remaining sections of this memo include:

A. Regional Trends
B. Demographics
C. Land Use
D. Natural Environment and Developable Land
E. Urban Form
F. Conclusion

The primary sources of information used to prepare this analysis are Geographic Information System data provided by the City of Oxford, land use and population data from Butler County, the Ohio-Kentucky-Indiana Regional Council of Governments (OKI), and data from the U.S. Census.

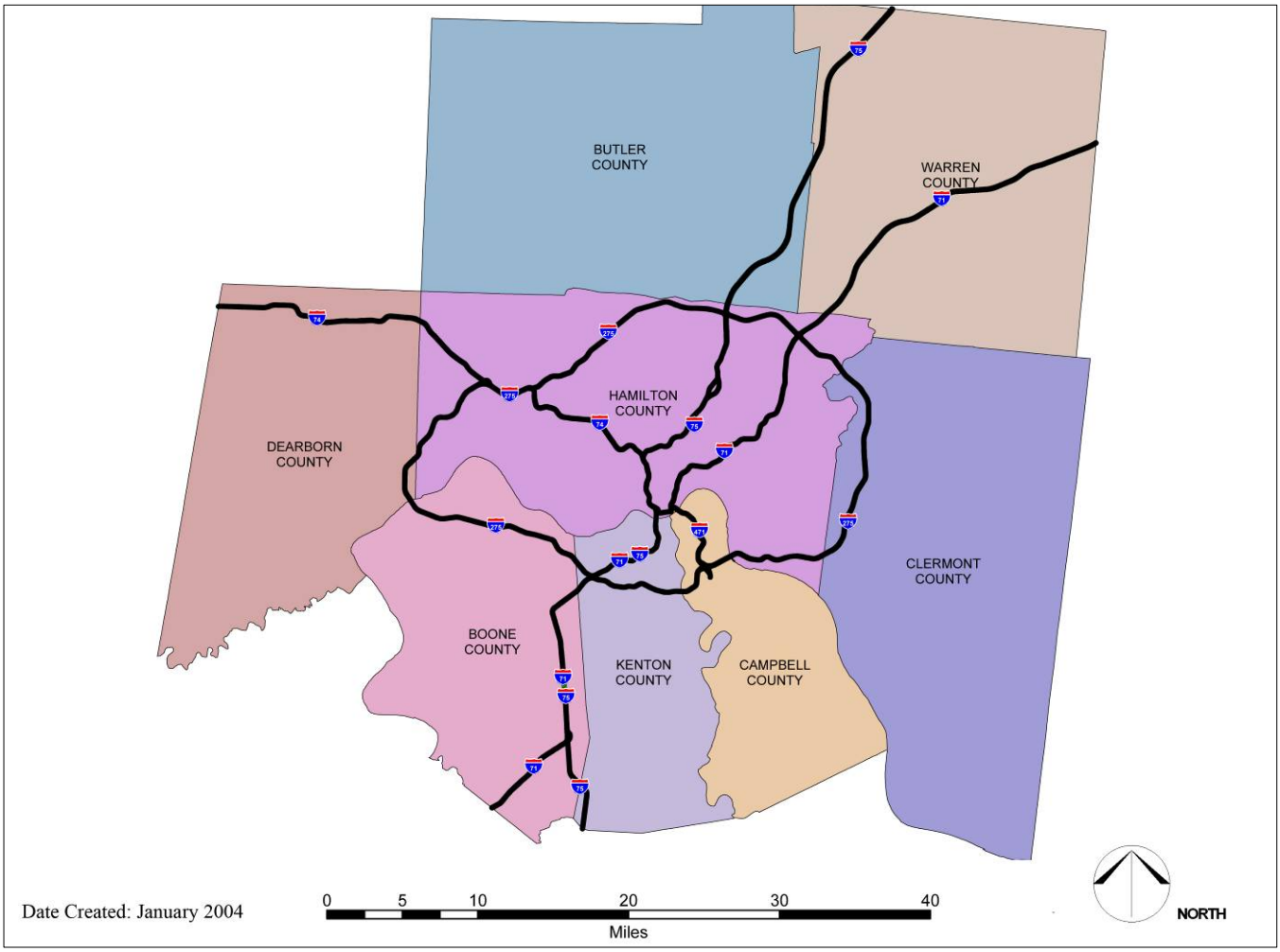
Key findings contained in this memorandum indicate that while Oxford's population continues to grow, the rate of annexation has decreased significantly compared to historic trends. Recent population growth has been served by previously annexed undeveloped land in outlying areas of the City. The City still contains a significant amount of developable land which is sufficient to accommodate projected growth at densities similar to current suburban pattern.

Developing in a traditional pattern, similar to the Mile Square, would allow for the conservation of much of the remaining undeveloped land as natural areas or public spaces.

A. Regional Trends

The City of Oxford is located in Butler County, Ohio (See Map 1.1 and 1.2), and is part of the furthest northeast corner of greater Cincinnati eight county region in jurisdiction of OKI, which is the regional metropolitan planning and transportation authority. The eight county region includes Butler, Warren, Hamilton, and Clermont counties in Ohio; Boone, Kenton, and Campbell counties in Kentucky, and Dearborn County, Indiana. This section discusses regional trends at the eight county region level and the Butler County level. The primary source of information used to prepare the regional trends analysis is *Where Do We Grow from Here? Community Choices Regional Trends Report* created by OKI.

MAP 1.X – REGIONAL CONTEXT MAP



Source: OKI 2004

The population of Butler County has grown steadily over the last 30 years and is projected to continue over the next 25 years.

The population of the eight county region has been growing steadily over the last 30 years and is expected to grow by 305,450 people, a 16 percent increase, by 2020. The current growth trend shows the population is moving away from existing urban neighborhoods, while outlying suburban areas are continuing to grow *(See OKI Regional Trends*

Report). The projected growth is expected to be concentrated in Butler, Clermont, Warren, Dearborn and Boone counties.

Butler County has seen steady growth over the last 30 years and is projected to continue increasing in population over the next 25 years. The County grew from 258,787 in 1980 to 354,992 in 2006 an increase of 96,205, or approximately 35 percent. The County growth rate over the past 25 years and detailed population information is shown in Table 1.1.

In contrast to Butler County, the State of Ohio has seen minimal growth since 1980, growing from 10,797,603 in 1980 to 11,478,006 in 2006. The State of Ohio's growth rate for the most recent time period, 2000 to 2006, was 1.1 percent. The United States has experienced a significant increase in population since 1980. The national growth rate for the most recent time period, 2000 to 2006, was 6.4 percent.

TABLE 1.1 - BUTLER COUNTY PERCENT POPULATION CHANGE 1980-2006

Year	Population	Actual Change	Percentage Change	Annual Growth Rate
1980	258,787	-	-	-
1990	291,479	32,692	12.6%	1.26%
2000	332,807	41,328	14.2%	1.42%
2006	354,992	22,185	6.7%	1.12%
1980-2006	-	96,205	37.2%	1.27%

Source: US Census 2007

The County is expected to experience a significant rate of growth over the next 20 years.

The population forecast for Butler County prepared by OKI indicates a significant rate of growth over the coming decades. The OKI forecast shows Butler County gaining 71,053 new residents by the year 2020, and approximately 107,000 by the year 2030 as indicated in Table 1.2. In terms of demographic trends, Butler County experienced a dramatic increase in the age cohort of 25 to 44, which is likely attributable to in-migration of new residents. This trend may result in a larger "middle age" population and a smaller "birth age" population, which could mean a decrease in the number of school age children in the coming years. This trend is also similar to the forecast projected by the Talawanda school district, which shows a decrease in enrollment of 260 students through the year 2017 (more detailed demographic data relating to age, gender, households and school enrollment will be presented in a later memorandum addressing Housing).

TABLE 1.2 - BUTLER COUNTY POPULATION FORECAST

Year	Population	Population Change	% Change
2006	354,992	-	-
2010	367,660	34,853	9.8
2020	403,860	36,200	9.8
2030	439,740	35,880	8.9

Source: OKI 2007

Oxford Township is not expected to experience the significant rate of growth projected for the County.

Growth in Butler County has mirrored the regional trend, as the population continues to spread out from urbanized areas. Townships within the County are projected to see the largest increases in population. However, according to Butler County Planning Department, Oxford Township is likely an exception to this trend due to its current isolation in the County and accessibility issues in part because the Great Miami River, and more specifically, access issues caused by a lack of bridge crossings (Butler County Department of Development). As the County continues to grow, the areas that will experience most of the projected growth will be along the I-75 corridor and east of the Great Miami River.

Land within the region is being developed five times faster than the population growth rate.

The eight county region experienced a steady increase in population, while the overall density of the region decreased significantly. Land within the region is being developed at a pace that is five times faster than the population growth rate. The density of population (the number of people per acre of land) has been declining over the years, while the rate of development of undeveloped land has increased. The OKI region's land development trend has resulted in a 27 percent decrease in population density (*Source: OKI Strategic Plan 2005*).

The disproportionate rate of land development and population growth has resulted in higher infrastructure costs on a per household and per development basis throughout the region. Studies by the American Farmland Trust in Ohio have indicated that for every dollar of revenue generated by residential properties, an additional 67 cents was necessary to satisfy the demand for public facilities and services. Another AFT study in Lexington-Fayette County, Kentucky indicated that for every dollar in revenues generated by residential property, $1.64 was required in public services. The movement of population toward communities farther away from centers of population and employment has a number of transportation and social equity implications. Separated and isolated land uses multiply transportation needs, as good travel connections need to be established between physically expanding centers of growth. According to the March 2001 Metro Moves Plan, the movement of people and activity centers to the suburbs of the OKI region has impacted the provision of additional regional transportation services (*Source: OKI Strategic Plan 2005*).

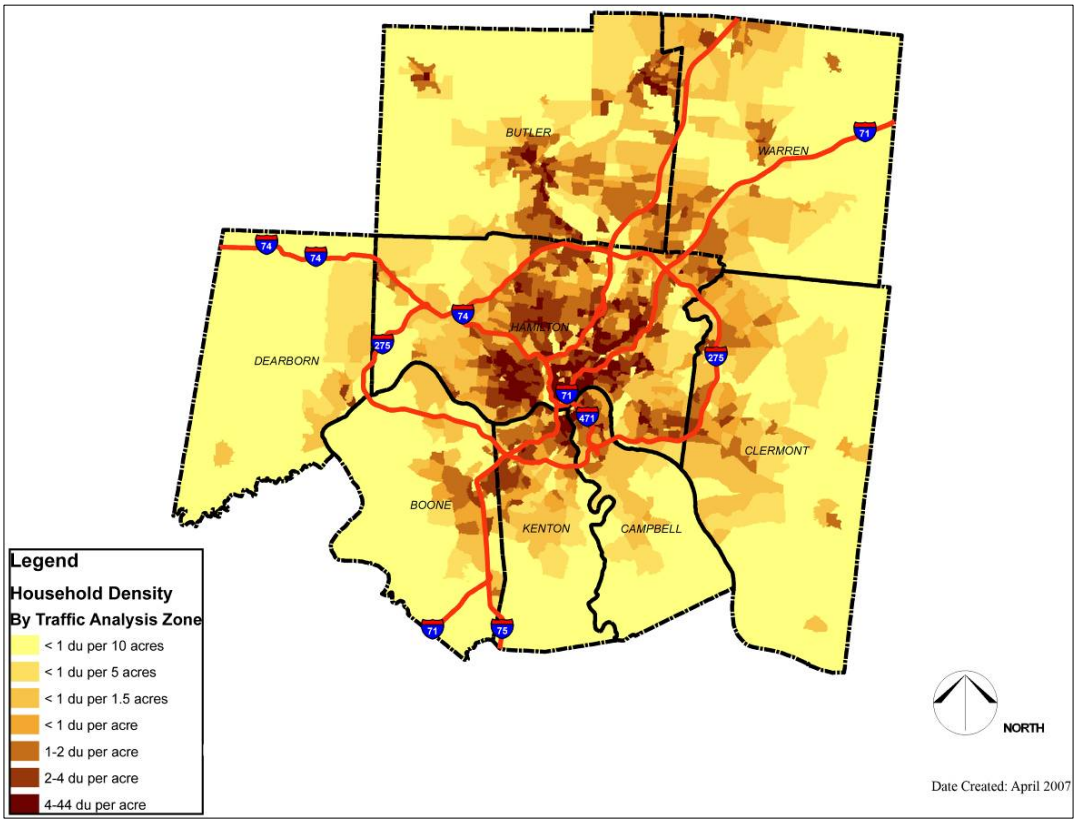
The County land use trend has been similar to the trend that is characteristic of the eight county region as a whole. The County has experienced disproportional growth in land area relative to population. The County has also experienced a decrease in residential density, as a majority of growth is concentrated in suburban townships throughout the County. The cities of Hamilton, Oxford and Middletown have the highest number of dwelling units per acre within the County. Table 1.3 shows the densities for cities within Butler County. Maps 1.2 and 1.3 show the current residential density in the OKI region and Butler County.

TABLE 1.3 - BUTLER COUNTY RESIDENTIAL DENSITY

Geography	Dwelling Units/Acre
City of Hamilton	1.8
City of Oxford	1.6
City of Middletown	1.6
City of Trenton	1.4
City of Fairfield	1.3

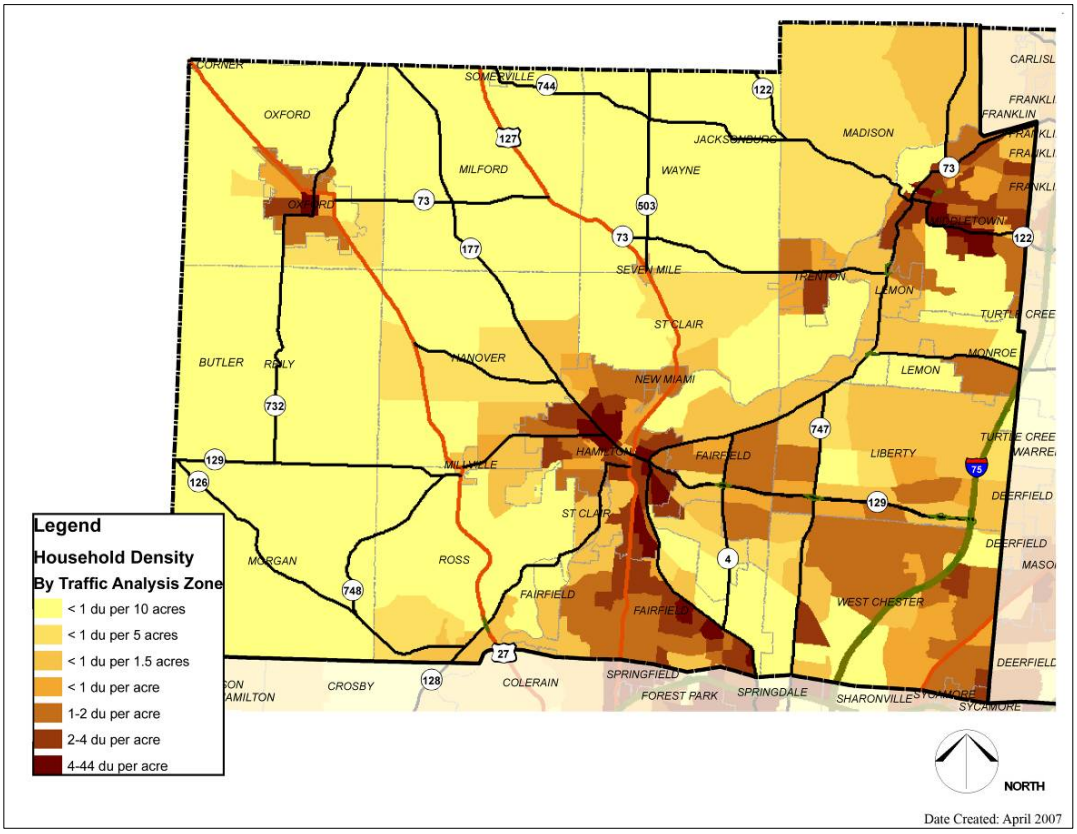
Source: OKI Community Choies and Trends 2007

MAP 1.2 – OKI REGION HOUSEHOLD DENSITY



Source: OKI Regional Council of Governments 2007

MAP 1.3 – BUTLER COUNTY HOUSEHOLD DENSITY



Source: OKI Regional Council of Governments 2007

Commuting times have been increasing througout the region as areas become more decentralized.

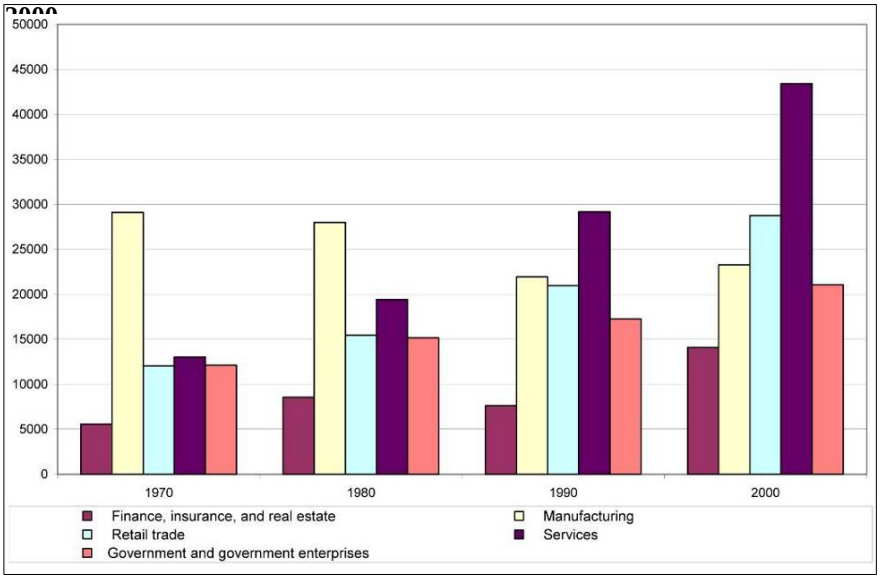
The eight county region experienced a significant increase in personal automobile usage over the last 25 years, as vehicle miles traveled have been increasing disproportionately to the population. Automobile usage has continued to increase in Butler County, and the number of people who carpool, bicycle, or walk to work has decreased between 1990 and 2000. In the year 2000, over 87 percent of the residents of Butler County drove alone to work, an increase of four percent from 1990. The trend in Butler County is similar to the region as a whole, as the automobile continues to dominate as the transportation mode of choice.

The number of commuters in Butler County increased from 81,000 to 159,000 between 1970 and 2000. Approximately 80 percent of commuters traveled to an employment destination within Butler County. Hamilton and Warren Counties are the other significant commuting destination for workers residing in Butler County. Travel times have been increasing for Butler County commuters. The number of commuters with short commutes (less than 10 minutes) is decreasing, while the number of commuters with long commutes (over 45 minutes) has increased. Butler County exports more workers than it imports. The County exports 68,730 workers to other counties within the region, while only importing 42,331 workers. The import to export ratio results in Butler County being a net exporter of 26,399 workers. It is important to note that net exports from the County have declined from 29,489 in 1990 to 26,399 in 2000. The decrease in the amount of net exports implies that additional employment opportunities have been created within Butler County and filled by County residents (*Source: Inter-County Commuting Patterns in the OKI Region*).

The County experienced an economic shift, moving from an economy dominated by manufacturing to one dominated by the retail and service sectors.

The region has seen an 11 percent increase in its labor force between 1990 and 2000. Butler County experienced an economic shift, moving from an economy dominated by manufacturing to one dominated by the retail and service sectors. The retail and service sectors account for 71,500 jobs in Butler County, and increase of approximately of approximately 30,000 jobs from 1990 (see Chart 1.1). The governmental sector has also seen a significant increase in employment from 17,000 employees to 21,000 employees between 1990 and 2000. Manufacturing, which was once the dominate industry, experienced a continual decline from 29,000 to 24,000 between 1970 and 2000. This will present some planning challenge to create new plans for redeveloping older manufacturing sites, and developing new economic development strategies to attract new businesses.

CHART 1.1 – BUTLER COUNTY EMPLOYMENT BY INDUSTRY 1970 - 2000



Source: US Department of Commerce 2000

B. Demographics

This section is an analysis of the current population trends for the City of Oxford, Miami University and Butler County. A variety of sources were referenced to provide a summary of the local population trends. The U.S. Census, OKI, the Miami University Office of Institutional Research, and the Ohio Department of Development were the primary sources used to perform this analysis.

Note: Miami's enrollment for the Oxford Campus is expected to be capped by the State at 17,000.

The data indicates the City, and County are increasing in population. Miami University was looked at separately in this analysis to show the trends in the non-student population in Oxford. Examining these two entities separately shows an increase in the City population and a recent decrease in the University population. Population forecast for the City of Oxford and Butler County are also included in this section. The data indicates both jurisdictions will see an increase in population over the next 20 year period.

The City of Oxford, Miami University and Butler County have seen a decline in annual growth rates from 2000 to 2006.

The population figures reported in Table 1.4 are consistent with those reported by the Ohio Department of Development in June 2007.

The City of Oxford has experienced steady growth over the last 25 years. Historically, some of this growth has been attributed to an increase in enrollment at Miami University, and annexations. The City, including the Miami University population, grew in population from 17,655 in 1980 to 22,394 in 2006, an increase of 4,739 people. Independently, the University also experienced steady growth in enrollment from 1980 to 2000 followed by a decline from 2000 to 2006. An analysis of the City's non-student population shows a moderate increase from 1990 to 2006, which grew from 7,969 to 8,654 in 2006, an increase of 685 residents, or 8.5 percent. Table 1.4 shows historic population growth for Butler County, the City of Oxford, and Miami University from 1980 to 2006.

Data for students living outside of Oxford for 2000 and 2006 was obtained from the Miami Office of Institutional Research. The non-student population figure for 1990 was obtained from the 1998 Comprehensive Plan.

TABLE 1.4 - HISTORIC POPULATION GROWTH 1980 - 2006

Population Geographies	1980	1990	2000	2006
Butler County	258,787	291,479	332,807	354,992
City of Oxford	17,655	18,937	21,943	22,394
Students Living in Oxford	14,803	10,968	13,689	13,740
Non-student Population	-	7,969	8,254	8,654

Source: US Census and Miami University 2007

Oxford's non-student population has been growing, but not at the rate of Butler County.

Butler County, the City of Oxford and Miami University have experienced a decline in the rate of growth that occurred from 1980 to 2000. The City of Oxford and Butler County are still experiencing positive growth, while the University experienced a decline in enrollment from 2000 to 2006. Oxford's non-student population has been growing at a consistent rate of approximately 3.5 to 4 percent every ten years. Table 1.5 illustrates the percentage change in population for the time periods between 1980 and 2006.

TABLE 1.5- PERCENT POPULATION CHANGE 1980-2006

Population Geographies	1980-1990	1990-2000	2000-2006
Butler County	12.6%	14.2%	6.7%
City of Oxford	7.3%	15.9%	2.1%
Miami University	7.0%	2.8%	-3.5%
Non-student Population	-	3.5%	4.8%

Source: US Census and Miami University Office of Institutional Research 2007

The City's non-student population has been increasing much faster than the student population.

From 1990 to 2000 Miami University added 449 students, an annual growth rate of 0.28 percent, while from 1990 to 2000 the non-student population of the City increased by 285, an annual growth rate of .36 percent. In the most recent time period of 2000 to 2006, Miami University experienced a decrease of 564 students, an annual growth rate of -0.58 percent, while the non-student population increased by 400 an annual growth rate of .48 percent. While the student population has experienced a significant decrease in annual growth rates, the non-student population continues to increase at a moderate rate. Table 1.6 depicts the data comparison between the student and non-student populations in Oxford.

TABLE 1.6 - STUDENT POPULATION VERSUS NON-STUDENT POPULATION

	Miami University Student Population				City of Oxford Non-Student Population			
Year	Persons	Actual Change	Percentage Change	Annual Growth Rate	Persons	Actual Change	Percentage Change	Annual Growth Rate
1980	14,803	-	-		-	-	-	
1990	15,841	1,038	7.0%	0.70%	7,969	-	-	
2000	16,290	449	2.8%	0.28%	8,254	285	3.5%	0.35%
2006	15,726	564	-3.5%	-0.58%	8,654	400	4.8%	0.48%
Total		**2,051**				**685**		

Source: US Census and Miami University Office of Institutional Research 2007

Oxford's population is expected to increase moderately through the year 2030.

There currently is not a certified or widely accepted population forecast for Oxford. Two different forecasts are included in this section, one based on current growth rates, and another provided by OKI; both show an increase in Oxford's population. For the purpose of the Plan Update, OKI's forecast will be used as the accepted forecast. This forecast was selected because it is has been verified by OKI and will serve as a baseline when considering future transportation improvements.

OKI's projections were developed using traffic analysis zone geographies, and were aggregated to the approximate boundaries of the City of Oxford. The projections were developed in late 2006 and reflect available development information at that time and data developed by the Ohio Department of Development Office of Strategic Research. The student population was held constant for this analysis. The OKI projections indicate an expected increase in population of 925 by 2030, a 4.1 percent increase from 2006, or a growth rate of .17 annually (see Table 1.8). This is a dramatic decrease in the rate the population has been growing.

TABLE 1.8 - CITY OF OXFORD POPULATION PROJECTIONS

Year	Population	Change	Percent Change
2006	22,394	-	
2030	23,319	925	4.1%

Source: OKI 2005

C. Land Use

This section includes an analysis of the existing land use conditions in and around Oxford. For the purpose of this analysis the City and a defined study area were analyzed. The study area is the current sewer service boundary, both the area within the City and the area in the service boundary surrounding the City. The sewer service boundary is the area which can currently be served by existing sewer services. This area was selected as the study area due the feasibility of development in the area based on existing infrastructures services.

This section also includes an analysis of the available developable land in Oxford. The developable land area was calculated based on a series of GIS maps which include natural resource, agriculture and vacant land data. These maps were developed based on available data from the Butler County GIS Department.

Residential use (single family residential, multifamily residential, fraternity, and mobile home parks) is the predominant land use within the City.

The City of Oxford has grown in land area from 3,648 acres in 1997 to 4, 008 acres at present, a difference of 360 acres (Note: 1997 is mentioned as the year data was obtained for the land use analysis, the plan was adopted in 1998). These acreages were derived using data from the previous plan document and current GIS data.

To examine the current land use conditions land use types have been grouped into different classifications than the land use types from the 1998 Plan. This is due to the availability of more detailed land use data in GIS format than was available in 1998. It is important to note the land classifications described in Table 1.10 represent how land is currently being used, not the lands' current zoning classification.

TABLE 1.9: CITY OF OXFORD 2007 EXISTING LAND USE

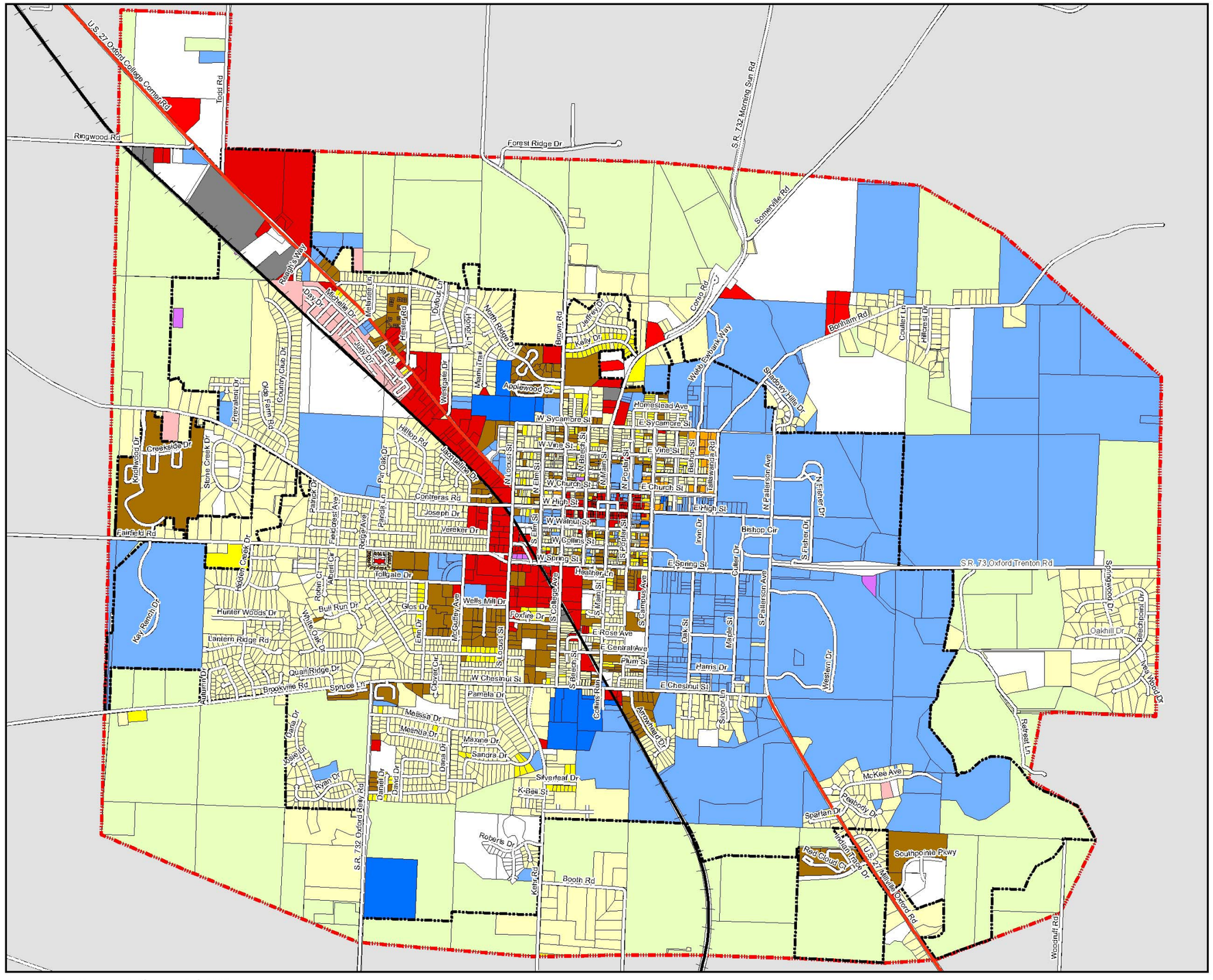
Land Use Type	City		Study Area		City & Study Area	
	Acres	Percentage	Acres	Percentage	Acres	Percentage
Single Family Residential	966	24	515	15	1,481	20
Two Family Residential	54	1	13	0	67	1
Multi Family Residential	257	6	-	-	257	4
Public/ Semi Public	1,202	30	644	18	1,846	25
School	78	2	Combined with Public/Semi Public		78	1
Utility	5	0	-	-	5	0
Vacant	325	8	367	10	692	9
Agricultural Land	482	12	1,790	51	2,272	31
Commercial	184	5	30	1	214	3
Group Housing (fraternity)	12	1	Combined with Multi Family Res		12	0
Industrial	44	1	-	-	45	1
Mobile Home and Other Res	41	1	7	0	48	1
Right of Way	358	9	137	4	495	4
Total:	4,008		3,503		7,511	

Source: ACP - Visioning & Planning, Ltd.

**2007 Land use includes rivers and stream corridors*

As shown in Table 1.10 the City of Oxford contains 4,008 acres (6.25 square miles). The predominant land use within Oxford is single-family residential, as was true in 1997. Residential (single family residential, multifamily residential, fraternity, and mobile home parks) uses comprise 31.8 percent of all uses within the City. The majority of the residential uses within the City are single-family residential, which accounts for 966 acres or 24.1 percent of land use within the City. Miami University and undeveloped land (vacant and agriculture) account for a significant portion of land usage within the City, comprising 29.9 percent and 20.1 respectively. Existing land use is illustrated in Map 1.4 on the following page. The total study area comprises 7,511 acres. The study area outside the City totals 3,503 acres.

MAP 1.4 – EXISTING LAND USE MAP



EXISTING LAND USE

OXFORD COMPREHENSIVE PLAN

Legend

- Street
- Railroad
- U.S. Highway
- City Boundary
- Sewer/ Study Boundary

Existing Land Use

- Commercial
- Industrial
- Agricultural
- Single Family Residential
- Two Family Residential
- Multi Family Residential
- Group Housing
- Mobile Home and Other Residential
- Utility
- School
- Public/Semi Public
- Vacant

NORTH

0 0.25 0.5 0.75 1 Miles

Date Created: 12/31/07

Source: ACP – Visioning & Planning, Ltd. 2007

From 2000 to present the City's land area grew approximately five percent, while the non-student population increased approximately 4.8 percent.

In general the City has become much more conservative with the amount of area annexed into the City when compared to the historical trends. This may be a policy choice based on the recommendation in the 1998 Plan, which indicated the City only needed 47 additional acres to accommodate growth through the year 2010 (see 1998 Plan page 8.4).

Since the year 2000 the City has annexed 174 acres, see Table 1.11 and Map 1.5 on the following page. This is approximately a five percent increase in the total land area, while the City's non-student population increased by 4.8 percent. While this appears to be conservative, in terms of land consumption, annexation from the previous decade, 1990 to 2000, totaled approximately 1,015 acres. Much of the recent growth has been occurring in these areas (see Map 1.5) which were not fully developed. Additionally, from 2000 to 2006 the City issued a total of 431 new residential building permits.

It is important to note that there is disconnect between the growth of 174 acres mentioned in this section, and the 187 acres mentioned previously, a difference of approximately 13 acres. This is due to advances in technology, such as GIS, which was not an available tool in 1998, which resulted in less precise measurements than what can be derived with current technology.

TABLE 1.10 - OXFORD ANNEXATION 2000 - PRESENT

Areas	Acreage
2000-Present	174
Annexation Inquiries	150
Contiguous Parcels	240
Total	**564**

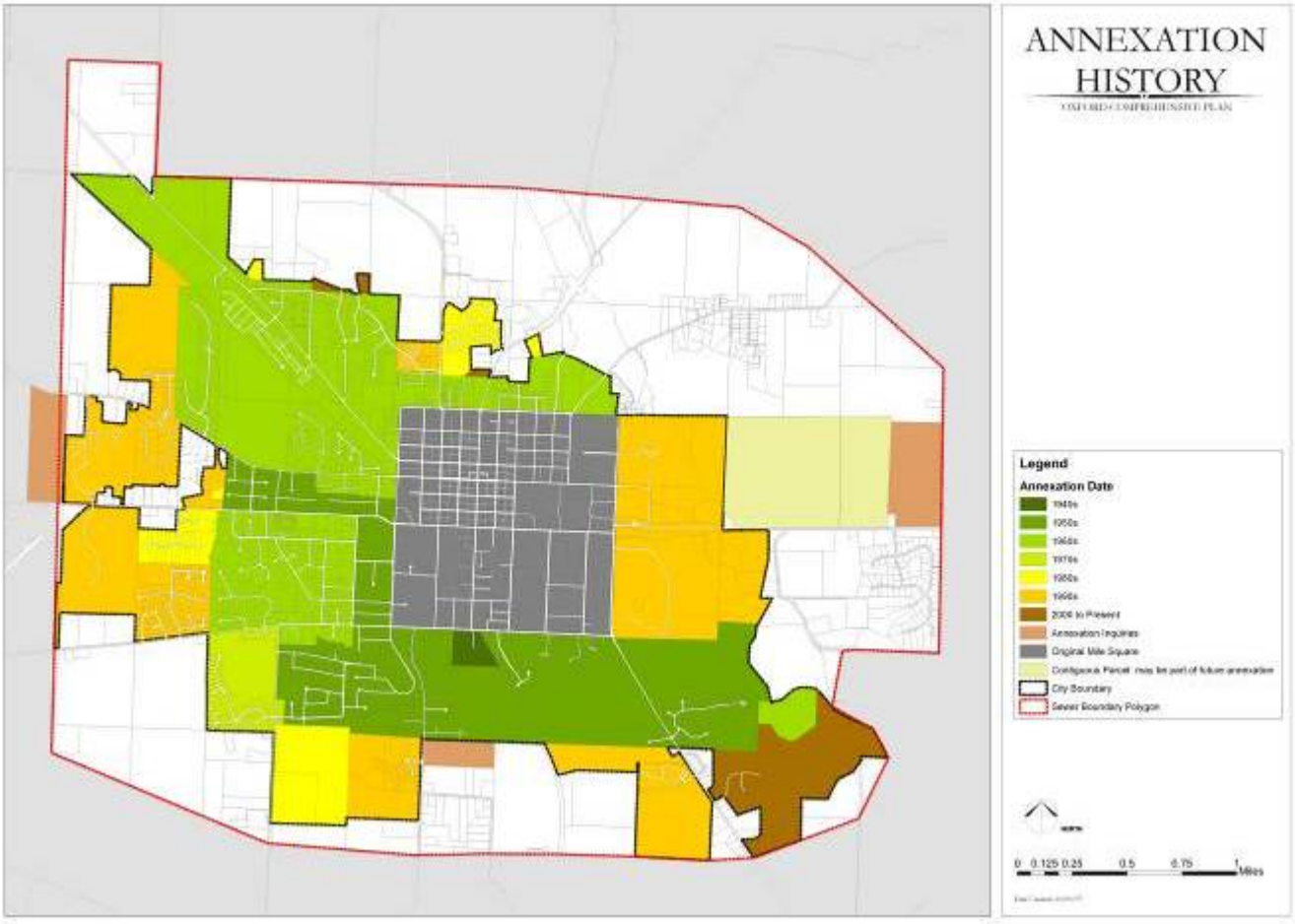
** Contiguous parcels are those areas that would be annexed in between those areas that have made annexation inquiries and existing City boundaries.*

The City is also faced with annexation inquiries, which could potentially total 390 acres. At typical suburban residential densities of 1.5 to 2.5 units per acre this area could accommodate between 585 and 975 units. Applying the standard household size figure provided by the Census of 2.4 persons per household this would serve between 1,404 to 2,340 new residents, well beyond the 925 new residents projected in the OKI forecast for the year 2030.

Current annexation requests may potentially add an additional 390 acres to the City.

In addition to those areas that have been annexed into the City over the last few years, there are a number of areas surrounding the City that have formally inquired about being annexed. These areas shown on Map 1.5, and listed in Table 1.11 above, could potentially add an additional 150 acres. One of these parcels is not adjacent to the City requiring a contiguous parcel be annexed into the City as part of the request. When considering this area as well, the total acreage for annexation inquiries equates to 390 acres, more than doubling the amount of land annexed into the City over the last seven years. If these requests are approved, they would significantly impact the City in terms of infrastructure and city services. The City's sewer service boundary line may also need to be adjusted to serve areas currently lying outside the boundary.

MAP 1.5 – ANNEXATION MAP



Source: ACP – Visioning & Planning Ltd. 2007

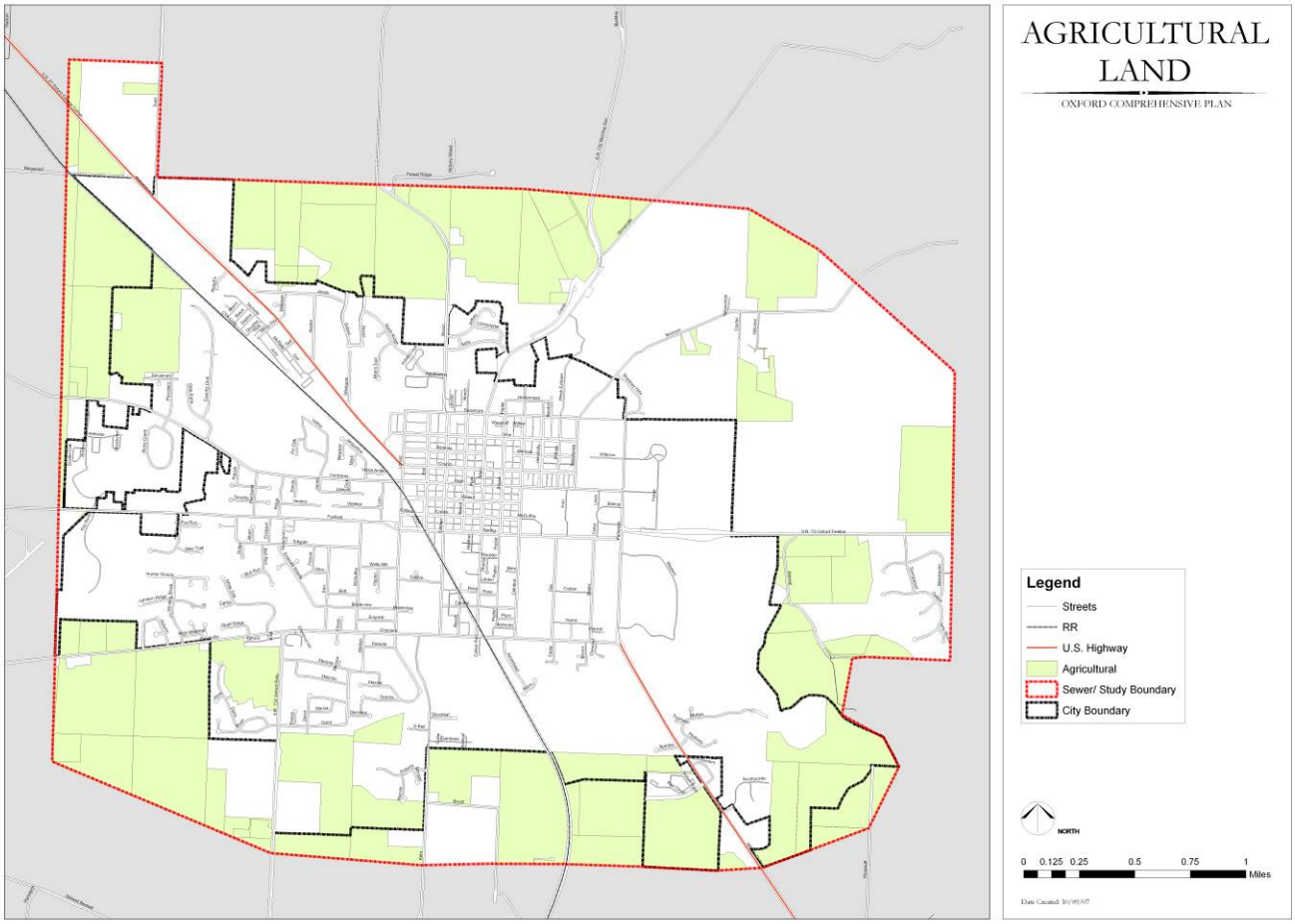
D. Natural Environment and Developable Land

Agricultural land comprises a significant percentage of existing land area within the City's boundaries.

A large percentage of undeveloped land within the City and study area is currently used for agriculture or considered vacant farmland, as classified by the Butler County Auditor. Agricultural and vacant lands comprise 807 acres or 20.1 percent of the total land area within the City. Agricultural land alone accounts for 482 acres or 12 percent of the total land area within the City. Map 1.6 on the following page shows agricultural land in the City and study area.

The amount of vacant and agricultural land is significant, especially if the community desires to retain the rural character of the City, and preserve productive farmland. According to the American Farmland Trust (AFT), between 1987 and 1997 the State of Ohio lost 363,100 acres of prime farmland to development. Ohio ranked second in the nation in the loss of prime agricultural land during this period. Although there is no data that describes the loss of prime farmland in recent time, specifically within Oxford, the present development patterns trends toward a loss of additional prime agricultural land, especially in edge areas of the City.

MAP 1.6 – AGRICULTURAL LAND MAP



Source: ACP – Visioning & Planning, Ltd. 2007

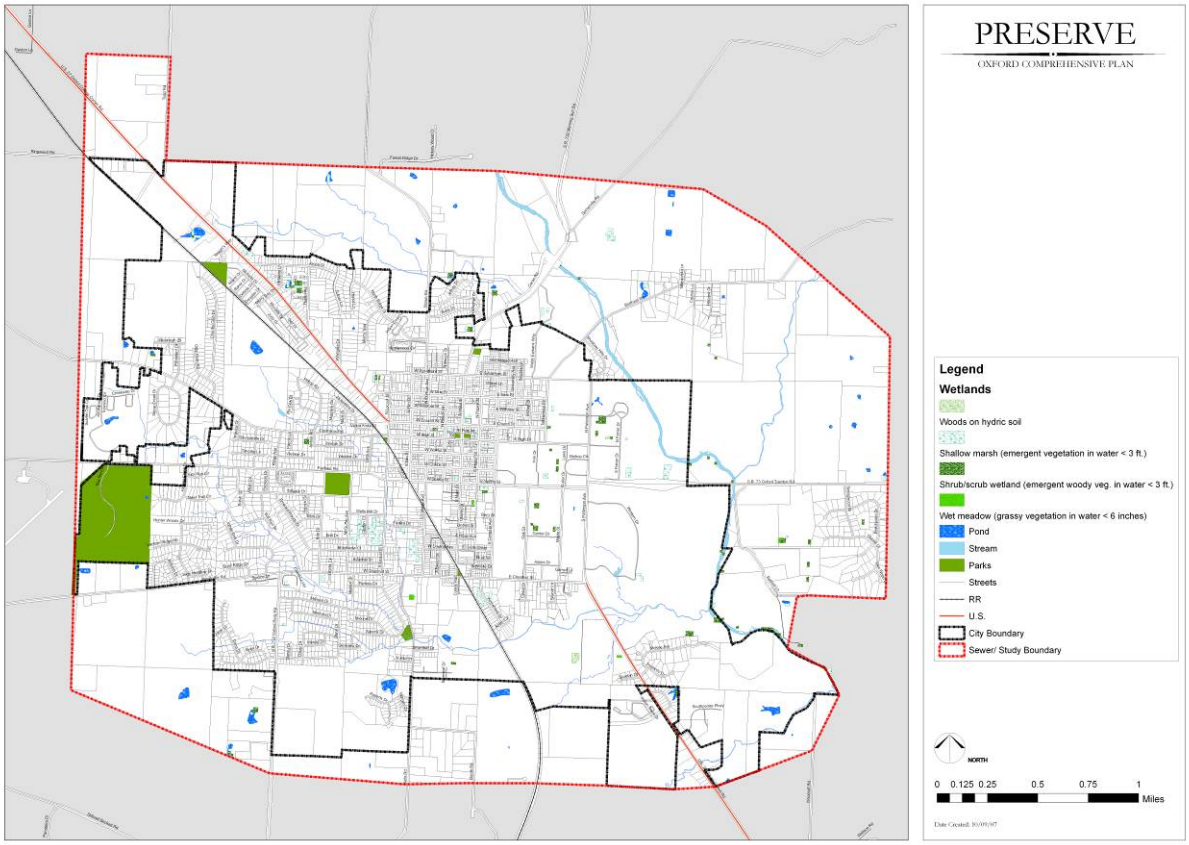
Not all land is suitable or available for development.

Much of the land in the City is not suitable for development. One way to classify these areas is as preserve land that is permanently protected by federal, state, and local regulations. Preserve lands include nature preserves, parks, wetlands and outdoor recreation areas. Preserve lands amount to 190 acres or 5.0 percent of the total land area within the City, and 41 acres in the study area outside the City limits, for a combined total of 231 acres. The preserve areas are shown on Map 1.7.

Certain areas should be considered for preservation due to their environmental constraints and limitations.

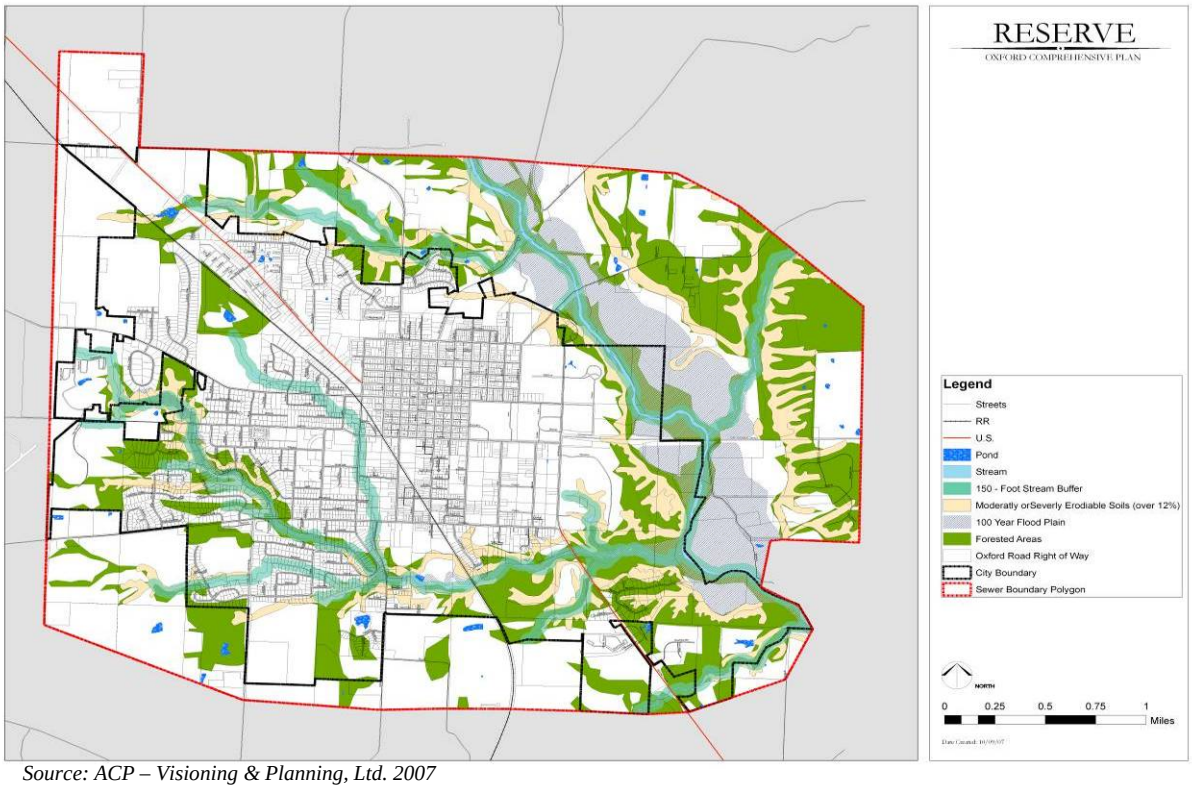
The City and study area also includes land that is not suitable for development due to environmental significance, and the challenges associated with increased building costs. These areas defined as reserve lands are areas that are not part of the preserve, but due to their environmental constraints and limitations, their development potential should be considered for future preservation. Reserve lands include floodplain areas, hydric soils, moderately or severely erodible soils on steep slopes (over 12 percent), and wetlands, all of which could be developed, but not without additional effort or cost. The amount of land in reserve areas amounts to 1,355 acres or 35.3 percent of the total land area within the City and 1,689 acres in the study area, for a combined total of 3,234 acres. The reserve areas are shown in Map 1.8 on the following page.

MAP 1.7 - PRESERVE LAND



Source: ACP – Visioning & Planning, Ltd. 2007

MAP 1.8 – RESERVE LAND

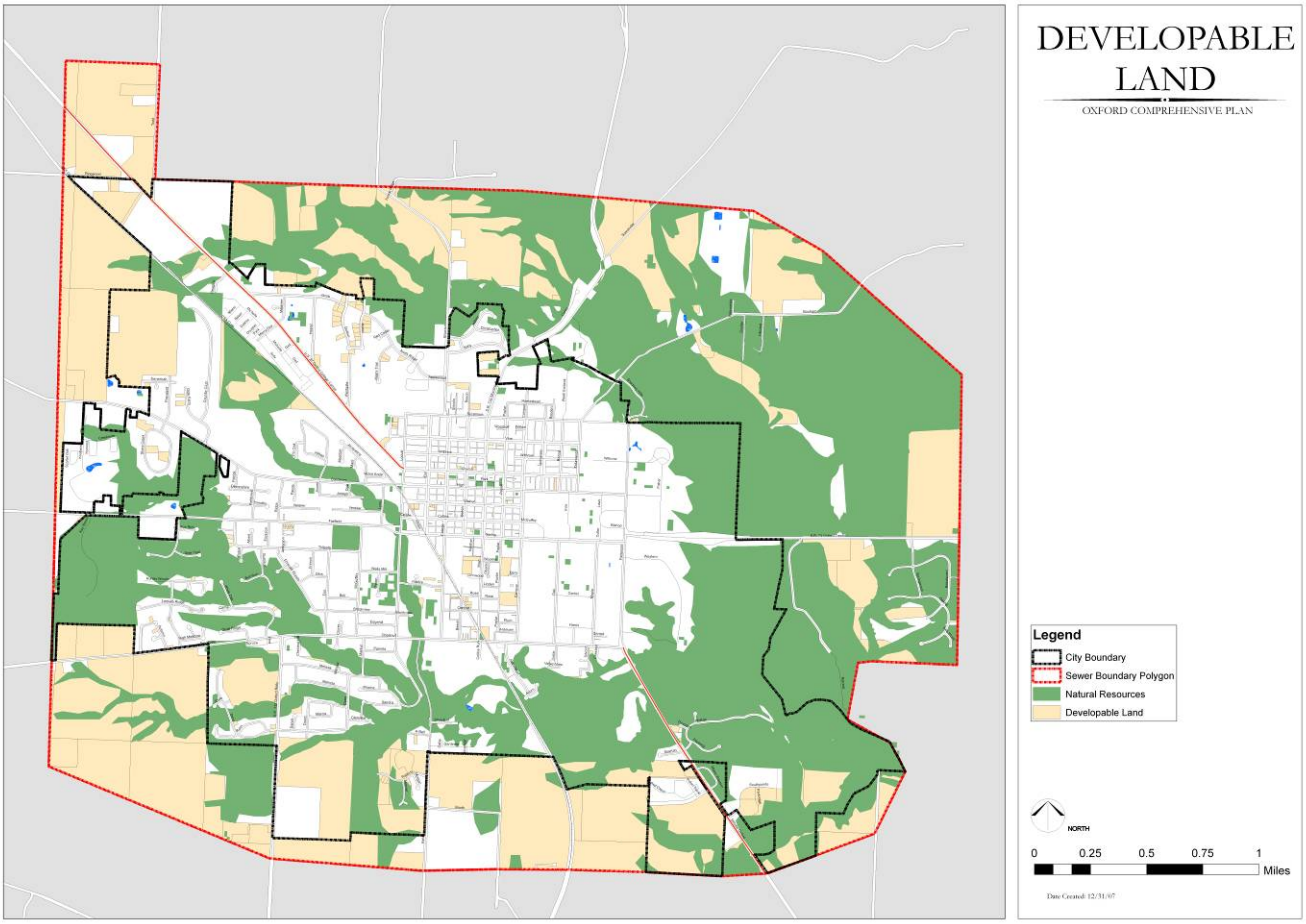


Source: ACP – Visioning & Planning, Ltd. 2007

There is a significant amount of developable land remaining for future development within Oxford.

The amount of developable land in Oxford was calculated by adding the total amount of agricultural land and vacant land within the city, and then subtracting the preserve and environmentally sensitive lands that overlap. The total amount of developable land within the City of Oxford amounts to approximately 387 acres or 9.6 percent of the total land area. This figure indicates there is a significant amount of undeveloped land remaining for future development within Oxford. The study area contains 1,311 acres of potentially developable land, which equates to approximately 37.2 percent of the total study area. Map 1.9 shows the developable land within Oxford and the study area, which accounts for 1,711 acres or 22.8 percent.

Map 1.9 - DEVELOPABLE LAND



Source: ACP – Visioning & Planning, Ltd. 2007

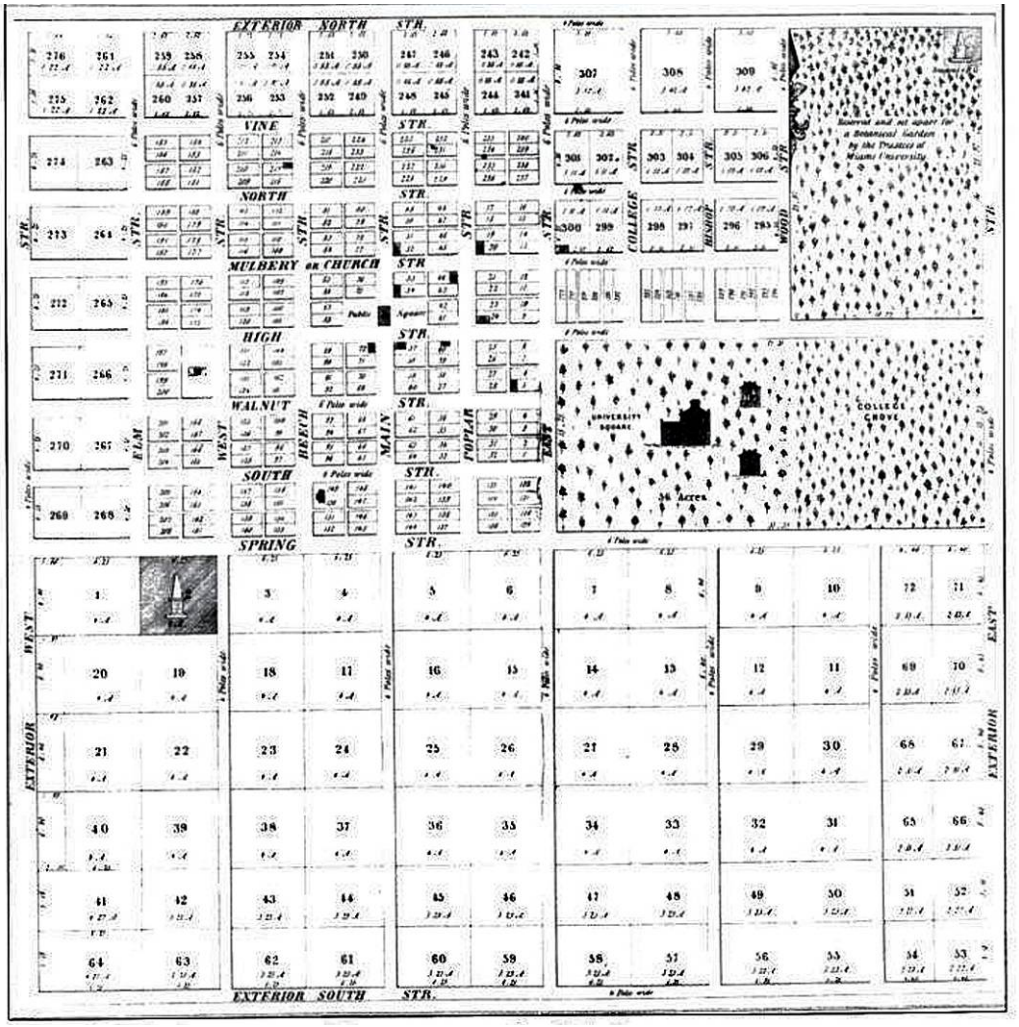
Urban Form

This section summarizes the Community's urban form characteristics and describes an alternative geography or context zones within the City of Oxford. The urban form characteristics analyzed in this section include the roadway network and pattern of uses which work in combination to help define the context zones of the City of Oxford. The purpose of this analysis is to examine the different types of development in the community, and the impacts the context zone characteristics have on community character and level of mobility in Oxford. The final plan will reference this analysis when considering the character and form of future development.

Road Network and Use Pattern

The road network within Oxford has changed over time from a highly connected mixed-use system to a disconnected system of segregated uses similar to the trend that has taken place throughout America in the past 50 years. The road network is illustrated in Map 1.11. The historic area of Oxford known as the Mile Square was developed using a square grid and rectangular blocks located in what is now the central area of the City (see Map 1.10).

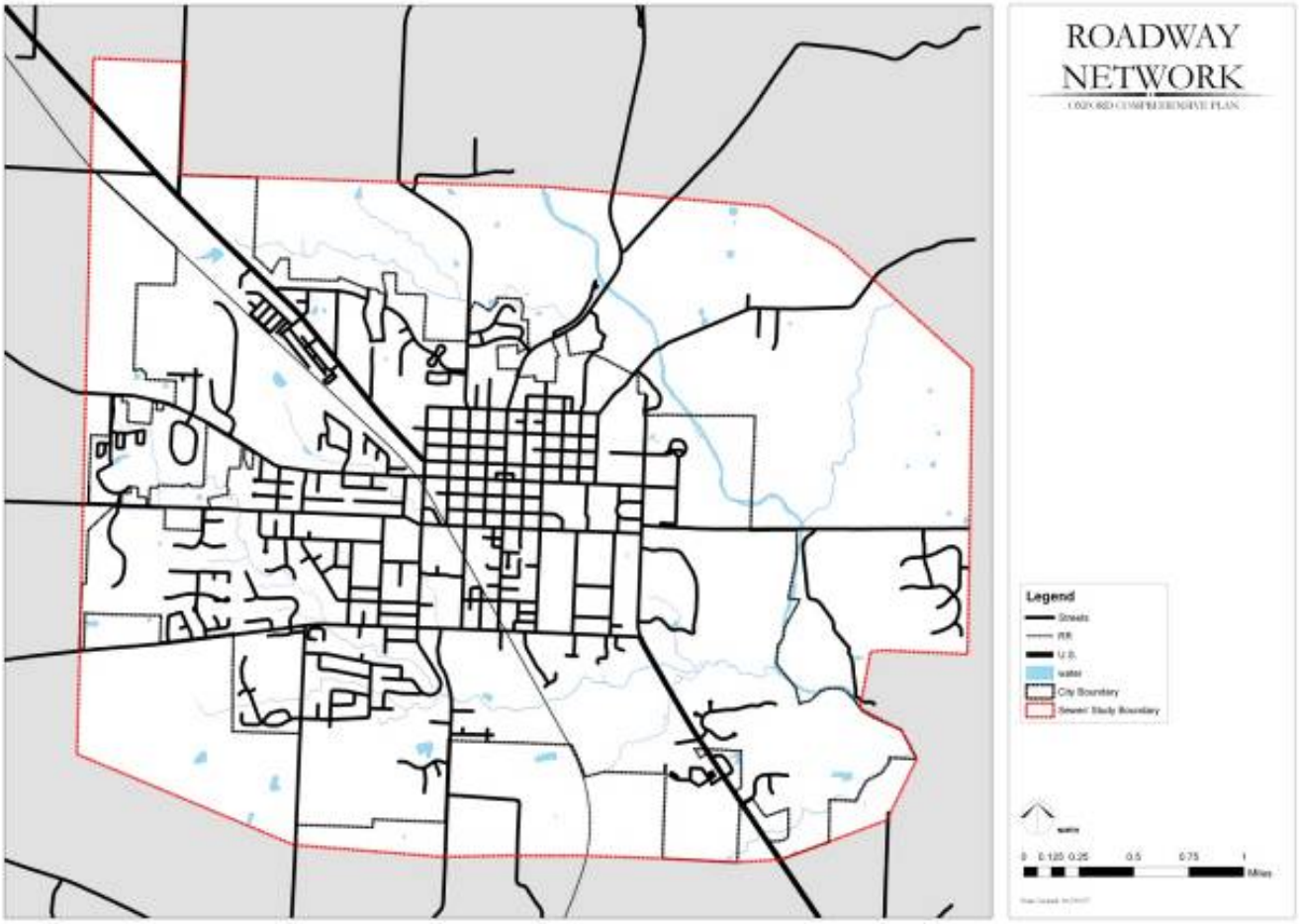
MAP 1.10 – HISTORIC MILE SQUARE PLAT



Source: City of Oxford

As time passed the expansion of the grid halted. Longer, more rectangular blocks were used in the next phase of the development of the road network. The longer rectangular blocks transition to the current curvilinear form of development, which is characteristic of the recent suburban pattern.

MAP 1.11 – ROADWAY NETWORK



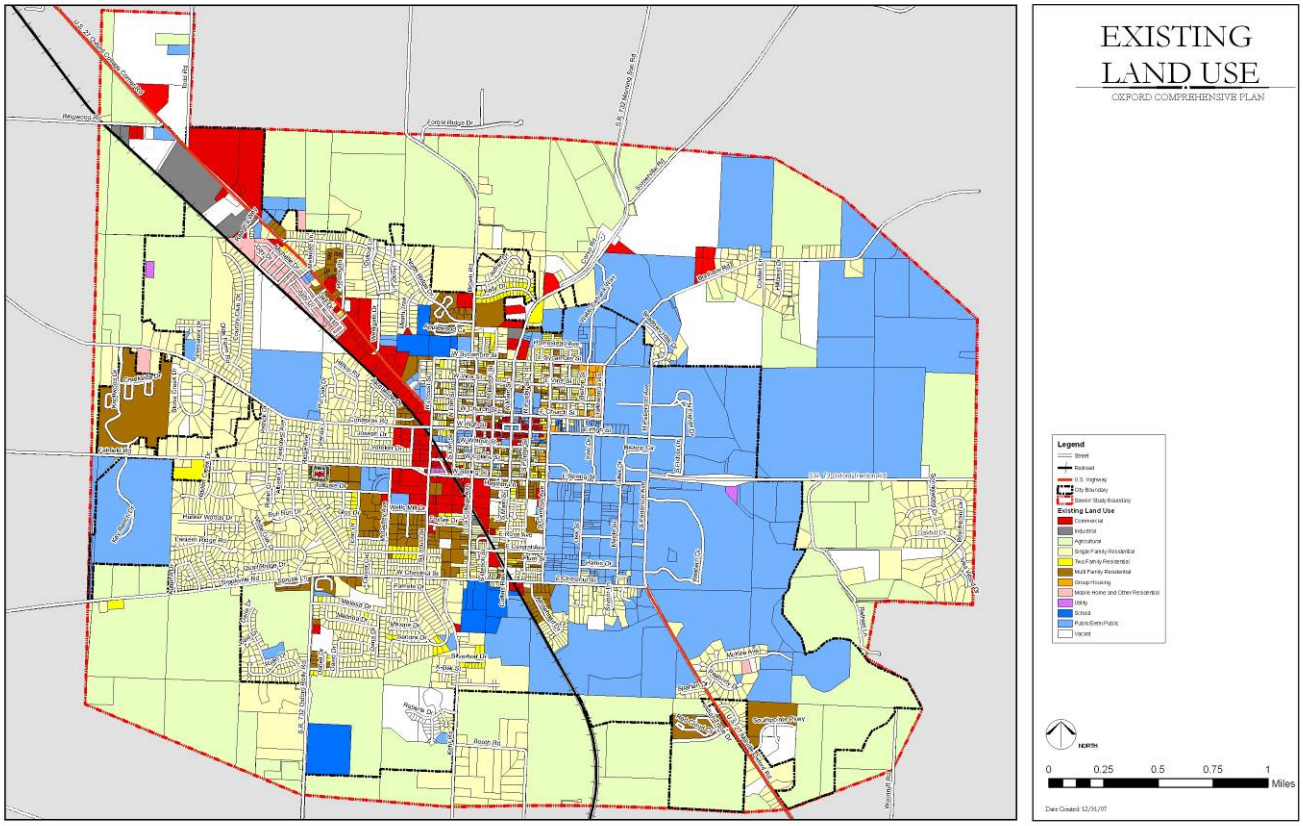
Source: ACP – Visioning & Planning, Ltd. 2007

The highly connected Mile Square utilizes a system of parallel routes and cross connecting streets resulting in an area that is accessible to vehicular, pedestrian and bicycle traffic. Frequent intersections and a lack of cul-de-sac streets provide for a pedestrian friendly block pattern. The more recent conventional suburban development pattern characterized by curvilinear streets and cul-de-sacs has resulted in long blocks and many dead end streets. The curvilinear street network is more disconnected than the original grid system and offers few options for motorists, pedestrians, and bicyclists since all traffic is funneled to collector and/or arterial roadways. Further, the conventional suburban development pattern is designed to solely handle vehicular traffic and does not sufficiently accommodate pedestrian and bicycle traffic. Cul - de - sacs may be utilized in special situations where sloping terrain or other unique circumstances necessitate their use.

Increased connectivity has the potential to reduce travel time by creating shorter travel distances, provide increased opportunities for pedestrian and bicycle mobility, reduce traffic congestion, improve access for emergency vehicles, and lower vehicular travel speeds.

Map 1.11 provides visual evidence of the change in development over time within the City. As the road network has evolved, so too has the pattern of land uses. The older areas utilizing the grid system allows for and have a higher mixture of uses. This can be seen in Map 1.12 on the following page.

MAP 1.12 – EXISTING LAND USE MAP



Source: ACP – Visioning & Planning, Ltd. 2007

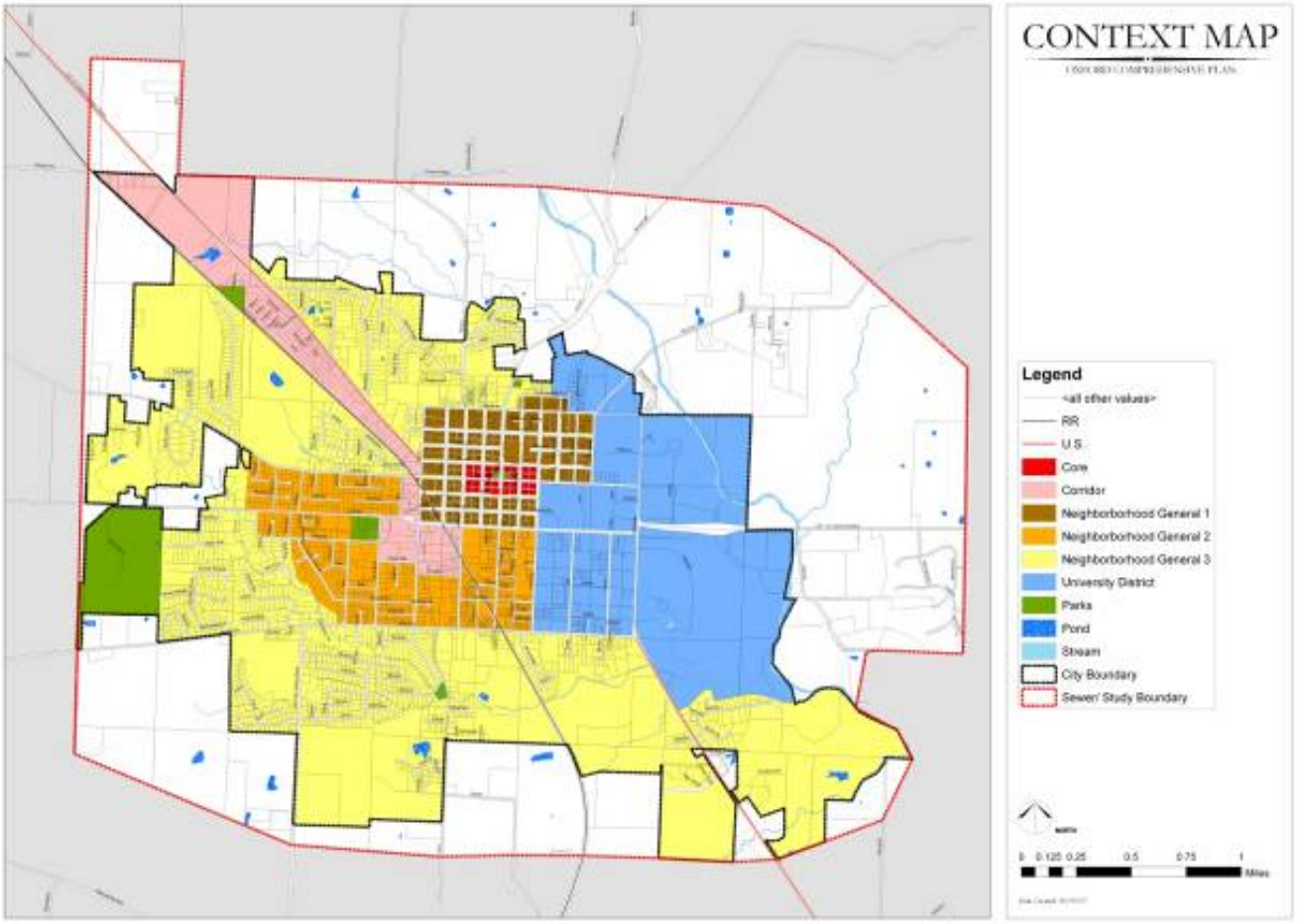
Multi-family residential, public, and commercial uses are better integrated into the neighborhoods within this grid area. The uses may be mixed into the neighborhood on a parcel-by-parcel basis, as opposed to large segregated areas of a single use. Moving away from historic grid area of the City, the pattern begins to change in conjunction with the road network. The curvilinear, less connected road network creates larger single use areas. These large predominantly single-use areas lack the parcel-by-parcel integration found in the older areas of the City.

The graphics at left illustrate a comparison of the roadway network and land use pattern found within the Mile Square and a newer area of conventional suburban development. As seen in the graphics, the Mile Square is characterized by a grid roadway network and an abundant mix of uses, while the newer area of conventional suburban development is characterized by a curvilinear roadway network with cul-de-sacs and large segregated areas of single use. These graphics also illustrate the difference in connectivity between the two areas.

Context Zones

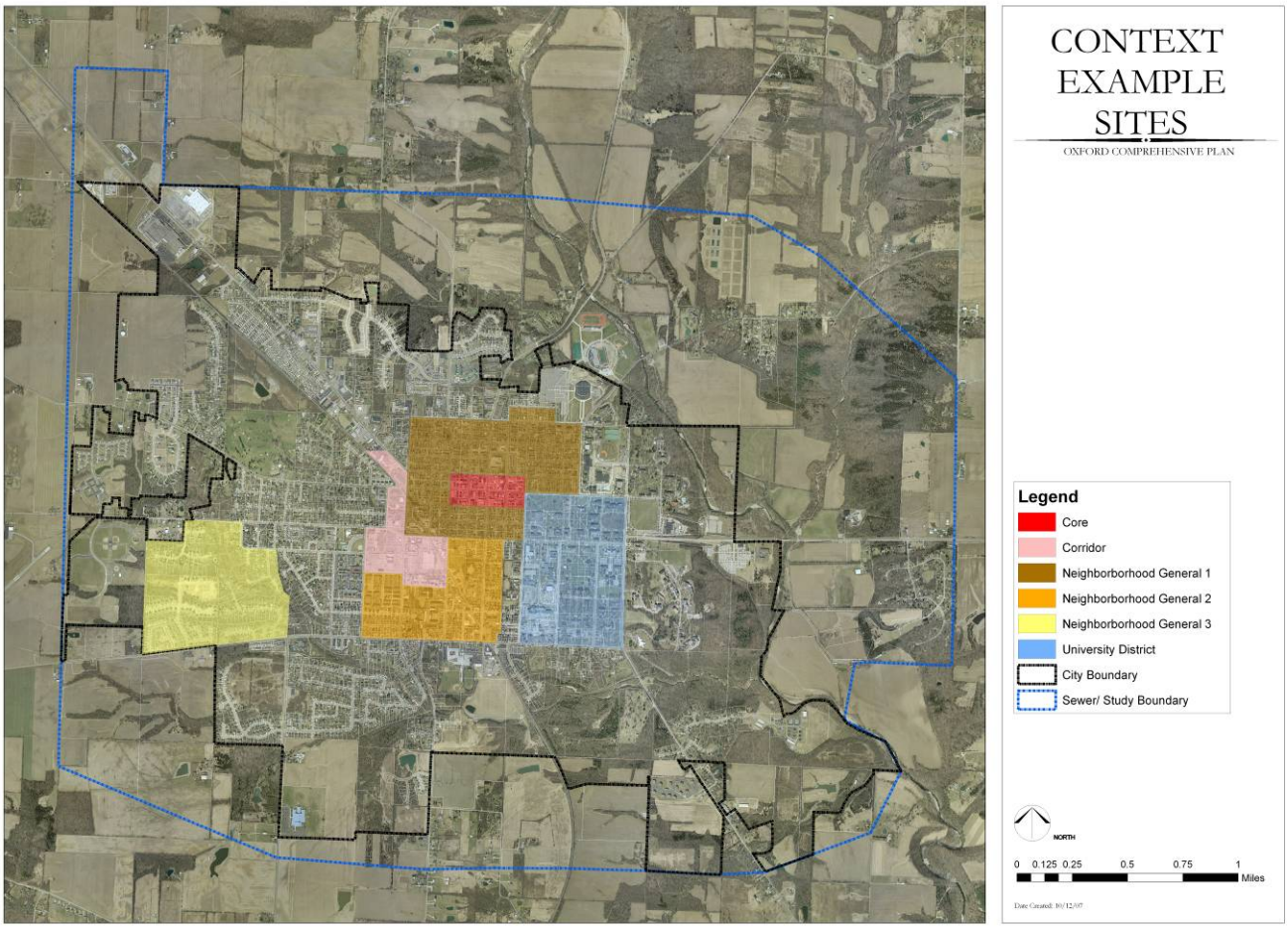
Context zones are areas of the City with a combination of elements that create a unique character. The characteristics used in defining the context zones include: roadway network, land use pattern, block size and length, lot size and coverage, density, connectivity, and building design. The identification of context zones illustrates how the City has developed over time, and how the development pattern has changed. The City of Oxford has been generally categorized into six context zones. Map 1.13 shows the context zones within Oxford. This analysis will show how continued development of the City's neighborhoods has changed over time, as well as the characteristics unique to each context zone. Map 1.14 depicts the selected sites within each context zone.

MAP 1.13 – CONTEXT ZONES



The six context zones that generally compose the City of Oxford include: Core, Corridor, University District, Neighborhood General 1, Neighborhood General 2, and Neighborhood General 3. The Neighborhood General Zones are predominantly residential areas, while the core and corridor contain the majority of the City's commercial uses. The University District is composed of Miami University. An example site from each of the context zones has been selected for further analysis. The examples sites can be found in Map 1.14 on the following page.

MAP 1.14 – CONTEXT ZONES



Source: ACP – Visioning & Planning, Ltd. 2007

Core

The Core is the highest density Zone in the City. The Core Zone is located in the center of the original Mile Square of Oxford (see Map 1.15). The area offers a mix of uses including employment and commercial areas. The Core Zone also contains a well defined public realm due to the obvious and prominent location of civic spaces and uses in a central place. Short walkable block lengths support pedestrian mobility, in this Zone, which also attracts and serves many entertainment uses. The grid pattern is well established within this Zone, and creates a system of square blocks. The grid provides many points of access that give pedestrians and vehicles a variety of options for moving in and around the Zone. This Zone contains many of the City's historic buildings, which together with the road network help to create Oxford's local identity.

MAP 1.15 – CORE ZONE EXAMPLE SITE

Source: ACP – Visioning & Planning, Ltd. 2007

Corridor

In Oxford, Corridor Zones are found where commercial development exists along arterial or collector roadways. Corridors are generally made up of non-residential uses (e.g., commercial or office). The Corridor Zone exists primarily along US Highway 27, an arterial roadway in Oxford (see Map 1.16). The roadway is not pedestrian friendly due to the scale (e.g. width, building setbacks, curb-cuts, etc.) of the street, large parking lots and commercial structures creating many conflict areas for pedestrians and bicyclists. The lack of pedestrian and bicycle mobility and significant amount of vehicular traffic discourage the development of a well defined public realm. The Corridor Zone is the primary location of large-scale retail structures with large parking lots in the front yard. This area is primarily accessible via automobiles because of the long block length and single use nature of the corridor.

MAP 1.16 – CORRIDOR ZONE EXAMPLE SITE

Source: ACP – Visioning & Planning, Ltd. 2007

Neighborhood General 1

The Neighborhood General 1 Zone is typified by traditional neighborhood development consisting of detached single-family homes on smaller lots, which may also include some multi-family and mixed-use type development. These neighborhoods include a consistent walkable block size, alleys, and a range of housing types. The Neighborhood General 1 Zone can be found within the original Mile Square of Oxford (see Map 1.17). The blocks within this Zone are square and continue the strong grid network found in the Core Zone, and contain lots of relatively uniform size. The neighborhood contains a mix of multi-family and commercial uses interspersed throughout the neighborhood on a parcel-by-parcel basis. The Neighborhood General 1 Zone is further characterized by having a discernable center and an edge. A discernable center is often characterized by civic uses such as parks or schools, religious institutions, government buildings or commercial uses. This area is where the community gathers to recreate or hold community events. It is also an area that serves as a "way finding" feature and orients residents and visitors to Oxford.

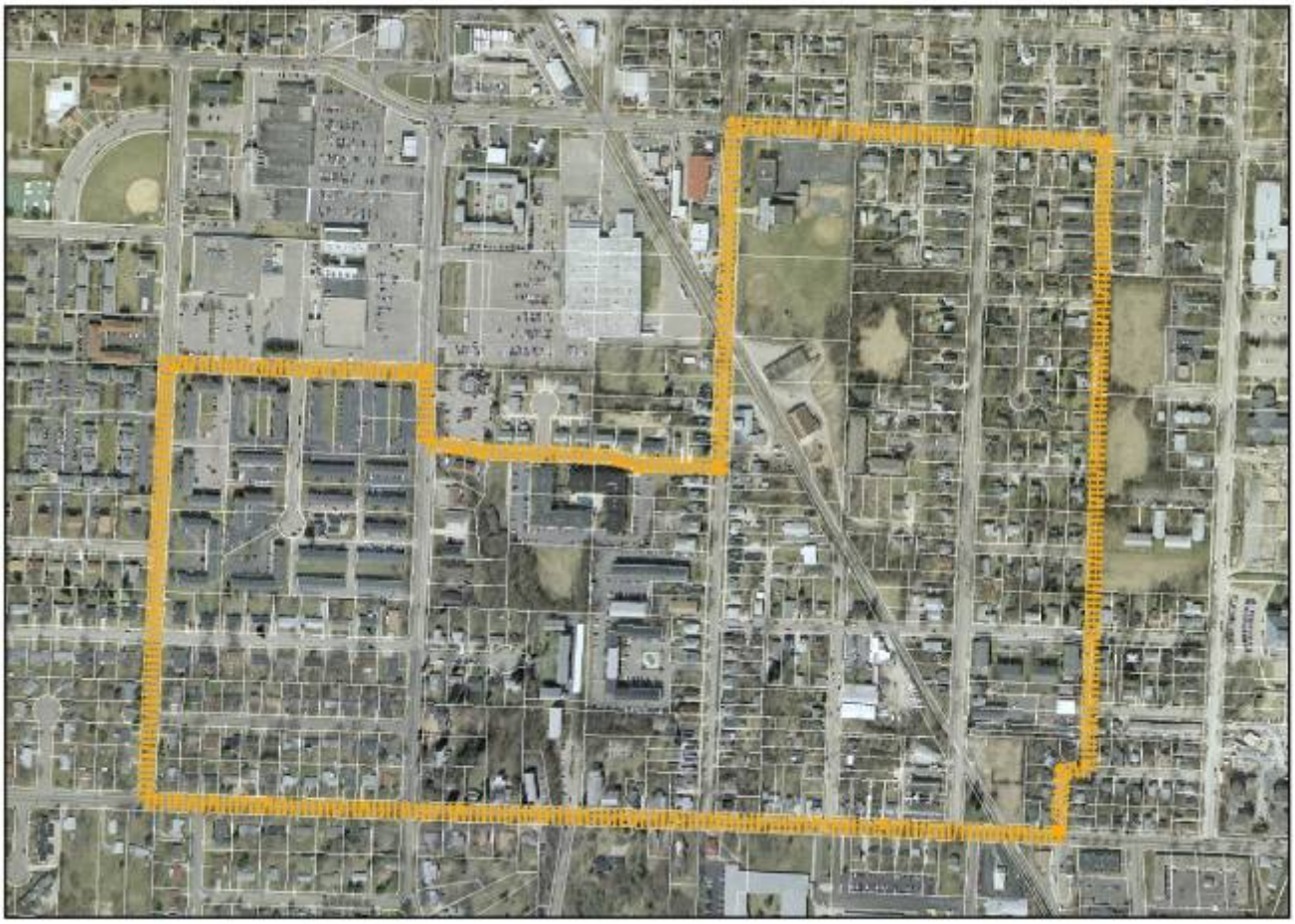
MAP 1.17 – NEIGHBORHOOD GENERAL 1 ZONE EXAMPLE SITE

Source: ACP – Visioning & Planning, Ltd. 2007

Neighborhood General 2

The Neighborhood General 2 Zone is the transitional zone between the areas with strong traditional neighborhood development characteristics and the newer areas of conventional suburban development. The Neighborhood General 2 Zone within Oxford can be found adjacent to the Neighborhood General 1 Zone. The Zone is typified by a block pattern that begins to deviate from the gridded road network. This Zone is walkable much like the Neighborhood General 1 Zone, but does not integrate the use of alleys to the extent found in Neighborhood General 1. This area can easily be distinguished from Neighborhood General 1, as the framework begins to transition from the urban type square grid to the suburban style curvilinear development. In Neighborhood General 2, the grid changes from square blocks to longer rectangular blocks (See Map 1.18). Lot size also begins to increase; becoming irregular and resulting in a more defined separation of residential types.

MAP 1.18 – NEIGHBORHOOD GENERAL 2 ZONE EXAMPLE SITE

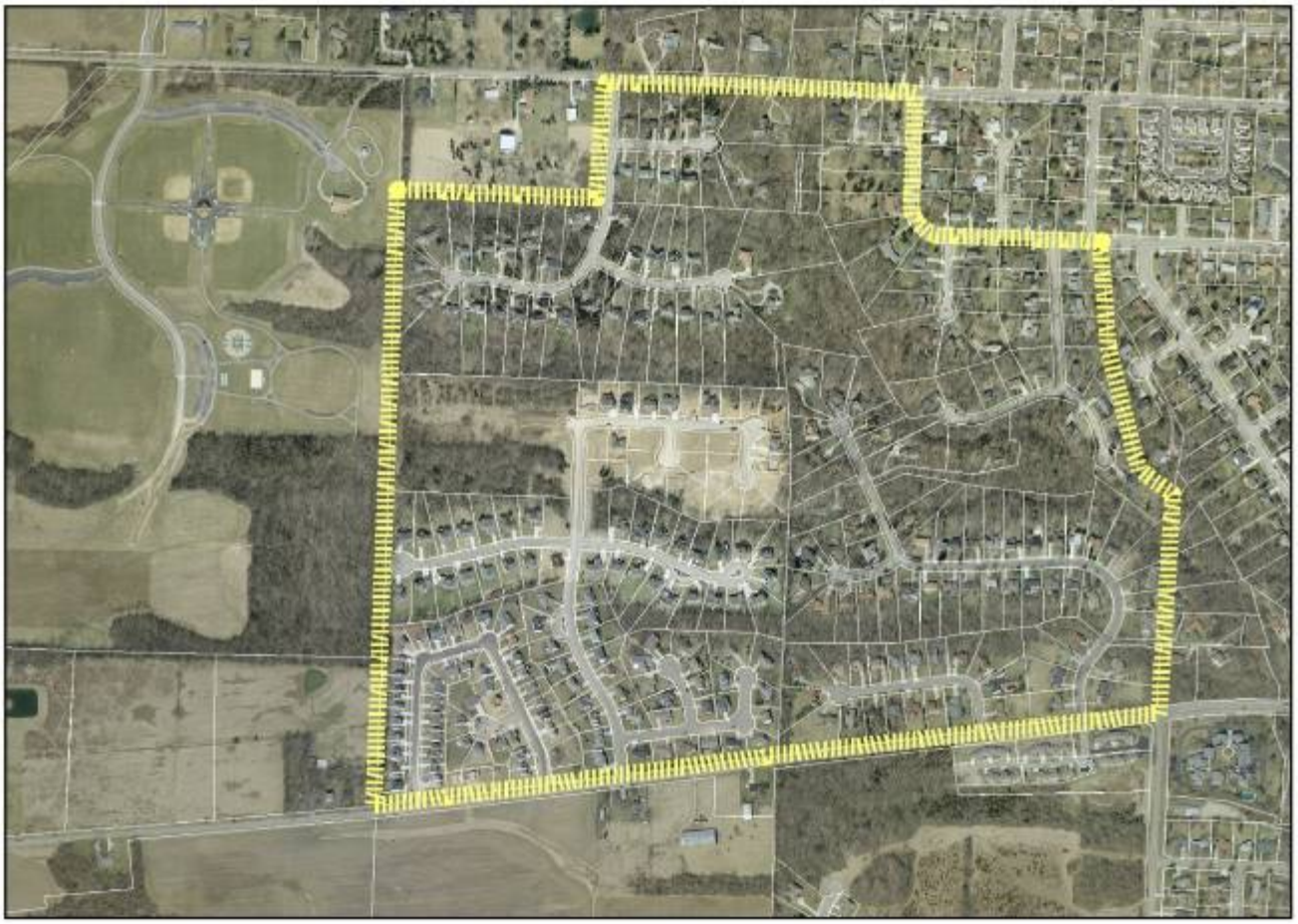


Source: ACP – Visioning & Planning, Ltd. 2007

Neighborhood General 3

The Neighborhood General 3 Zone is also found outside the historic Square Mile of Oxford on the edge of the City's built environment, and is typified by conventional suburban development. Single-family homes with lots that are generally larger than those found in Neighborhood General 1 and Neighborhood General 2 are the predominant use within this Zone (see Map 1.19). The Neighborhood General 3 Zone is the area of newest development within Oxford. Lot size within this Zone is not consistent and may contain irregular lots. There is a significant change in the road network within Neighborhood General 3, moving from a linear to a curvilinear system and including cul-de-sacs. The change reduces the connectivity and accessibility of the road network. This pattern is less walkable than the Neighborhood General 1 and General 2 Zones due to long block length and single use zoning. The Neighborhood General 3 Zone also lacks a discernable center and edge, which makes wayfinding difficult and results in less space for public gathering, recreation, and diminished opportunities for defining the character of the area.

MAP 1.19 – NEIGHBORHOOD GENERAL 3 ZONE EXAMPLE SITE



Source: ACP – Visioning & Planning, Ltd. 2007

DATE:	December 11, 2007 (Revised April 22, 2008)	**PAGES:**	18
TO:	Steering Committee, Comprehensive Plan	**DISTRIBUTION:**	Kathy Dale Jung-Han Chen
FROM:	Aaron Domini – Planner, ACP		
RE:	**Existing Conditions Summary 2** / Housing and Mobility		

Overview

Understanding the characteristics of the City and the region in terms of housing and mobility trends are important elements to consider when planning for the future. Since the last Comprehensive Plan was adopted in 1998, a number of factors have changed relating to the amount, quality and choices for housing as well as how residents get around within the community.

This memorandum provides a description of current and past issues related to housing and mobility. The purpose of conducting this analysis is to provide baseline information on these elements in order to make informed recommendations related to the Plan. The remaining sections of this memo include:

A. Housing
B. Mobility
C. Conclusion

The primary sources of information used to prepare this analysis are: Geographic Information System data provided by the City of Oxford; land use and population data from Butler County, the U.S. Census; and the *Oxford Thoroughfare Transportation Plan*.

Key findings contained in this memorandum indicate there is a sufficient amount of land to accommodate the projected population through the year 2030 even if development continues in the current pattern. Further the rate of new housing starts has slowed in the last five years; however, if new housing starts continue at the current rate, the housing supply would far exceed the projected population by the year 2030. The median value for homes within the City is significantly higher than the median value for homes within Butler County and the State of Ohio, but still remains affordable for many Oxford residents buying homes based on the current household income figures.

Like housing, mobility impacts the quality of life for Oxford residents. Connectivity is a key issue affecting the level of mobility, as the City lacks sufficient connectivity between local streets and cross-town connectivity on high-volume streets. Heavy volumes of truck traffic continue through Oxford, the majority of which is not through traffic. Traffic control in the City is well managed; however, the City is bisected and subject to the impacts of numerous at-grade crossings.

A. Housing

Overview

As a college town, Oxford has a large student population with a significant demand for rental housing in the residential neighborhoods surrounding the campus of Miami University. The City's non-student population is continuing to grow at a moderate rate; this trend is projected to continue. In order to accommodate the continued growth in the non-student population, new conventional suburban development(s) are being constructed on the edges of the community. The combination of a significant student population and a growing non-student population provides

a range of issues that must be addressed in order to provide sufficient and appropriate housing opportunities for current and future residents.

This section provides a general summary of the housing demographic characteristics and projections. The primary sources of information used to prepare this analysis are U.S. Census data from 1990 and 2000, the 1998 Comprehensive Plan, Geographic Information System (GIS) data and residential development data provided by the City of Oxford.

Total housing units increased by 5.9 percent in the past six years, while the population increased 2.1 percent over the same time period.

According to the 2000 U.S. Census, there were 6,200 housing units (see Table 2.1) within the City of Oxford. This number grew to 6,631 as of 2006. The residential building permit data indicates that Oxford added an additional 368 housing units (number includes multi-family and single family units) between 2001 and 2006 (see Table 2.2). The new housing units account for a 5.9 percent increase in total housing units, in contrast to a 2.1 percent increase in population over the same time period, indicating new housing units are outpacing the increase in population. The difference in growth can be attributed to multiple factors including an overall decrease in household size.

2006 total housing units are estimated to be approximately 6,568 and do not include on-campus housing units. This figure was derived by adding 2000 U.S. Census data and building permit data from 2000 to 2006.

TABLE 2.1- GENERAL HOUSING CHARACTERISITCS 2000

	City of Oxford		Butler County		State of Ohio	
Housing Characteristics	**2000**	**1990**	**2000**	**1990**	**2000**	**1990**
Total Housing Units	6,200	5,327	129,793	110,353	4,783,051	4,371,945
Occupied Units	5,925	5,067	123,082	104,535	4,445,773	4,087,546
Percent Occupied	96%	95%	95%	95%	93%	93%
Owner-Occupied	1,933	1,780	88,083	72,365	3,072,522	2,758,131
Percent Owner-Occupied	33%	35%	72%	69%	69%	67%
Renter-Occupied	3,918	3,287	34,999	32,170	1,373,251	1,329,415
Percent Renter-Occupied	66%	65%	28%	31%	31%	33%
Vacant Units	275	260	6,711	5,818	337,278	284,399
Percent Vacant	4%	5%	5%	5%	7%	7%

Source: US Census 1990/2000

The rate of residential development within Oxford from 2001-2006 is less than Butler County, which experienced a significant rate of growth over the last five years.

Housing units in Butler County increased by 9.2 percent, while population increased by 6.7 percent over the same time period. While the rate of residential development within Oxford is less than Butler County, it has been generally higher than the rate of residential development experienced at the state level.

TABLE 2.2 - NEW HOUSING UNITS 2001-2006

	City of Oxford		Butler County		State of Ohio	
Units	**Actual**	**% of 2006 Units**	**Actual**	**% of 2006 Units**	**Actual**	**% of 2006 Units**
2001	55	0.9%	1,263	1.0%	43,183	0.9%
2002	41	0.7%	1,482	1.1%	41,838	0.9%
2003	57	0.9%	1,715	1.3%	45,065	0.9%
2004	83	1.3%	2,438	1.9%	41,730	0.9%
2005	61	1.0%	2,673	2.1%	40,258	0.8%
2006	71	1.1%	2,431	1.9%	36,128	0.8%
Total	**368**	**5.9%**	**12,002**	**9.2%**	**248,202**	**5.2%**

Source: Ohio Department of Development Office of Strategic Research, City of Oxford 2007(Does not include units that were demolished and rebuilt).

Housing units are predominantly renter-occupied (66 percent) due to a significant student population .

Only 33 percent (1,933 units) of the housing stock is owner-occupied, while the majority, 66 percent (3,918 units), are renter-occupied (see Table 2.1). The homeownership rate is much lower in comparison to Butler County and the State of Ohio, which have owner-occupied rates of 72 percent and 69 percent, respectively. Examination of 1990 housing data indicates the percentage of owner-occupied housing units within Oxford decreased from 35 percent in 1990 to 33 percent in 2000. The large percentage of renter-occupied units and decrease in the percentage of owner occupied units may be attributed to the large student population and demand for lower maintenance and more modern student housing.

The vacancy rate for all housing units within the City of Oxford is four percent, which is lower than the vacancy rate of Butler County and the State. The low vacancy rate may be an indicator of a healthy housing stock and a continued demand for housing within the community due to the large student population and growing non-student population.

The housing stock is relatively young with over 75 percent of housing units within the City constructed after 1960.

A large portion of the housing stock in Oxford was primarily constructed after 1960 (78.2 percent). The housing constructed during this period is significantly higher than the levels experienced at the County and State levels, which indicate a younger housing stock within the City (see Table 2.3). From 1990 to 2000 an additional 1,130 new housing units were constructed within the City. Residential construction from 1990 to 2000 accounted for 18.4 percent of the total housing stock as of 2000 in comparison to 20.9 percent for Butler County and 13.3 percent for the state.

The City also has a significant number of homes constructed before 1939 (587 units), many of which are located in the City's Mile Square. These units are located in the areas adjacent to the campus of Miami University (Mile Square), which may necessitate concern for their preservation due to the prevalence of rental housing within the area. The City utilizes historic guidelines as a means to preserve the architectural character and historical significance of these areas. Historic housing will be discussed further in Historical and Cultural Resources section found in Existing Conditions Summary 3.

TABLE 2.3 - AGE OF HOUSING STOCK

	City of Oxford		Butler County		State of Ohio	
Time Period	**Actual**	**Percent**	**Actual**	**Percent**	**Actual**	**Percent**
1999 to March 2000	87	1.4%	3,640	2.8%	84,481	1.8%
1995 to 1998	510	8.2%	11,037	8.5%	275,361	5.8%
1990 to 1994	533	8.6%	12,505	9.6%	274,662	5.7%
1980 to 1989	727	11.7%	18,535	14.3%	455,996	9.5%
1970 to 1979	1,743	28.1%	24,544	18.9%	757,116	15.8%
1960 to 1969	1,195	19.3%	15,685	12.1%	684,305	14.3%
1940 to 1959	818	13.2%	26,711	20.6%	1,175,325	24.6%
1939 or earlier	587	9.5%	17,136	13.2%	1,075,805	22.5%
Total Housing Units	**6,200**	**100%**	**129,793**	**100%**	**4,783,051**	**100%**

Source: US Census 2000

The median value for homes within the City is significantly higher than the median value for homes within Butler County and the State of Ohio, but still remains affordable for many Oxford residents.

The median home value in Oxford was $139,400 in the year 2000. This value is significantly higher than the median home prices of $123,200 for Butler County and $103,700 for the State of Ohio (see Table 2.4 and Chart 2.1). The majority of the housing stock (64.7 percent) was priced within the $100,000 to $200,000 range as of 2000. The higher median value may be attributed to the abundance of white collar employment opportunities provided by Miami University, a healthy rental market, an improving school district, and a relatively young housing stock.

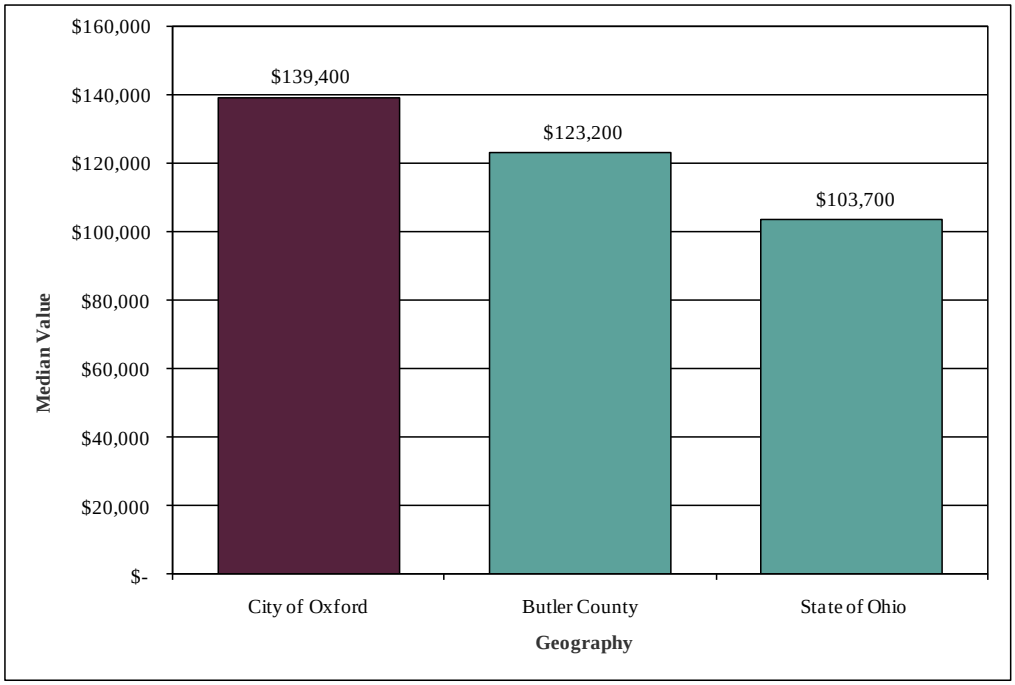
It is important to note that these figures are for 2000, which is the most recent data provided by the US Census on housing values. Affordability for this analysis was evaluated based on monthly cost of owner-occupied units as a percentage of household income.

TABLE 2.4 - HOUSING VALUE OF OWNER-OCCUPIED UNITS 2000

	City of Oxford		Butler County		State of Ohio	
Value	**Actual**	**Percent**	**Actual**	**Percent**	**Actual**	**Percent**
Median Value	**$ 139,400**	**-**	**$ 123,200**	**-**	**$ 103,700**	**-**
Less than $50,000	9	0.5%	3,105	4.0%	221,166	8.5%
$50,000 to $99,999	301	18.2%	23,784	30.7%	1,025,855	39.3%
$100,000 to $149,999	638	38.6%	26,106	33.6%	730,803	28.0%
$150,000 to $199,999	431	26.1%	14,905	19.2%	336,163	12.9%
$200,000 to $299,999	204	12.3%	7,264	9.4%	204,386	7.8%
$300,000 or $499,999	54	3.3%	2,063	2.7%	72,753	2.8%
$500,000 to $999,999	15	0.9%	326	0.4%	17,898	0.7%
$1,000,000 or more	0	0.0%	38	0.0%	4,099	0.2%
Total Specified Units	**1,652**	**100%**	**77,591**	**100%**	**2,613,123**	**100%**

Source: US Census 2000

CHART 2.1 – OXFORD MEDIAN HOME VALUE COMPARISON 2000



Source: US Census 2000

Even with higher than average housing prices compared to the region, approximately 50 percent of owner-occupied units spend less than 15 percent of household income on housing costs (see Table 2.5). The majority of housing within Oxford is under the affordable threshold for the units surveyed by the U.S. Census. This does not mean that owner-occupied housing is affordable for all residents of Oxford, but affordable for those that are already homeowners.

Housing that is affordable is generally defined as housing that consumes less than 30 to 35 percent of a household income.

TABLE 2.5- MONTHLY COST AS A PERCENTAGE OF HOUSEHOLD INCOME FOR OWNER-OCCUPIED UNITS 2000

	City of Oxford		Butler County		State of Ohio	
Percent	**Actual**	**Percent**	**Actual**	**Percent**	**Actual**	**Percent**
Less than 15 percent	811	42.0%	27,657	35.6%	1,007,978	38.6%
15 to 19 percent	282	14.6%	16,319	21.0%	493,111	18.9%
20 to 24 percent	221	11.4%	12,072	15.6%	370,612	14.2%
25 to 29 percent	130	6.7%	7,582	9.8%	236,628	9.1%
30 to 34 percent	93	4.8%	4,617	6.0%	142,946	5.5%
35 percent or more	115	5.9%	8,993	11.6%	344,853	13.2%
Not computed	281	14.5%	351	0.5%	16,995	0.7%
Total Specified Units	**1,933**	**100%**	**77,591**	**100%**	**2,613,123**	**100%**

Source: US Census 2000

A more recent analysis of housing value was performed for the City of Oxford. The analysis utilized 2007 median home value data from three sources: Claritas – a market research firm, STDB – a market research firm, and Butler

County Auditor data. An average of 2007 median home values provided by the three sources was calculated to be $160,065. This 2007 median value estimate indicates that home prices are continuing to rise in Oxford. From 2000 to 2007, the median value increased by approximately $20,000.

The monthly rent for rental units within the City of Oxford is similar to rents garnered at the County and State levels.

The median rent within the City of Oxford was $545 per month as of 2000, while the median rent for renter occupied units in Butler County and the State of Ohio was $569 and $515, respectively (see Table 2.6). A strong rental market exists within the City due to the demand for student housing. The difference in rents between the County and City, while minimal, may be explained by the student population. The student rents per unit are likely larger due to the fact they are split among groups of renters. Students may live in group quarters with the rent divided among a group of renters. A housing unit renting for $2,000 per month may be occupied by 4 students each paying $500 per month. The median rent of $545 per month may be a more accurate reflection of the rent paid for non-student rentals.

It is important to note that $545 is the median rent. According to the City of Oxford, many student rentals may include 4 residents paying approximately $500 per month individually which would equate to approximately $2,000 per month for the rental unit. The $545 as reported by the U.S. Census may be a more accurate reflection of a non-student rental unit.

TABLE 2.6 - GROSS MONTHLY RENT OF RENTER-OCCUPIED UNITS 2000

	City of Oxford		Butler County		State of Ohio	
Value	**Actual**	**Percent**	**Actual**	**Percent**	**Actual**	**Percent**
Median Rent	**$545**	-	**$569**	-	**$515**	-
Less than $200	85	2.2%	1,595	4.6%	92,089	6.8%
$200 to $299	82	2.1%	1,156	3.3%	79,362	5.9%
$300 to $499	1,313	33.5%	8,916	25.8%	433,404	32.0%
$500 to $749	1,547	39.5%	15,032	43.4%	488,189	36.1%
$750 to $999	505	12.9%	4,816	13.9%	139,699	10.3%
$1,000 or $1,499	217	5.5%	1,512	4.4%	40,997	3.0%
$1,500 or more	55	1.4%	256	0.7%	13,527	1.0%
No Cash Rent	114	2.9%	1,331	3.8%	65,381	4.8%
Total Specified Units	**3,918**	**100%**	**34,611**	**100%**	**1,352,648**	**100%**

Source: US Census 2000

Renter-occupied housing is generally unaffordable when examined as a portion of household income, but this may be largely attributed to a significant student population.

According to the U.S. Census as of the year 2000, a majority of renter occupied housing (66 percent) within Oxford consumed more than 35 percent of renters' incomes (see Table 2.7). In many communities this statistic may be cause for alarm, but in Oxford this figure is attributable to the large student population, which generally tend to have little or no income, therefore making housing one of their major expenses. In comparison to Butler County and the State of Ohio, rent as a percentage of household income is significantly higher in Oxford, but once again this is due to the student population residing within the community.

TABLE 2.7 - MONTHLY RENT AS A PERCENTAGE OF HOUSEHOLD INCOME FOR RENTER-OCCUPIED UNITS 2000

	City of Oxford		Butler County		State of Ohio	
Percent	**Actual**	**Percent**	**Actual**	**Percent**	**Actual**	**Percent**
Less than 15 percent	375	9.6%	6,724	19.4%	277,063	20.5%
15 to 19 percent	331	8.4%	5,893	17.0%	207,391	15.3%
20 to 24 percent	311	7.9%	4,802	13.9%	173,309	12.8%
25 to 29 percent	309	7.9%	3,299	9.5%	136,816	10.1%
30 to 34 percent	212	5.4%	2,387	6.9%	92,808	6.9%
35 percent or more	2,194	56.0%	9,739	28.1%	370,754	27.4%
Not computed	186	4.7%	1,767	5.1%	94,507	7.0%
Total Specified Units	**3,918**	**100%**	**34,611**	**100%**	**1,352,648**	**100%**

Source: US Census 2000

Multi-family units are the dominant form of housing and account for 51.5 percent of all housing units in the City.

The large number of housing multi-family units is attributable to the student population within Oxford. The percentage of total housing units classified as multi-family has decreased from 54.1 percent in 1990 to 51.5 percent in 2000, although the overall number of multi-family units has increased. Housing units located within structures with 10 or more units comprise approximately 28.6 percent of all housing units. In comparison to Butler County and the State, the number of housing units located in multi-family structures with 10 or more units is high (see Tables 2.8 and 2.9).

Note: This is 2000 data as reported by the US Census. A more current survey has been performed by the City and is listed in Table 2.10. With the construction of College Suite Apartments, multi-family now accounts for approximately 66 percent of the total housing stock, not including dormitories.

One-unit detached housing accounts for 40 percent of all housing units within Oxford. This figure increased from 36.3 percent in 1990. The increase in the percentage of one unit detached structures indicates an increase in the construction of single family homes. Multi-family units are being constructed, but the development of single family residential is occurring at a larger rate than multi-family units. This trend also coincides with the increasing non-student population in Oxford. In comparison to Butler County and the State of Ohio, detached one-unit housing makes up a significantly less percentage of housing within Oxford. One-unit detached housing accounts for 69.9 percent of units within Butler County and 67.4 percent of units at the state level.

TABLE 2.8 - DWELLING UNITS PER STRUCTURE 2000

	City of Oxford		Butler County		State of Ohio	
Units	**Actual**	**Percent**	**Actual**	**Percent**	**Actual**	**Percent**
1 unit, detached	2,479	40.0%	90,740	69.9%	3,221,505	67.4%
1 unit, attached	222	3.6%	4,914	3.8%	183,922	3.8%
2 units	399	6.4%	4,716	3.6%	247,134	5.2%
3 or 4 units	485	7.8%	5,784	4.5%	228,116	4.8%
5 to 9 units	542	8.7%	5,791	4.5%	231,088	4.8%
10 to 19 units	926	14.9%	8,632	6.7%	187,060	3.9%
20 or more units	849	13.7%	4,222	3.3%	260,818	5.5%
Mobile home	298	4.8%	4,956	3.8%	220,213	4.6%
Boat, RV, van, etc.	0	0.0%	38	0.0%	3,195	0.1%
Total Units	**6,200**	**100%**	**129,793**	**100%**	**4,783,051**	**100%**

Source: US Census 2000

TABLE 2.9 - DWELLING UNITS PER STRUCTURE 1990

	City of Oxford		Butler County		State of Ohio	
Units	**Actual**	**Percent**	**Actual**	**Percent**	**Actual**	**Percent**
1 unit, detached	1,936	36.3%	74,916	67.9%	2,896,826	66.3%
1 unit, attached	153	2.9%	4,004	3.6%	147,651	3.4%
2 to 4 units	755	14.2%	9,996	9.1%	461,286	10.6%
5 to 9 units	611	11.5%	4,462	4.0%	204,074	4.7%
10 tor more units	1,512	28.4%	11,192	10.1%	415,589	9.5%
Mobile home, trailer, other	360	6.8%	5,783	5.2%	246,519	5.6%
Total Units	**5,327**	**100%**	**110,353**	**100%**	**4,371,945**	**100%**

Source: US Census 1990

The rate of new housing starts has slowed in the last five years, however, if new housing starts continue at the current rate, the housing supply would far exceed the projected population by the year 2030.

From 2001 to 2006, the City issued permits for 368 new housing units. A comparison of the five year periods, from 1995 to 2000 and 2001 to 2006, indicates the pace of residential development is slowing within Oxford. From 1995 to 2000 new residential development within Oxford totaled 597 units, while only 368 units were permitted from 2001 to 2006 a difference of 229 units. The decreasing pace of residential development coincides with a decrease in the rate of population growth being experienced within the community, as well as changes experienced in the national residential market.

During the period from 2001 to 2006, 368 new housing units were constructed in the City of Oxford. This equates to an annual housing growth rate of 0.94 percent. This rate was calculated by determining the percentage of total units that were constructed during this period and then adjusted for the six year period to determine the annual rate. If Oxford continues to develop at this rate, approximately 1,700 new housing units could be constructed by the year 2030.

Note: New housing units were projected through 2030 based on current market trends. There are many variables that may influence new housing starts, these factors simply provide an estimate based on the current trend and should only be used as a reference in further discussions.

The OKI population projections estimate Oxford will increase in population by 925 residents by the year 2030. At 2.43 persons per household (single-family), this would create a demand for 380 new single-family detached units, indicating a potential over supply of 1,320 units.

There is an adequate amount of land to accommodate the projected population through the year 2030.

Currently there are 315 acres of developable *residential* land within the City limits (this excludes reserve and preserve lands as defined in Memo 1). This developable land is broken down by zoning district and listed in table 2.10, and illustrated in Map 2.1. To determine how many new residents could be accommodated in each of the zoning districts, the amount of developed land was determined, and base densities evaluated for each zoning district based on the number of housing units that currently exist in each district (see Table 2.10).

If all of the developable residential land within the City was built out based on the current densities, and assuming 2.43 persons per single-family unit and 1.5 per multi-family unit, the City could accommodate approximately 860, new units, or 1,800 new residents.

A further analysis was performed for the Single-Family Low Density and Single-Family Medium Density Districts exclusively. These zoning districts are being developed at 0.8 to 1.8 units per acre. At this density, which is low compared to other areas of the City, and regional standards (see Table 1.3 in Existing Conditions Summary 1) the City could accommodate approximately 569 new housing units, or 1,372 new residents. This indicates that at current

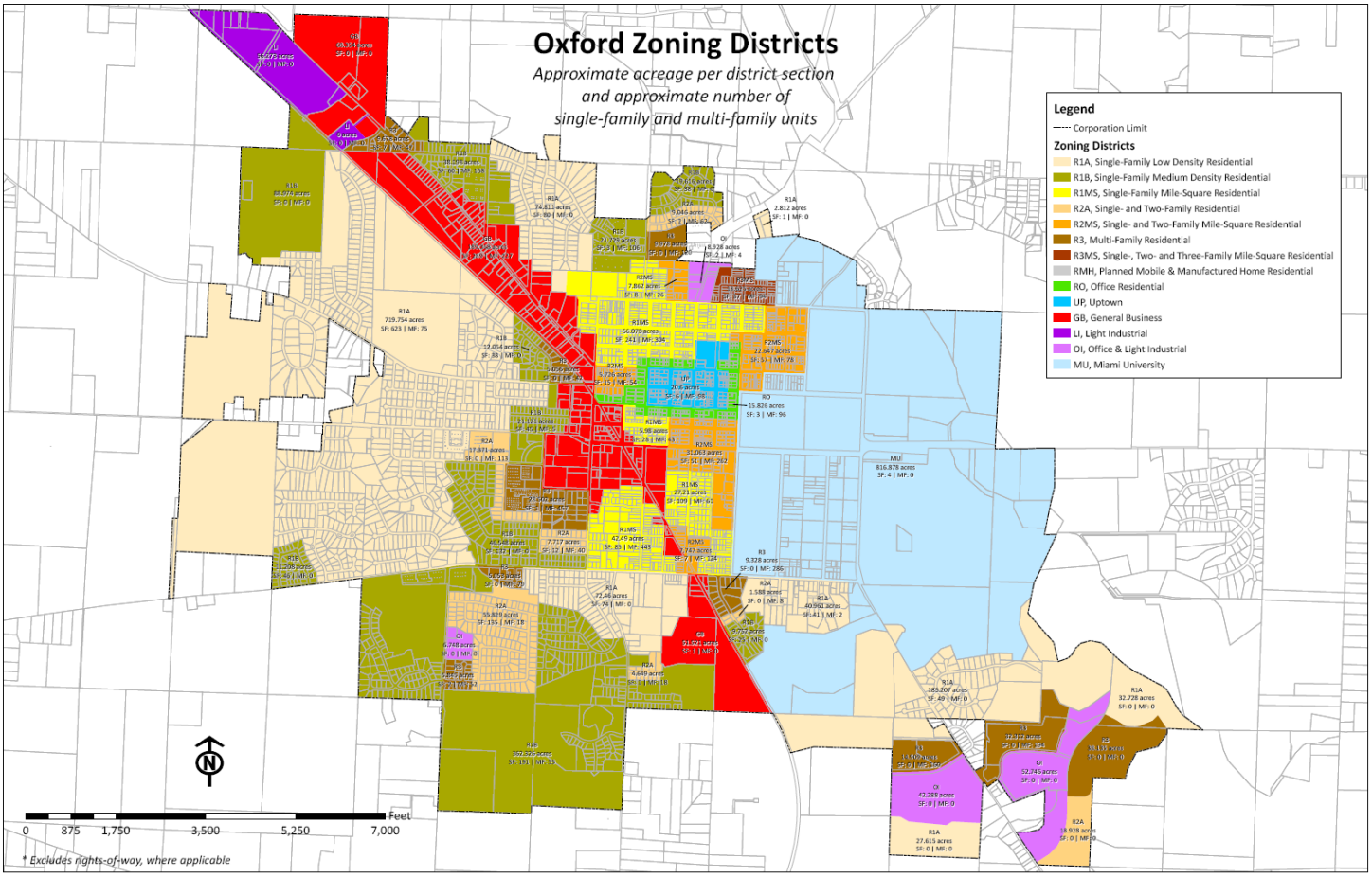
densities the City may have more than enough developable residential land in these two districts alone to accommodate the projected population of 925 new residents by the year 2030.

TABLE 2.10 DEVELOPABLE LAND (after Reserve and Preserve)

District	Developable Land (in acres)	Developed Land (acres)	Units SF	Units MF	Total	Units Per Acre	Projected Units	Projected People
Multi-Family	1.0	136.0	10.0	1,437.0	1,447.0	11.7	11.7	17.6
Office Residential	0.6	31.0	3.0	96.0	99.0	3.2	1.9	2.9
Single- and Two-Family Mile-Square	9.7	102.0	138.0	544.0	682.0	6.7	64.9	157.6
Single- and Two-Family Residential	0.5	110.0	150.0	259.0	409.0	3.7	1.9	4.5
Single-, Two-, Three-Family Mile Sq.	0.0	18.0	37.0	94.0	131.0	7.3	0.0	0.0
Single-Family Low Density	95.9	1,212.0	868.0	77.0	945.0	0.8	74.8	181.6
Single-Family Medium Density	201.2	499.0	578.0	334.0	912.0	1.8	367.7	893.6
Single-Family Mile-Square	7.0	196.0	463.0	851.0	1,314.0	6.7	46.9	114.0
Uptown	0.0	34.0	6.0	98.0	104.0	3.1	0.0	0.0
Totals	**315.9**	**2,338.0**	**2,253.0**	**3,790.0**	**6,043.0**	**-**	**569.8**	**1,371.8**

Source: ACP - Visioning & Planning, Ltd and City of Oxford

MAP 2.1 – OXFORD ZONING DISTRICTS



Source: City of Oxford
Note: This map is for reference purposes only, a larger scaled map can be provide by the City upon request.

B. Mobility

Overview

Transportation is one of the most important elements that shape the quality of life in Oxford. Transportation issues need to be evaluated in order to make informed land use decisions and recommendations in the Plan. If not studied and planned for, transportation issues can have irreversible effects on the way land is developed in the community and surrounding region. As noted in the 1998 Plan, the transportation issues facing Oxford have potential to negatively impact the city - both in the existing and emerging parts of the community. The High Street corridor in Uptown is still experiencing heavy volumes of truck traffic, while the potential for new roads on the periphery of the community continues to raise concern of encouraging sprawling development.

This section of the memorandum outlines the key transportation conditions and trends. **The existing conditions findings in this section are those found in section two and three of the *Oxford Thoroughfare Transportation Plan* prepared in 2006**. For a detailed analysis of Oxford's existing conditions and transportation trends, refer to the *Oxford Thoroughfare Transportation Plan*.

Heavy volumes of truck traffic continue through Oxford, the majority of which is not through traffic.

An origin-destination study was conducted by the City of Oxford to determine what percentage of the heavy truck traffic was destined for Oxford and what percentage was through traffic. It was determined that 75 percent of the total average daily truck traffic was destined for Oxford. However, during the peak hour, the percentage of trucks destined for Oxford dropped to almost 50 percent. These data signify that during the off peak hours, or normal business hours, almost all of the truck traffic in Oxford is conducting business in Oxford. However, during the peak hour only about half of the trucks in Oxford at that time are conducting business in Oxford.

Traffic control in the City is well managed; however, the City is bisected and subject to the impacts of numerous at-grade crossings.

One key to reducing congestion is to utilize appropriate traffic control. Unwarranted traffic signals or excess use of four way stop control can increase congestion. The Mile Square contains the densest use of traffic control due to the grid street pattern, and thus is the area most likely to experience traffic control related congestion.

While there is a high density of traffic signals along the signed US 27, which includes High Street, College Avenue and Church Street, all of these signals appear to be warranted and optimally timed to move traffic.

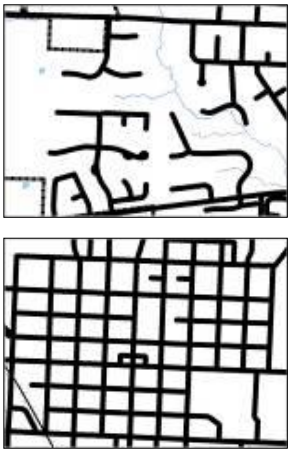
The adjacent streets mostly utilized for local traffic appear to employ the proper traffic controls through the use of stop signs as well. The majority of the intersections are two-way stop controlled, allowing one street to free flow, usually in the north-south direction. This type of intersection is effective in moving traffic as Oxford's street network is better equipped to facilitate east-west flows on its three major east-west arteries, High Street, Spring Street and Chestnut Street. Allowing the north-south connector streets to flow freely on either side of High Street helps to spread the traffic adequately across the grid and facilitates an ease of mobility around the grid street system.

Oxford's uptown grid street pattern is diagonally bisected by the railroad, causing the City to experience an abnormally high number of railroad crossings some of which are very close in proximity. All of the crossings within the City limits are within 4,300 feet (0.8 miles) of each other. This creates the possibility for an incident where a stopped train could block all of the crossings in the City at one time. In this scenario, motorists would be delayed and portions of the City would be isolated from emergency services.

Connectivity between local streets and cross-town connectivity on high-volume streets is one of the most significant transportation issues facing Oxford.

Roadway connectivity around Oxford has been a concern for some time. Some residents see it as advantageous that residential streets do not connect together for fear of their street becoming a "cut-through route." On the other hand, drivers are finding it increasingly difficult to get from one place to another due to an increase in traffic volumes and a limited number of through routes to carry that traffic, and police, fire and emergency service response times increase with the degree of disconnect in the roadway system. In short, the lack of connectivity of roadways in areas of the City has created a shortage of alternative routes to ease or spread the traffic burden across several routes, burdening key intersections and main routes through Oxford as a result.

These graphics illustrate a comparison of the roadway network and land use pattern found within the Mile Square and a newer areas of conventional suburban development. As seen in the graphics, the Mile Square is characterized by a grid roadway network, while the newer area of conventional suburban development is characterized by a curvilinear roadway network with cul-de-sacs, illustrating the difference in connectivity between the two areas.



The disconnect in the transportation network is primarily due to past development decisions that have not required a certain level of connectivity between new developments. The railroad running diagonally through Oxford also creates a physical barrier between the east and west sides of the City. Currently, all railroad crossings are at-grade, closely spaced and are within one-half mile of each other, creating the potential for complete a blockage of all crossings simultaneously. In this instance the next closest crossing options would be at Ringwood Road to the north (6.75 miles round trip over available roads from the crossing to the point directly on the opposite side of the crossing) or Booth Road to the south (six miles round trip). Considering how much the City has grown and continues to grow to the south and west of the railroad, this presents a potentially serious issue with provision of emergency services. The hospital, police station and fire station all are located east of the railroad and could potentially be blocked from servicing the west side.

The other inherent feature that creates difficulty in connectivity is the juxtaposition of a downtown grid system (mile square) over a spoke and hub type regional network. Meaning, due to the grid layout of the downtown mile square many alternative routes exist to move traffic downtown; however, with regional routes all radiating from the center of that grid system and the lack of connectors between those regional "spokes" outside the mile square **all traffic must come into the Mile Square and then travel back out**. As development occurred outside of the Mile Square the proper regional roadway connectors and hierarchy of streets was not created to help ease this situation.

A number of locations in Oxford present safety issues with significant numbers of non-freeway crashes.

According to ODOT's Highway Safety Program (HSP) listing of non-freeway crash locations, Oxford has six locations/sections that make the list of 2,612 ranked locations around the state. These locations are analyzed utilizing several formulas applied to the crash and location data and ranked 1 being the worst location in the state. ODOT's program requires the top 200 locations be addressed each year as part of its on going mission to improve safety around the State. The locations within Oxford are listed below with their ranking in parenthesis:

- (127) – BUT-27-15.59 – intersection of US 27 and SR 73
- (128) – BUT-27-16.85 to 17.35 – US 27 (Oxford College Corner Road) from Church Street past Corp line
- (170) – BUT-732-8.55 to 9.71 – SR 732 from Oxford-Reily Road and Chestnut Street to northern Corp boundary
- (244) – BUT-27-15.96 to 16.74 – US 27 section including High Street, College Avenue, and a portion of Church Street

- (1188) – BUT-732-9.59 – Intersection of SR 732 (Main Street) and Vine Street
- (2063) – BUT-732-9.15 – Intersection of SR 732 (Main Street) and Spring Street

Table 2.11 shows the intersections of the most frequent crash locations within the City from January 1st, 2004 through May 5th, 2006.

TABLE 2.11 INTERSECTION CRASHES

Intersection		2004	2005	2006*	Totals
Vine	Main	8	-	-	8
Spring	Campus	7	11	3	21
Church	College	7	-	-	7
Chestnut	Patterson	6	4	3	13
Spring	Patterson	6	9	-	15
Spring	Main	6	5	-	11
High	Campus	6	-	2	8
High	Main	5	-	3	8
Church	Locust	5	-	-	5
High	College	5	-	3	8
Spring	Oak	4	-	3	7
Chestnut	Arrowhead	4	-	-	4
Trenton-Oxford	Patterson	-	6	4	10
Sycamore	Main	-	5	-	5
Vine	Main	-	5	3	8
Church	Elm	-	5	-	5
Spring	Poplar	-	4	-	4
Spring	College	-	4	-	4
Walnut	Main	-	4	4	8
Chestnut	Locust	-	4	-	4
Sycamore	Campus	-	-	4	4
Campus	Chestnut	-	-	2	2
Withrow	Main	-	-	2	2
Totals		**69**	**66**	**36**	**171**

* Data thru 05/05/2006

Source: 2006 Oxford Throroughfare Plan

US 27, SR 73 and SR 732 have a high level of access related crashes; an access management policy would manage traffic issues along these corridors.

Access management is a process to maintain the safety, capacity and speed of traffic on the public roadway system. It is a way of getting the most capacity and efficiency from a roadway before spending money to physically add capacity (*i.e.* lane additions). Access management balances the competing needs of traffic movement and land access. The techniques employed in access management are used to bring balance to the dual roles of the public roadway system. The intent is to preserve the functional integrity and operational viability of the road system by looking at the number and spacing of driveways, traffic signals, medians, and intersections, and thereby reducing the need for expensive roadway expansions.

Illogical and excessive access causes congestion and crashes. The Northwest Butler Transportation Study found that during the time period 1995-1999, US 27, SR 73 and SR 732 in Oxford had over 1,000 crashes, and of those crashes almost 60 percent were access related and 75 percent involved two vehicles. The above mentioned trends tend to point toward a developing access management issue along the major routes through Oxford, and if this type of trend is occurring on those routes then it may also be occurring to a lesser extent on the other routes in and around Oxford.

Currently, no access management policy exists for Oxford. An access management plan/policy would help guide future development and redevelopment decisions in and around the City. This will help to set intersection spacing standards for new roadway connections as well as provide guidance for organizing driveway and other access issues as development and redevelopment occurs. Organizing and optimizing the current and future traffic flow will help Oxford save money in the future on expensive new roadway construction or widening options.

Access Management (AM) Facts and Figures

- Poor access management can reduce highway capacity up to 20 percent of its design.
- Travel delay is as much as 74 percent greater on highways without access management than on those utilizing AM techniques.
- Studies have shown as much as a 50 percent decrease in accidents on access managed roads.
- Travel speed increased an average of 42 percent on access managed highways.

Access management is a more efficient way of dealing with the problems associated with traffic congestion and safety caused by motorists turning at driveways and intersections. It involves managing the location, spacing and design of driveways, local streets, medians, median openings, and traffic signals. As the number of driveways and intersections increase and the distance between them decreases the threat of crashes occurring becomes even greater.

The traditional approach to dealing with congestion is to add lanes or increase capacity. Not only has this failed to eliminate congestion, it costs taxpayers a tremendous amount of time and money.

A good access management policy and process will:

- Optimize street capacity;
- Achieve orderly traffic flow;
- Minimize crashes;
- Make community more attractive;
- Enhance economic viability; and
- Balance access and mobility.

The benefits include:

- Increased safety and efficiency for vehicles, pedestrians and bicycles;
- Enhanced community character;
- Advancement of economic development goals; and
- Protection of the public investment in streets and highways.

The most difficult aspect of any access management policy or process is how to fairly deal with redevelopment or retrofitting existing corridors. Some suggestions include: striving to meet the standards as much as possible; be consistent with the spirit of the policy if not the letter; consolidating driveways and shared access should be key components when possible; and street improvements usually offer an opportunity to reconfigure access and implementing access management.

The last aspect is traffic signals that do not solve access issues. The Ohio Manual of Uniform Traffic Control contains signal warrants or tests for conditions for when a traffic signal should be installed in order to be effective. If a traffic signal is installed that does not meet one or more of these conditions and someone is injured in a crash due to the presence of the "unwarranted" signal then they can sue the governing jurisdiction who installed the signal for damages and case evidence shows they will win. Unwarranted traffic signals are the liability of the governing jurisdiction that approves their installation. (For a more detailed analysis of access management see section 2.1.5 of the *Oxford Thoroughfare Transportation Plan.)*

Alternative modes of transporation play a limited role in the movement of Oxford residents.

Oxford has limited alternative transportation options. Currently, there is no planned bicycle facility/network to move residents in and around Oxford other than riding on the streets or sidewalks. Bus service offers a fixed bus route primarily around campus and the mile square for students. This is funded through the University and is available only to Miami University students. The non-student population does not have bus service or any other form of available public transportation.

Amtrak operates service two times a day between Chicago and Cincinnati on the railroad line that runs directly through Oxford. Discussions have begun between Oxford residents, Amtrak, and the Ohio Rail Development Commission on the possibility of locating an Amtrak station in Oxford. The funding for the station would have to come from places other than Amtrak.

A number of roadway improvements are planned in and around Oxford.

The following list consists of planned improvements in the Oxford area. These projects range in the development process from just being on the OKI Regional Transportation Plan and Ohio Statewide Transportation Improvement Plan to Final Design stages and nearing construction.

- Improvement of 2 miles of US 27 (Oxford College Corner Road) from Locust;
- Street to the new Wal-Mart. This improvement is a widening of US 27 to 3 lanes, installation of sidewalks, signal improvements, and access management;
- The development of a shared-use path around the City of Oxford (OATS plan);
- Construction of a park-and-ride facility near the City of Oxford;
- The study and preliminary design of a connector road between US 27 south of Oxford to SR 73 east of Oxford; and
- Construction of approximately 0.8 miles of bikeway from Brookville Road to Fairfield Road on the west side of Oxford.

Functional Classification System

The Ohio Department of Transportation (ODOT) describes functional classification as follows: "Functional classifications are the grouping of roads, streets, and highways in a hierarchy based on the type of highway service they provide. Streets and highways do not operate independently. They are part of an interconnected network, and each one performs a service in moving traffic throughout the system. Generally, streets and highways perform two types of service. They provide either traffic mobility or land access and can be ranked in terms of the proportion of service they perform.

Arterials include those classes of highways emphasizing a high level of mobility for the through movement of traffic. Generally, travel speeds and distances are greater on arterials as compared to the other classifications. The highest classes of arterials include interstates and freeways, which are limited access to allow the free flow of traffic.

Collectors collect traffic from the local streets and roads then distribute the traffic to the arterials. Collectors provide both mobility and land access. Generally, trip lengths, speeds, and volumes on collectors are moderate.
The primary function of local streets and roads is to provide land access. Travel speeds, distances and volumes are generally low, and through traffic is usually discouraged on local streets and roads. More specifically, the functional classification system in Ohio is established by ODOT and is based on the following criteria set forth by the Federal Highway Administration (FHWA).

Rural Functional Classification System
The rural functional classification system consists of all highways located outside urban and urbanized area boundaries. There are three classes of highways in the rural system: principal arterials, minor arterials and collectors (major and minor). The characteristics of each class are as follows:

Rural Principal Arterials
- Serve corridor movements having trip length and travel density characteristics indicative of substantial statewide or interstate travel;
- Connect all or nearly all urban areas with 50,000 and over population and the majority of urban areas with 25,000 and over population; and
- Provide an integrated network of continuous routes.

The Rural Interstate highway system constitutes a subsystem of Rural Principal Arterials and is composed of those routes specifically designated as Interstate highways. All other non-Interstate principal arterials are included in the subsystem Rural Other Principal Arterials.

Rural Minor Arterials
- Connect cities and larger towns (and other major destinations such as resorts capable of attracting travel over long distances) and form an integrated network providing interstate and intercounty service;
- Spaced at intervals so that all developed areas are within a reasonable distance of an arterial; and
- Provide service to corridors with trip lengths and travel density greater than those served by rural collectors and local roads and with relatively high travel speeds and minimum interference to through movement.

Rural Collectors
- Serve primarily intra-county rather than statewide travel; and
- Serve more moderate travel speeds and distances than those on arterial routes.

There are two subclasses of Rural Collectors – Rural Major Collectors, and Rural Minor Collectors.

Rural Major Collectors
- Provide service to any county seat, larger towns, and other county destinations such as consolidated schools, parks, or important mining and agricultural area not served by an arterial;
- Connect these places with nearby larger towns and cities or with arterial routes; and
- Serve the most important intra-county travel corridors.

Rural Minor Collectors

- Are spaced at intervals to collect traffic from local roads and bring all developed areas within reasonable distance of a collector;
- Provide service to smaller communities not served by a higher class facility;
- Connect locally important traffic generators with rural hinterlands.

Urban Functional Classification System

The urban functional classification system consists of all roads, streets, and highways located inside the urban/urbanized area boundary. There are four classes of highway in the urban system: principal arterials, minor arterials, collectors (major and minor) and local streets. Because of the greater concentration of population, more intense land use and higher traffic volumes in the urban area compared to rural, some characteristics of urban classes differ slightly from their rural counterparts, for example, in the density and spacing of the urban network and in the volume and length of trips.

Urban Principal Arterials

- Serve major activity centers, highest volume corridors, and longest trip demands;
- Carry a high proportion of total urban travel on minimum of mileage;
- Interconnect and provide continuity for major rural corridors to accommodate trips entering and leaving urban area and movements through urban area; and
- Serve demand for intra-area travel as between the central business district and outlying residential areas.

There are three subclasses within the Urban Principal Arterial system – Urban Interstates, Urban Other Freeways/Expressways, and Urban Other Principal Arterials.

Urban Interstates

- Consist of principal arterials designated as part of the interstate system.

Urban Other Freeways/Expressways

- Consist of non principal arterials with controlled access.

Urban Other Principal Arterials

- Do not have controlled access.

Urban Minor Arterials

- Interconnect with and augment the principal arterials;
- Serve trips of moderate length at a somewhat lower level of travel mobility than principal arterials;
- Distribute traffic to smaller geographic areas than those served by principal arterials;
- Provide more land access than principal arterials without penetrating identifiable neighborhoods; and
- Provide urban connections for rural collectors.

Urban Collectors (Major and Minor)

- Serve both land access and traffic circulation in residential, and commercial/industrial areas;
- Penetrate residential neighborhoods; and
- Distribute and channel trips between local streets and arterials.

Local Streets

- Provide direct access to adjacent land;
- Provide access to higher systems; and
- Carry no through traffic movement.

C. Conclusion

As the City continues to grow, new roads and housing units will be built. How and where housing and new roads are located will impact the future land use pattern, specifically where new residential areas are located. This will have a profound impact on the character of Oxford as well as the ability for the City to service new growth.

It is important to note the rate at which housing is being built will exceed future population estimates. The way in which newly developed residential areas are served by new roads and transportation options will impact the quality of life for future residents. The more recent transportation pattern has been to develop new areas served by roads that do not efficiently connect areas to each other, thereby increasing personal travel time as well as Fire and EMS response time.

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DATE: December 7, 2007 **PAGES:** 12
TO: Steering Committee, Comprehensive Plan **DISTRIBUTION:** Kathy Dale
Jung-Han Chen

FROM: Aaron Domini – Planner, ACP
RE: **Existing Conditions Summary 3** / Infrastructure, Historic and Cultural Resources, Community

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Overview

Oxford's community services and facilities, and historic and cultural resources are important elements to consider when planning for the future of the City. Since the last Comprehensive Plan was adopted in 1998, a number of factors have changed relating to these resources. This memorandum provides baseline information on these topics in order to make informed recommendations in the updated Comprehensive Plan. The remaining sections of this memo include:

A. Infrastructure;
B. Historic and Cultural Resources and;
C. Community

The primary sources of information used to prepare this analysis are: Geographic Information System data provided by the City of Oxford, City Departmental reports, the Ohio Department of Education, and the Ohio Public Utilities Commission.

Key findings contained in this memorandum indicate the City is re-evaluating sewer and water capacity and excess capacity needed to accommodate future growth. A number of improvements and studies are planned to define these issues.

The City's historic and cultural resources have been well protected and updated documentation of these resources has been prepared since the 1998 Plan. Local historic structures resources have been inventoried and mapped, and are currently being evaluated using GIS software, however, no GIS based map was available for the purpose of this analysis at this time.

The City's community resources were also evaluated. A new Justice Center and municipal building are being planned to house government administration and law enforcement entities. These are much needed facilities to house these operations, which are currently in overcrowded conditions.

The Talawanda school district is performing well and is meeting and exceeding many state performance indicators. The district received an effective rating on their state report card from the Ohio Department of Educations, and was recognized by a Forbes publication as being one of the top 100 schools in the country.

A. Infrastructure

Overview

The City's available water, wastewater, and energy available capacity is a fundamental indicator by which to examine future growth. The City needs to be in a position to accommodate new growth efficiently, and continue to deliver a high level of service to existing residents**.**

The City's water supply currently has an available raw water capacity of 6.5 MGD (millions gallons per day). The City has increased raw water production from approximately 4.5 MGD in 1998 to over 6.5 MGD in 2008. The City's wastewater treatment plant (WWTP) has a permitted capacity of 8.0 MGD, a daily design capacity of 4.2 MGD, and is currently processing average daily flows of 2.44 MGD. The WWTP will be able to serve the projected 925 new residents through the year 2030.

The City's water utility continues to implement its Master Plan and has significantly expanded raw water production capabilities.

The City continues to implement strategies identified in the 1998 Compehensive Plan including the replacement of lead water service lines, encouraging water conservation measures, replacement of antiquated water mains, installation of new water mains to increase flows in criticial areas, and increasing raw water availability.

The Water Utility is completing its three-pronged approach to protect water resouces through a Wellhead Protection Plan. This approach includes the following:

1. The Ohio Environmental Protection Agency (OEPA) endorsed Ground Water Delineation and Time of Travel Study;
2. The City has completed a Potential Pollution Source Inventory to assist in managing risk to groundwater resources. The OEPA has approved the inventory; and
3. The City is completing its Source Water Area Protection Plan (SWAP) in 2008 and expects endorsement from the OEPA for the entire Wellhead Protection Plan in 2008 as well.

The City has increased raw water production capabilities from approximately 4.5 MGD in 1998 to over 6.5 MGD in 2008. This increase has been achieved through improvements to radial collection well #1 and OEPA authorization to activate and improve production well #2. Raw water is collected from two distinct and isolated well fields with the following production capabilities:

1. Four Mile Valley Well Field 2.5 MGD
2. Seven Mile Valley Well Field 4.0 MGD

The City has identified an additional site for a supplemental well capable of producing another 1.0 MGD of raw water from the Seven Mile Well Field should the additional capacity be necessary.

The City's Sanitary Sewer Utility continues to implement the Master Plan as well as implementing Collection System improvements.

The City of Oxford's wastewater treatment plant (WWTP) processes an average of 2.44 million gallons of wastewater each day. Physical and biological treatment units are used to remove various pollutants before discharging to Four Mile Creek. The Wastewater Treatment Plant is responsible for the disposal and beneficial reuse of biosolids while protecting the plant receiving waters of Four Mile Creek.

Oxford's wastewater utility, in additional to other Service Department divisions, has strived to improve relationships and compliance with the OEPA since the 1998 Comprehensive Plan was implemented. The City has tripled the number of certified operators on staff, and continues to increase the level of staff licensure each year. Millions of dollars have been invested in WWTP and Collection System improvements since 1998, and the City continues to implement the Sanitary Sewer Utility Master Plan including the following significant improvements:

1. 6.5 million gallons of flow equalization storage
2. Implementation of ultra-violet pathogen destruction versus the use of chlorine gas
3. Computer control and automation of Plant process control
4. Implementation of disc aeration technology what will increase compliance and lower operating costs
5. Installation of a gravity belt thickener to improve Plant efficiencies

6. Completion of a City wide sanitary sewer collection system land survey including elevations, slope data, manhole information, and pipe size and material data.

The WWTP exceeded its permit for ammonia discharge during the past triennial period due to aeration system mechanical failures. This system was replaced in 2007 with disc aeration technology that will improve efficiencies and lower operating costs.

Inflow and Infiltration (I&I) continues to increase unnecessary loading at the Plant with stormwater during rain events. The Wastewater Collection Division is actively managing this issue with the completion of a Collection System Condition Inventory to prioritize and manage repairs. New equipment was purchased in 1997 to not only videotape and catalog conduit conditions, but also to perform trenchless technology repairs including the installation of pipe liners and the robotic grouting of cracks and joint failures in the collection system.

Funds have been budgeted in 2008 to continue Collection System flow measurements and analysis. This information, combined with system survey data completed in 2007, will be used to define the City's gravity service area limits, and build a model to help determine what areas need to be upgraded to allow for future expansion. Currently the City has to examine each development on a case-by-case basis to determine if the down stream collection system will handle the increased flows. An analysis by the City Engineer based on real world data and time in the field indicates most trunk line sewers will need to be upsized to handle the increased flows due to development on the perimeter of Oxford. This will include additional housing units in the township that may come on line as set forth by county and state legislative acts.

A number of improvements are planned for the water, sewer and stormwaters systems in the 2008 - 2012 Capital Improvement Plan.

The following capital improvements are planned for the water, wastewater and stormwater infrastructure systems through the year 2012. These improvements total approximately $7,927,400.

Water (The total water fund is $2,976,600)

- Water System Improvements
- Bonham Rd. Water Main
- Installation of Production Well
- WWTP & Distribution Buildings Roof Replacement
- Contreras Rd & Joseph Dr. service relocation
- US 27 S. 10" Water Main Replacement (less CBC's funding SE 55,605)
- Cook Field/Rt. 73 Upgrade & Replacement Water Main
- Contingency Water System Connection (donation 40k SWRWD)
- Filter Gallery Media Replacement (all CBC's)

Sewer (The total sewer fund is $4,550,800)

- WWTP III design and improvement
- Sanitary Sewer System Improvements
- Wastewater Collection Flow Model
- 325 West High Sanitary Sewer Repair
- Direct Steam Injection
- Sycamore Sewer Trunkline Maintenance
- Phosphorus Removal

- Campus Courts Sanitary Sewer Upgrade
- Chestnut Sanitary Sewer Upgrade
- Silvoor Lane Sanitary Sewer Repair
- Arrowhead Drive Sanitary Sewer Hydraulic Improvements

Stormwater (The total stormwater fund is $400,000)

- Stormwater OEPA Stormwater permit compliance (NPDES)
- Storm sewer improvements

Oxford resident are served by local/regional energy companies at competitive regional rates.

Local residents are served by Duke Energy and Oxford Natural Gas for energy needs. Residents get 55 percent of their energy needs from gas, 39 percent from electric and seven percent from other sources (http://www.city-data.com/city/Oxford-Ohio.html). The provision of these services is provided to current residents by the utility companies, and is expanded when new development occurs. The utility company and/or the developer provide the expansion of these services.

According to the Ohio Public Utilities Commission Duke Energy current total rate is $1.1520 per hundred cubic feet (Ccf), effective from October 29, 2007 to November 28, 2007. This includes a Gas Cost Recovery (GCR) rate of $0.8775 per Ccf, a gross receipts tax of $0.0429 per Ccf, and transportation costs of $0.2316 per Ccf. Duke Energy Ohio's GCR rate varies each month and provides a dollar-for-dollar recovery of costs incurred by the local utility to purchase natural gas. The GCR rate allows the local utility to correct any over or under collections of natural gas costs from previous periods if the actual cost is different than the estimate. Other gas providers' rates are listed by the Public Utilities Commission of Ohio. As of October 2007 include Integrys Energy Services Inc. at $1.2016 Ccf, Interstate Gas Supply at $1.2336 Ccf, and Vectren Source, at $1.2296 Ccf. Competitive retail electric service providers are not listed by the Ohio Public Utilities Commission.

B. Historic and Cultural Resources

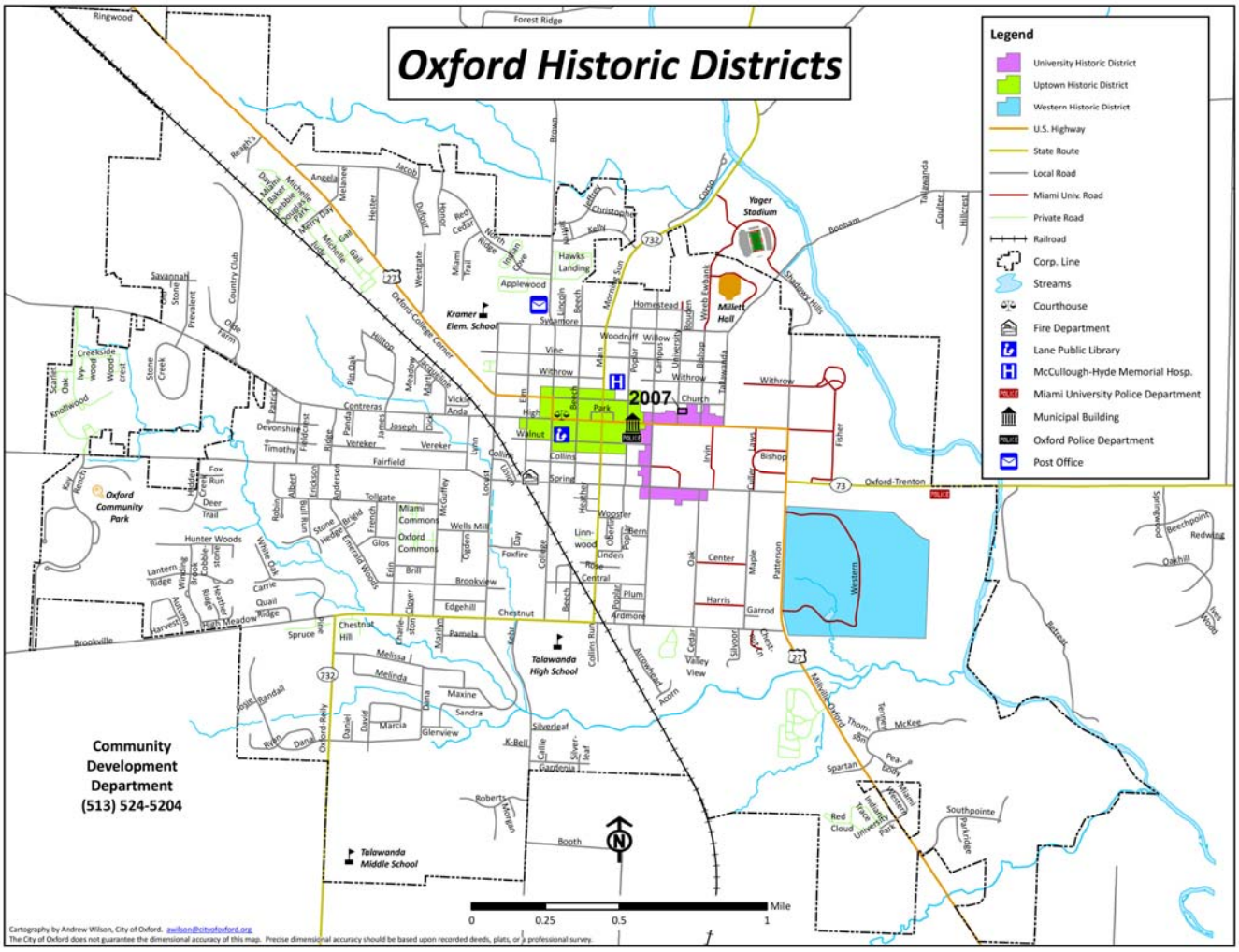
Overview

The 1998 Comprehensive Plan included a thorough review of the City's Historic Structures, Districts and Landmarks. For a full description of these places/items see the 1998 Plan Existing Conditions Section 3. This report contains an updated description of the City's historic preservation and architectural resources, and arts and cultural resources. New information and maps are included in this memorandum that were not included in the 1998 Plan. This includes detailed maps of both the historic districts, and an updated count and classification of the historic sites/locations in the Uptown Historic District.

The Uptown Historic District has expanded by .2 acres since 1998.

The City has a number of historical structures and sites that are on the registrar of historic places. In total, Oxford has three historic districts - the Uptown Historic District, the University Historic District, and the Western College Historic District (See Map 1.1). The Community Development Department and the Historic & Architectural Preservation Commission administer the Historic Districts. Approx. 0.205 acres have been added to the Uptown Historic District, since 1998, and no other boundary changes have been made to the other districts.

MAP 1.1 - OXFORD HISTORIC DISTRICTS

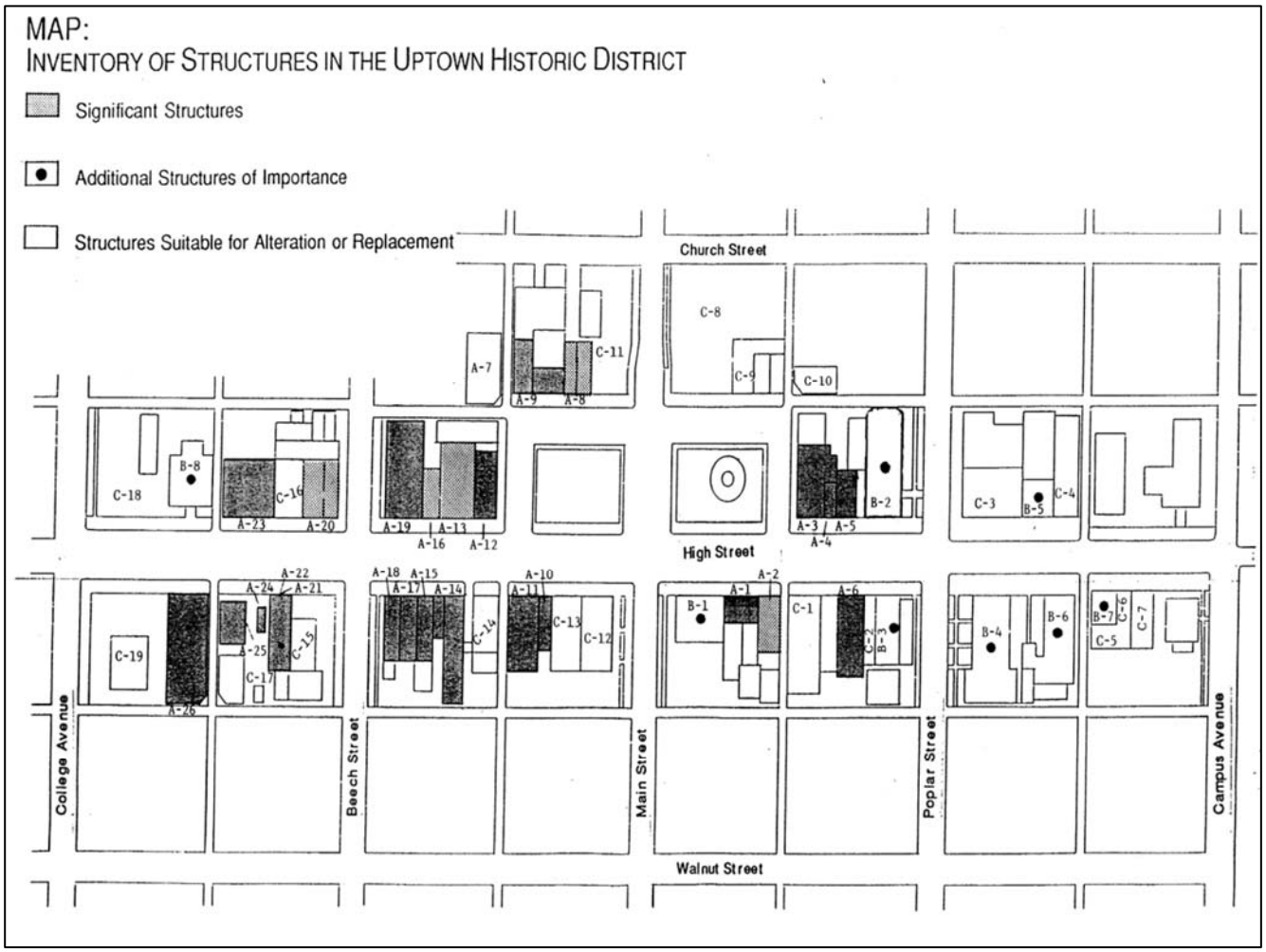


Source: City of Oxford 2007

The Historic and Architectural Preservation Commission oversees the development and upkeep of 34 structures in the Uptown Historic District.

The Historic and Architectural Preservation Commission (HAPC) was created by Oxford City Council in October of 1979 (Ordinance No.1544) in order to protect and enhance structures, sites and areas that are reminders of past eras, and are now part of one of the historic districts. The Uptown Historic District alone contains 34 historic structures and sites, which is an increase from the 19 sites listed in the 1998 Plan (*accurate data was not available for the University Historic District, and the Western College Historic District*). Since the 1998 Plan these sites/structures have been mapped by the City (See Map 1.2).

MAP 1.2 - INVENTORY OF HISTORIC STRUCTURES IN THE UPTOWN HISTORIC DISTRICT



Source: City of Oxford 2007

Significant structures in the Uptown Historic District, including those analyzed in detail and indicated by letters A-C, are divided into three groupings according to their general architectural and functional characteristics. These groups include significant structures, additional structures, and structures suitalbe for alteration or replacement.

Significant Structures - These structures fall into two groups, commerical and residential. There are 23 significant commercial structures, and 3 significant residential structures. These are structures that due to their architectural significance and conditions are a top priority for preservation.

Additional Structures - Eight structures fall into the additional category. These are uniques structures, such as the former Miami-Western Theater, whose architecture is representative of styles contemporary to their construction, or whose style is compatible or complementary to the majority of the structures in the district.

Structures Suitable For Alteration or Replacement - There are 19 structures that fall into this category.

These structures while not assuming that these should be replaced, they are identified since, were they to be replaced or altered, their replacements or alterations should follow the design guidelines. Some contribute to the general scale of the district and to the definition of the street. Others are incompatible with its architecture.

These sites and structures are regulated by historic guidelines. The HAPC oversees and enforces the historic guidelines. These guidelines cover all three locally designated historic districts: the Uptown Historic District, the

University Historic District, and the Western College Historic District. Special emphasis is placed on the Uptown Historic District as this area represents the historic center of the City.

The guidelines generally do not establish specific styles to be followed; yet their application ensures that the qualities of the historic small town environment will be maintained and improved. They set forth design parameters consistent with the characteristics of the historic districts and with the intent of the ordinance establishing Oxford's HAPC.

It is the objective of the guidelines to establish the framework by which to evaluate proposals for environmental change to significant structures within the historic districts, especially along High Street, or for the addition, alteration, or removal of other structures or external elements found within the designated historic districts. These Guidelines are for the use of the HAPC, city staff, applicants, and other policy makers in making its evaluations, for the use of architects, property owners, and other interested parties in preparing their proposals, and for city staff in reviewing proposals and guiding applicants through the review process (Source: www.cityofoxford.org).

Ten structures were removed from the Uptown Historic District within the last ten years, some of historic structures were significant, but the majority had little or not architectural or historical significance.

Ten buildings have been have been removed from the Uptown District since the 1998 Plan. Two of these building are considered as having historic significance; the others were not historically significant but were in the historic district. No other changes in any of the other Historic Districts have occurred.

UP Historic District:

1. 1998 – (A.1) Minnis Building. 11-17 E. High (Was significant but burned down)
2. 1999 – Oxford Water Tower
3. 1999 – (C.11) Marathon Gas Station. 20 or 30 W. Park Place (Replaced with LCNB Bank)
4. 2002 – 18 W. Walnut (Demo of residential house dated back to 1859. Replaced with a two-family and three-family dwelling unit)
5. 2005 – 14 N. Beech (The Bird House Antiques. Built in 1918 as the Oxford Lumber yard office building)
6. 2005 – 11 W. Church (Retail structure was built in 1917 as the rear portion of the auto shop facing West Park Place. Church Street entrance was constructed circa 1970's. Replaced with 4 story mixed use Fey building)
7. 2005 – 18 S. Poplar (No Historic Information Available)
8. 2005 – 22 E. Walnut. (1889 Colonial Revival residential house. Replaced by 3 story multi-family building)
9. 2007 – (C.9) 44 W. Park Place (3 structures; the main building on the west was designed and built as the Post Office in 1924, a use that continued until 1936. To the east is a 2nd building that dates circa 1870-1890, and the 3rd structure was built around 1915. Being replaced by a 4 story mixed use building.)
10. 2007 – (A. 24) 115 W. High, Township house (Was significant, but being relocated)

**Note – Some sites are indicated by a identifier in parenthesis which corresponds to Map 2.2)*

A variety of cultural facilities and services are offered to the Community throughout the year.

Oxford is home to a wide variety of cultural resources and events. Miami University is a significant cultural amenity and presents many national performing and visual art productions. Other entertainment includes the OxAct (a community theatre group) and the Center for Performing Arts, Miami University Theatre, the Miami University Art Museum, the McGuffey Museum, Miami University Art Museum, Hall Auditorium, Goggin Ice Arena, Millett Assembly Hall, Pioneer Farm and House Museum, Yager Stadium, Oxford Community Band, an indoor movie theatre, and a wide variety of college and local sporting events including ice hockey, basketball, and football games.

A number of special events take place in the Community that adds a sense of community pride and spirit throughout the year. These events include the Holiday Festival/Arts & Crafts Fair, Oxford Music Festival, Red Brick Rally Car Show, Dog Days, Puppy Days, Moonlight Madness Sales, Halloween Parade, Band Day, New Student Day, and Homecoming Parade (Source: www.cityofoxford.org).

C. Community

Overview

This section of the report is divided into four sections, which includes, Police and Fire, Local Government, Public Libraries, and Schools. The information contained in this section is intended to provide a snap shot of these public services, and highlight some key performance indicators. Both the police and fire chiefs have provided information for this memorandum on performance indicators. Key indicators presented in this section include, total number of calls, total staff, and budgets for 1990, 200, and 200.

The total calls for fire service has declined since the year 2000, while total staffing and departmental budgets have increased.

The total calls for fire services have declined by approximately 100 calls since the year 2000. Staffing has remained relatively constant, but is projected to increase slightly in 2008. The total departmental budget has increased by approximately $210,000. The increase in budget can be directly related to the Fire Department evolution from a volunteer force to part-time and to full-time force.

Outlined below are the total calls for service, staffing, and departmental budget for 1990, 2000, and 2007. It is important to note that some of the 30 fire staff members are also included in the 40 for EMS. Members will usually average a total of 35-40 hours per week. In 2008 the fire staff will increase with the addition of an Administrative Assistant to 31. The fire chief will also be hiring 15 staff members to work part time on station for 12 hours each day of the week (M-F).

Total Number of Calls

Calls 1990

FIRE 204 EMS 1017

Calls 2000

FIRE 368 EMS 1227

Calls 2007 (To Date)

FIRE 268 EMS 1453

Total Staff

Staff 1990

FIRE 30 EMS UP TO 40*

Staff 2000

FIRE 30 EMS UP TO 40*

Staff 2007

FIRE 30 EMS UP TO 40*

Staff 2008 (Anticipated)

FIRE 31 FT/15 PT EMS UP TO 40*

Total Budget

Budget 1990

Fire $61,792

EMS $61,616

EMS Gift Fund $0

Budget 2000

Fire $178,990

EMS $74,858

EMS Gift Fund $8,000

Budget 2007

Fire $320,701

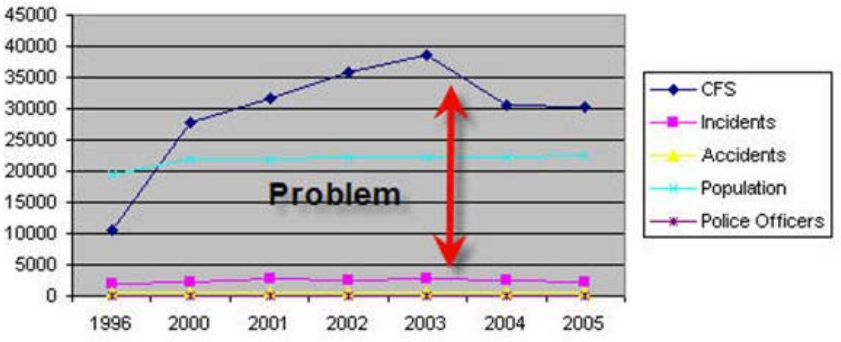
EMS $131,640

EMS Gift Fund $20,000

The total calls for police service has increased overall over the last 10 years, but has remained stable since 2004, while the total staff and budget continue to increase.

The Chart below shows the CFS (calls for service) trend since 1996. Based on the number of CFS as of November 2007 it is projected the total CFS FY2007 between 29,695 and 30,000. In other words, the CFS rate has remained relatively stable for the last few years (Note: Since this table was created, the patrol staffing has increased slightly).

TABLE 1.1 - TOTAL CALLS FOR POLICE SERVICE 1196 - 2005



Source: Oxford Police Department 2007

While the total calls for police service has declined over the last few years, the total department staff and budget has continued to grow. Outlined below are the total staffing and department budgets for 1990, 2000, and 2007.

1. **Total number of staff: 1990, 2000 and 2007. (Total authorized strength for the entire division, which is composed of sworn personnel and civilian staff).**
   a. 1990 - 33
   b. 2000 - 36
   c. 2007 - 44

2. **Budget: 1990, 2000 and 2007. (Total approved budget for all units in the Police Division (law enforcement, communications, animal control and parking)).**
   a. 1990 - $1,494,041
   b. 2000 - $2,946,381

c. 2007 - $4,342,449

3. Current departmental staff and equipment needs.

a. New facility

b. Succession and workforce plan – The OPD will be working with Miami University Center for Public Management on this project. This plan will hopefully be constructed by mid 2008. Older staff members will be making retirement plans, and the division needs to prepare for their departure.

c. Planning for the impact of city expansion and build-outs of existing subdivisions and apartment complexes. The OPD, in addition to the Fire Department, will need additional staff in the semi-near future. OPD is attempting to civilianize as many positions as possible so that sworn personnel can be redirected to law enforcement activities; however, the city budget can only support a limited number of new personnel, regardless of their status – sworn or non-sworn. The command staff anticipates having to do more with less as the Fire Department continues its evolution from a volunteer force to part-time and then, inevitably, to full-time.

Local Government

Oxford has a diverse local government structure with growing facility needs.

Governance is a shared responsibility in Oxford - City Council, Planning Commission, City Administration, and various boards and commissions conduct local government duties on a regular basis. Ensuring good governance continues to be a priority among these players, as well as the general public. Oxford is facing many important challenges - regional growth pressure, increasing traffic and transportation concerns, changing community character, among other issues, which will require careful and deliberate decision-making in setting priorities and the allocation of resources.

Site of the existing municipal building, which will be renovated and expanded for the new municipal building.

A fundamental component of local government is a well-designed and equipped municipal facility. Recently the City reviewed and studied a number of potential sites to accommodate a new government facility. Four sites were studied including: the existing City Hall re-use/renovation potential, an uptown site currently owned by Bella Investments at 44 Park Place, the existing vacant Wal-Mart building and a site at 419 S. Locust Street.

Initial tabulations of space needs requirements for all city departments, based on ideal growth and need projections compared to industry standards, indicate a total square footage requirement of approximately 40,000 square feet. Based on this requirement and other selection criteria a preferred development plan was accepted. The final scenario that was selected by the City was to construct a Justice Center at the corner of Church Street and Main Street, and to renovate the existing City Hall on the current site. City Hall would be expanded to approximately 22,000 square feet, and the Justice Center would total approximately 18,000 square feet. The design work on both of these projects is currently on hold, as the City is re-evaluating other potential sites.

Public Libraries

The Oxford Library contains over 100,000 publications, and offers a variety of community services and activities.

The Oxford Lane Library is located on the edge of the Uptown District and is housed in an attractive 14,000 square foot building which provides space for a variety of activities, including the Cullen Meeting Room a site for an ongoing series of author visits, concerts, story times, lectures, and book discussions for both adults and children. In 2006 the library had over 430,000 items in circulation, had a total holding of 98,409 items, while the Smith History Library had 4,678 items.

Both libraries have been busy over the last few years to keep pace with resident inquiries. A total of 25 staff members at the Oxford Lane Library responded to a total of 18,584 in-house reference questions, and 4,449 phone reference questions. The Smith History Library had a total of 3,637 in-house reference questions, and 580 phone reference questions.

The Oxford Lane Library also contains a children's library, which has expanded twice to provide room for videos, books on tape, and puppets, as well as ten thousand picture books. The space also contains the ClassAct Gallery and a puppet stage for children performances (http://lanepl.org/oxford.html). The library does programming targeted at children, teens and adults. The following are stats for 2006 programming:

- Adult Programming: 26 programs with 362 participants
- Teen Programming: 52 programs with 323 participants
- Children's Programming: 47 programs with 8,409 participants

Types of programs range from author visits, story times, puppet shows, book clubs, knitting or craft type programs, drama camps, lectures on a variety of topics etc.

Oxford Lane Library has a very active Friends of the Library group that hold an annual book sale in August. This group also holds monthly book sales located in our lobby. Their generous support of the library helps the library offer a variety of programs and help to purchase items for the library that benefit the Community (this excludes books).

Schools

Talawanda's enrollment has declined over the past ten years, and is projected to continue to decline through the next ten year period, while new housing starts and the local population has increased, and is projected to continue to increase.

Over the past ten years the Talawanda School District has declined from 3,500 students in grades K-12. Total enrollment for the 2006-2007 school year was 3,025 students. Enrollment for grades K-12 is projected to continue to decline an additional 497 students through the academic year 2016-2017 for a total enrollment of 2,528.

Talawanda's school district has been acknowledged as a top public school in the nation, and is exceeding state averages on achievement scores.

Primary indicators were evaluated to examine the District's performance. One indicator looked as was the District's scores on state achievement test. Talawanda has performed above the state average on the achievement test at every level from third grade to high school OGT test (Source: www.talawanda.net).

Talawanda also received an "effective rating" by the Ohio Department of Educations on their state report card for the 2002-2003 school year. The district had a performance index score of 99.1 out of 120 points possible achieving the second highest ranking attainable, and met 26 out of 30 state performance indicators by reaching a minimum

requirement for the percentage of students at or above the proficient level on fourth-, sixth- and ninth-grade tests. The two non-test indicators are minimum requirements are graduation and attendance rates (Source: www.ode.state.oh.us)

Talawanda School District was also listed as one of the top 100 public school systems in the country by Offspring Magazine (Source: Forbes publication (Sep/Oct 2000)). Sixty-one of the 100 districts listed were college town districts. Offspring worked with SchoolMatch.com using student score criteria, cost of living, academic performance and academic expenditures to develop a more complete overview of school districts. The article said these are districts that give you the most return for your housing/K-12 public school education dollar.

***Randall Gross /** Development Economics*

Oxford, Ohio
FISCAL ASSESSMENT
Fiscal Structure and Land Use Development Impacts

Prepared for the City of Oxford and ACP
October 19, 2007
Randall Gross / Development Economics (RGDE)

2311 Connecticut Ave, NW, Ste 206. Washington, DC 20008 tel (202)332-7430 fax (202)332-7433 Rangross@aol.com
S Africa: 103 Algernon Road, Norwood, Johannesburg 2117. tel (011)728-1965 fax (011)728-8371 Randall@ADEC1.com

***Randall Gross /** Development Economics*

INTRODUCTION

The following report provides a summary fiscal analysis of Oxford as an input to the comprehensive planning update. Understanding the City's fiscal structure and the impacts of development can help inform land use, zoning, and economic development decisions.

Fiscal analysis provides information to help the community prioritize development and infrastructure improvements, and helps communicate to the community underlying issues relating to the City's fiscal structure and constraints on its capacity. Fiscal assessments also identify any inter-jurisdictional relationships that can be affected by the planning process, as well as economic and structural issues that could be addressed through development policy. Fiscal issues relate directly to economic development objectives. Finally, an assessment of the fiscal costs and benefits of development help illustrate how land use, development, and economic policies can impact on the City's fiscal health.

Included in this report is a summary of the City's fiscal structure in order to help inform the community as it moves forward with the planning process. The report also includes the findings from a fiscal impact analysis of development by primary land uses on the City of Oxford and the Talawanda School District. As such, the costs and benefits of various residential, retail, office and industrial uses were measured and compared to illustrate how different types of development impact on the City's and schools' operating budgets. The analysis uses actual Oxford revenue and expenditure data, and attributes these revenues and expenditures to each of the land uses on a per-acre or per-unit basis.

Section 1 of the report summarizes the fiscal structure while Section 2 summarizes the findings from the fiscal land use impact analysis. Recommendations for planning will be provided later in the planning process, based on the findings of this analysis coupled with community input.

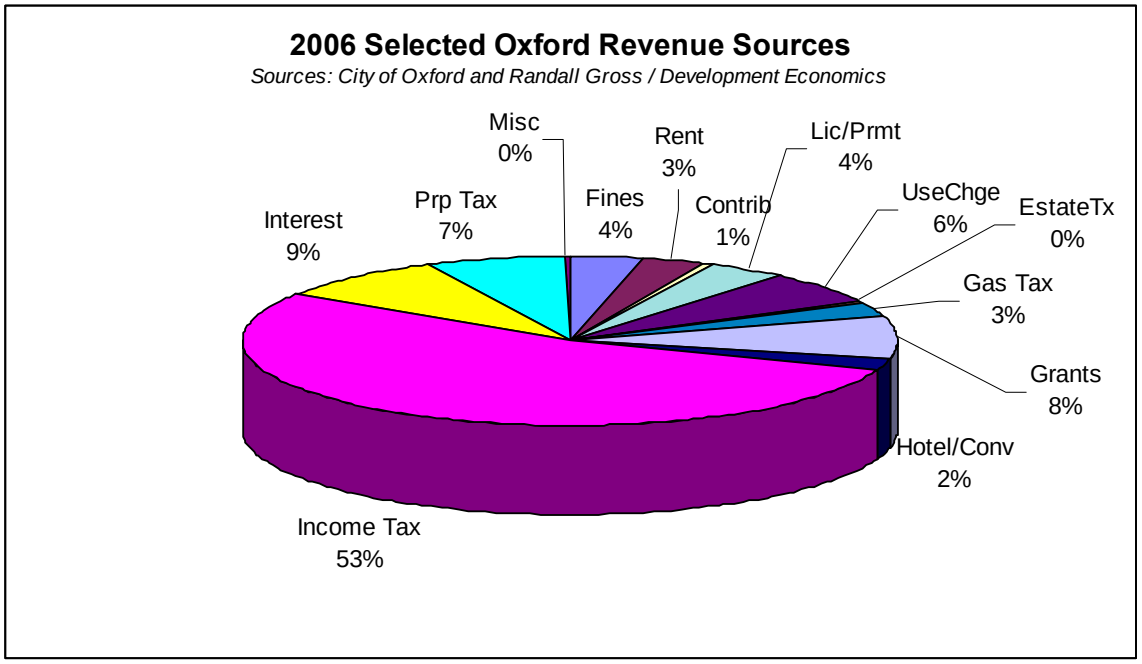
2311 Connecticut Ave, NW, Ste 206. Washington, DC 20008 tel (202)332-7430 fax (202)332-7433 Rangross@aol.com
S Africa: 103 Algernon Road, Norwood, Johannesburg 2117. tel (011)728-1965 fax (011)728-8371 Randall@ADEC1.com

Section 1. OXFORD FISCAL STRUCTURE

This section provides an overview of Oxford's existing fiscal structure, to help inform the community as part of the comprehensive planning process. Included is a summary of Oxford's revenues, in terms of the sources and trends. The City of Oxford delivers a variety of services, and trends in the expenditure of funds to provide these services are also presented in this section.

Revenues

Oxford generates its revenues from a variety of taxes, fees, user charges, interest, contributions, grants, and other sources. However, as in most municipalities in Ohio, income taxes are the main source of revenues for Oxford. A summary of revenue sources is provided in the following chart, using the base year of 2006.

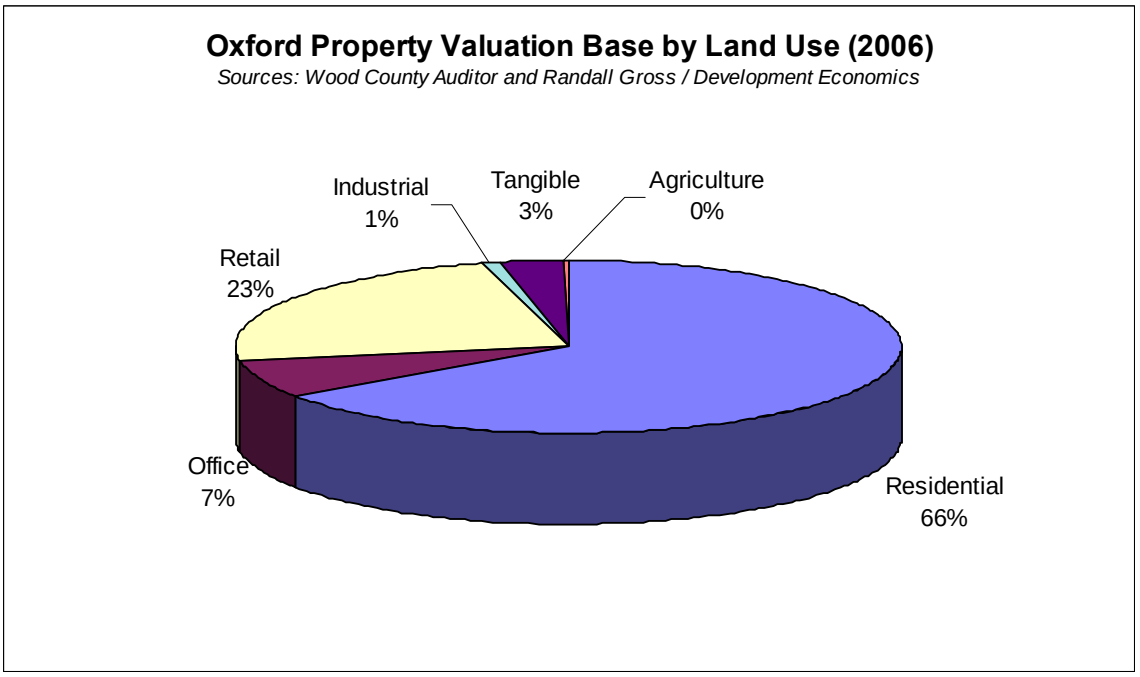


Key Sources

Income taxes generated roughly 53% of the revenues collected by the City of Oxford in 2006. This represents a higher-than-usual share of revenues, as compared with other jurisdictions in the state where income tax typically represents 40 to 50% of total revenue. As such, Oxford is somewhat more dependent on high-paying jobs or on residents with high-paying jobs that generate this income tax revenue stream.

Oxford's resident household incomes are relatively low, with a median of just $25,164 in 1999, according to the Census. However, the city's income data is skewed lower by the large population of students who attend Miami University (MU). The school's approximately 15,770 students account for more than 70% of the city's overall population of about 22,400.

The City of Oxford is also generating interest from investments, the income from which accounts for 9% of the City's 2006 (non proprietary) revenue stream. This interest income is the second largest source of non-proprietary income to the City.



Like most municipalities, Oxford also receives revenue from property taxes, which account for just 7.0% of the City's revenues. A large share of the City's land base is in non-taxable ownership. In Ohio, property taxes are a main source of revenue for school districts. Residential uses account for about 66% of Oxford's assessable property base, while non-residential uses account for the remaining 34%. The Talawanda School District includes areas beyond the City of Oxford, and it is therefore less impacted by the large non-taxable property base. The school district, like the City, also derives revenue from an income tax. Other key municipal revenue sources include intergovernmental grants (8%), user charges (6%), licenses & permits (4%), fines & forfeitures (4%), and other sources. Estate taxes account for a declining share of income as this tax is being phased out.

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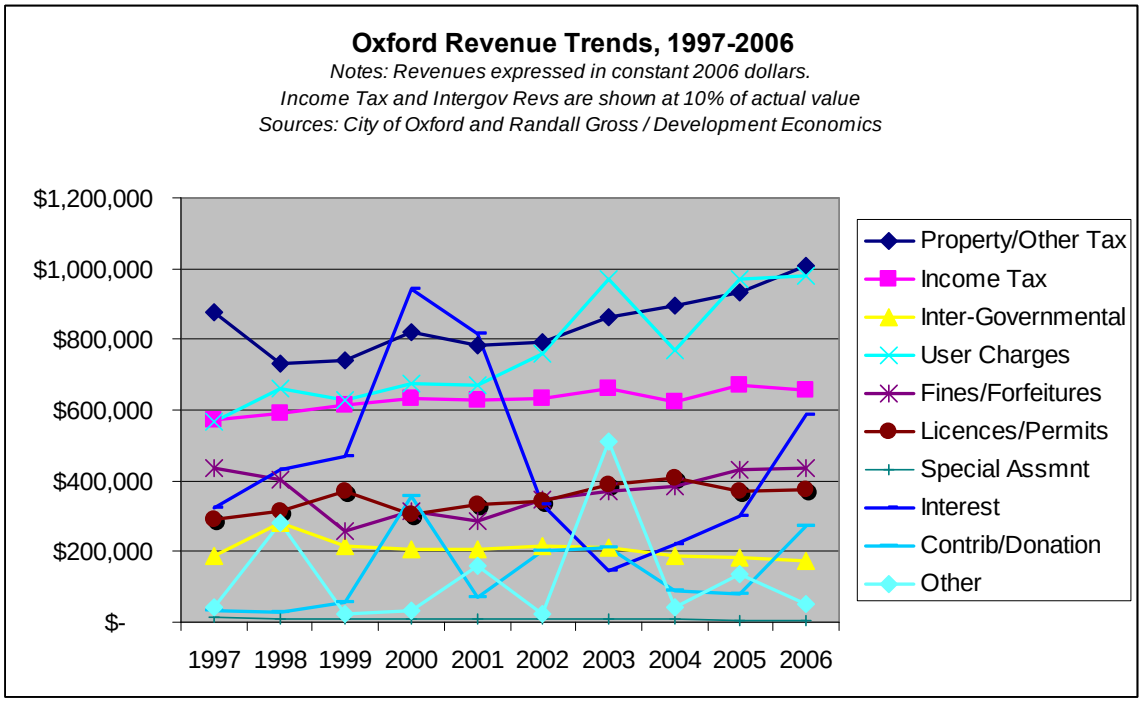
Trends

Recent trends in Oxford revenues by source are summarized in the following chart, with all revenues shown in constant 2006 dollars. Income tax and intergovernmental revenues are shown at 10% of their total amount for comparative analysis.



In 2006, Oxford generated roughly $12.0 million in operating revenues. The budget increased in real terms from $10.2 million in 2007. The trend in real terms (after accounting for inflation) suggests that some Oxford's revenues have been increasing faster than inflation, while others are declining. For example, property tax revenues have increased steadily since 1998, at a rate faster than inflation. Income taxes have also increased faster than inflation, but not as quickly as property tax revenues. User charges, licenses, permits, and fines have also increased faster than inflation. Meanwhile, inter-governmental grants and transfers have declined in real terms since 1998. Interest income has risen and fallen with the turbulent investment cycles of the past ten years. While this income helps Oxford reduce its tax burden, the wild fluctuations in revenue are worrisome in light of reductions in more stable income from intergovernmental transfers. Contributory income and some other minor sources are also wildly unpredictable, with dramatic increases in 1998, 2000, 2003, and 2006 revenues.

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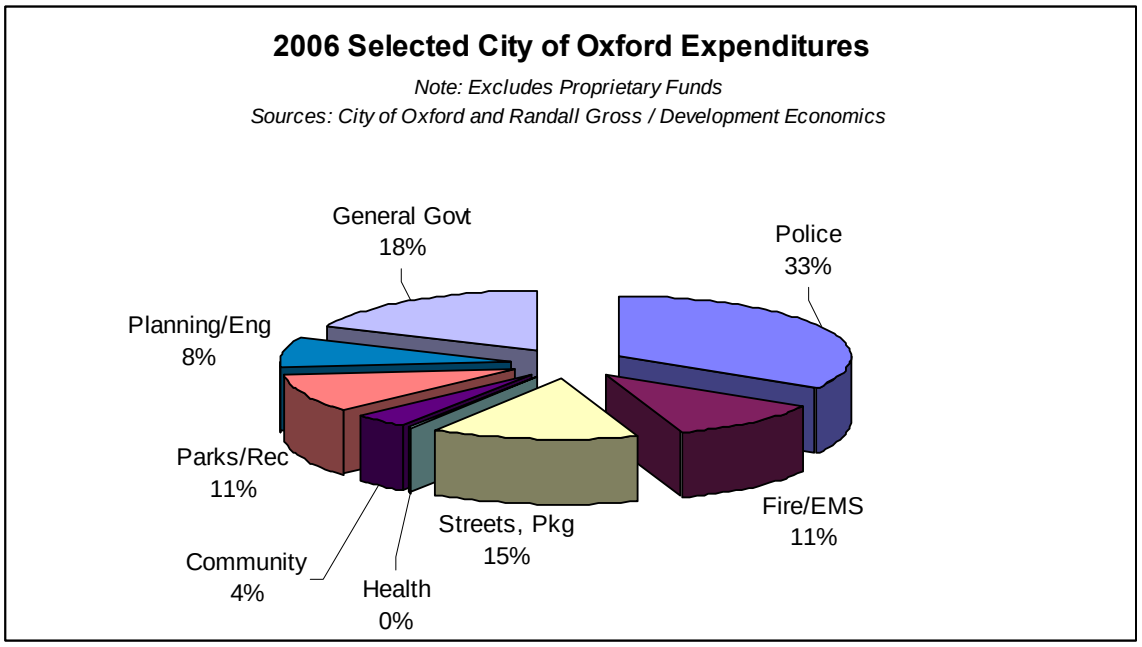
Expenditures

An overview of the City's expenditures was also completed in order to communicate information on the types of services that the City provides and the trends in those expenditures. Understanding these trends helps inform the planning process in terms of how land use and new development in the future will impact on the delivery of City services. These cost impacts are explored further in Section 2 of this report.

The City of Oxford provides a variety of services, but public safety accounts for a large share of the City's overall budget, with 33% for police and related funds and 11% for fire and EMS. Of the selected non-proprietary services, public safety is clearly an important function for the City. The City also funds streets and parking facilities that account for roughly 15% of the overall budget. General government operations are 18% of expenditures. Oxford's 2006 non-proprietary operating expenditures are summarized by type in the following chart.



Other key City functions include parks & recreation (11%), planning and engineering (8%); and other community functions (e.g., health, community development) (4% collectively).

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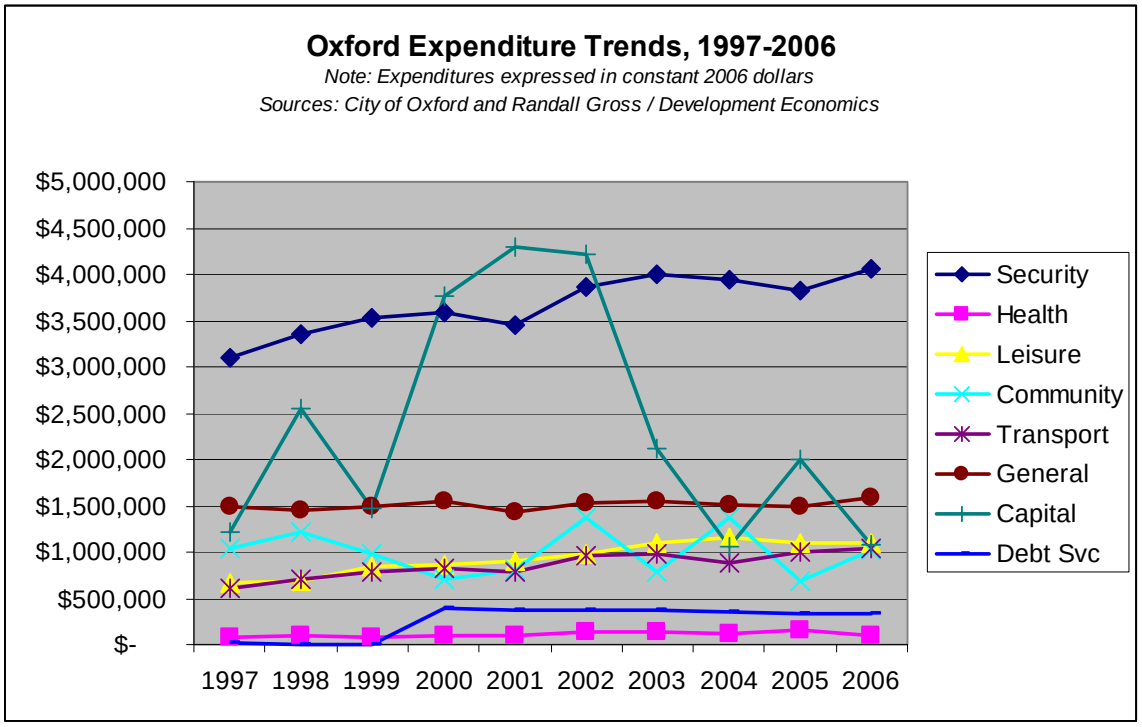
Trends

Trends for selected types of expenditures are summarized in below. In general, City expenditures have been increasing faster than inflation for all non-proprietary operating functions. Surprisingly, security services (police, fire/ems, etc) have seen expenditures increasing at a relatively modest rate compared with some other municipal functions. Public safety expenditures have been rising rapidly in other Ohio jurisdictions, partly because of contracts and other factors that tend to accelerate annual cost increases.

The fastest rate of increase has occurred in transportation functions, with funding increasing by 70% (after accounting for inflation) since 1997. Operating costs associated with transportation expenditures may require further analysis. Leisure budgets (including parks & recreation) have increased by 65% since 1997. Security has increased by 31%, health by 29%, and general government by 7%. Expenditures for community functions have actually decreased by 2% in real terms after accounting for inflation. The community's lower priority for health and community development may be a topic for discussion as part of the planning process.



The City has maintained a relatively stable operating balance of about $1.7 to 2.0 million during the ten-year period from 1997 to 2006, despite fluctuations in some revenues and in capital spending.

Capital Planning

The City of Oxford and its proprietary funds maintain 5-Year Capital Improvements Plans (CIP) and the City finances many of these improvements through debt financing (with a limited amount paid from the operating budget). The City's non-proprietary CIP has a current budget of $5.38 million with $3.34 million set aside for City Hall. Smaller amounts are set aside for street improvements and recreation facilities.

Non-Proprietary Capital Spending

Non-proprietary capital spending increased dramatically during the period from 2000 to 2002, when spending peaked at about $4.3 million per annum. Capital spending has since fallen to about $1.0 million in 2006. Supporting debt service has remained constant at less than $500,000 per year since 2000.

Enterprise Funds

The City has enterprise funds, or self-operating funds that generate revenues from a fee structure designed to recover 100% of the costs for providing services. Such funds operate the City's water and sewer divisions.

Section 2. LAND USE FISCAL IMPACTS

This section summarizes net fiscal benefits of development by land use for the City of Oxford and the Talawanda School District. Findings from the fiscal impact analysis are presented first on a per-acre basis and then on a per-unit basis. The charts summarize the net annual fiscal benefits by specific land use type or zoning district. Appendix tables provide more detailed input for both the City and the Schools. The land uses examined include the following as defined through zoning or by the City:

1. Residential (RES)
    a. Single-Family
    b. 2/3-Family
    c. Condominium
    d. Multi-Family (4+)
2. Retail (RET)
3. Office (OFF)
4. Industrial (IND)

Residential uses were disaggregated into four types (based on available data) that relate somewhat to housing density. However, there was also an effort to understand the impacts of single-family housing that has been converted into 2 or 3 flats, as well as larger unit houses and multi-family apartments.

The "net" fiscal benefits result from revenues (such as taxes) generated annually to the City of Oxford, less the annual or recurring costs (such as City administration, police, parks, etc) generated for seven land use types. Schools are examined separately from the City Government. Capital & debt service costs, enterprise funds, and capital development funds are excluded since this analysis focuses on the long-term annual fiscal impacts of different land uses.

City of Oxford

In general, owner-occupied single-family and condominium residential uses produce a positive fiscal impact on the City of Oxford in that the revenues they generate are higher than the costs for providing services to them. On the other hand, 2-5 family and multi-family student rental-tenure housing is currently generating a drain on the City, since revenues such as those derived from property taxes are not quite sufficient to cover the costs associated with this type of housing in the current market. It is possible that owner-occupied duplexes or higher-unit houses could generate enough property, income, and other tax revenue to more than pay for themselves.

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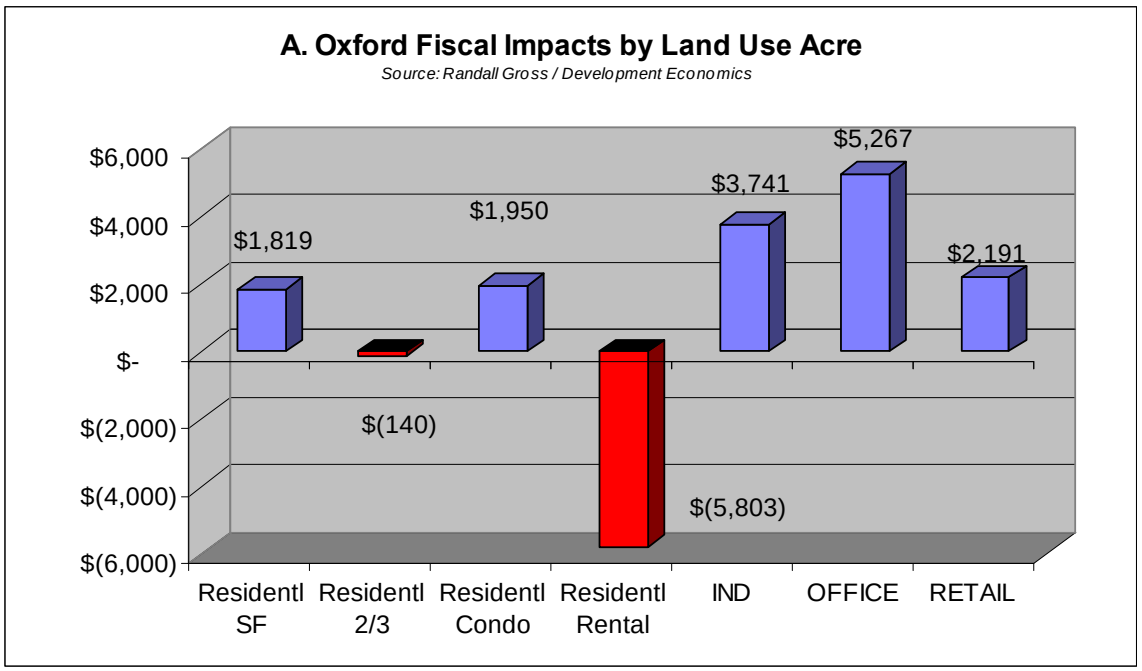
Land Use Impacts per Acre

The highest net *benefits* per-acre are generated by office and industrial uses. Retail use is also generating a positive impact on Oxford, counter to trends in other Ohio municipalities where retail is a drain on the local budget. Owner-occupied and single-family homes are also generating a positive net impact on the City on an annual basis. As noted below, higher-unit houses and multi-family residential are generating a negative net fiscal impact on the City of Oxford's operating budget. These impacts are summarized on a per-acre basis Chart A.



The impact of higher-density residential areas is no doubt influenced by the preponderance of student housing units, which generate much lower income tax revenue to the City because the students either hold low-wage jobs or are not working while they attend school. Age demographics also impact on the multi-family housing, since there is a larger senior population in such housing. However, if specific senior housing projects are excluded from the fiscal model, there is only a $25 positive difference in the impact per unit. As such, there are other significant factors that are having a deleterious impact on multi-family housing.

Industrial and office uses generate a relatively high fiscal gain to the City, primarily because of the benefit of income taxes resulting from high-wage jobs. These uses also produce lower per-acre costs for providing City services. For example, office and industrial tenants require less park and recreation use than do households.

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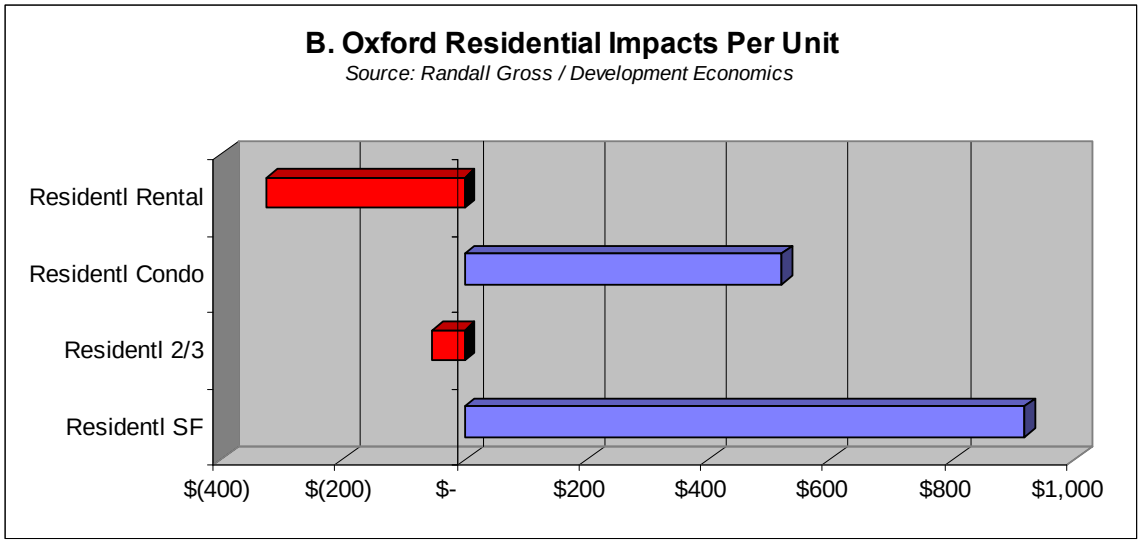
Retail uses are generating relatively high costs to the City, primarily because such uses generate higher traffic counts that in turn produce wear and tear on City streets, resulting in higher maintenance costs. Since street maintenance and related expenses are an important component of the City budget, uses like retail that generate more traffic therefore produce higher costs for the City than lower-traffic uses. These costs are compounded by the fact that some of the City's public safety costs also relate to traffic, such as through traffic accidents, along with drunk driving, auto theft, and driving infractions. Even so, the city's retail uses generate sufficient tax revenues to overcome the effects of traffic and other costs.

Land Use Impacts per Residential Unit

The fiscal impacts per land use were also analyzed on a "unit" basis, such as for individual housing units (DU), or in terms of square feet of retail, office, or industrial space. Per-unit measures provide a more accurate one-to-one measure of impact since they reduce the influence of scale and density on the findings. The results per residential development unit are summarized below.

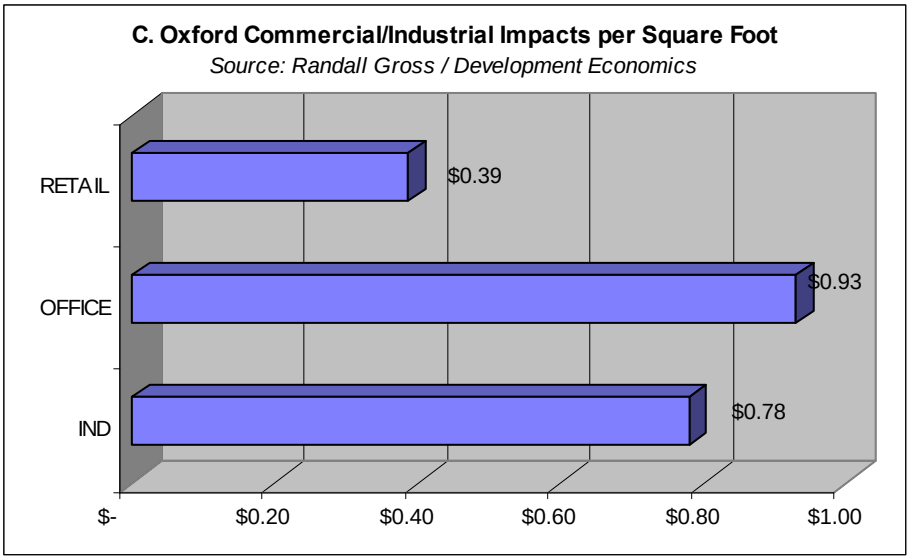


Lower-density single-family residential units generate a positive impact on the City, largely because of the high tax revenues produced by these properties in relation to the cost of providing City services to them on a per-unit basis. In particular, Oxford's more affluent residents generate a significant share of the City's income tax revenues by virtue of their living in the city (even if they work elsewhere).

Higher-density residential units currently generate a negative fiscal return to Oxford. As with low-density housing, higher-rent and higher-value units will generate higher tax revenues, and also attract higher-income workers thereby generating more income taxes to the City.

Impacts per Commercial Square Foot

Impacts were examined on a per square-foot basis for commercial and industrial uses. The findings from this analysis are summarized in the chart that follows.

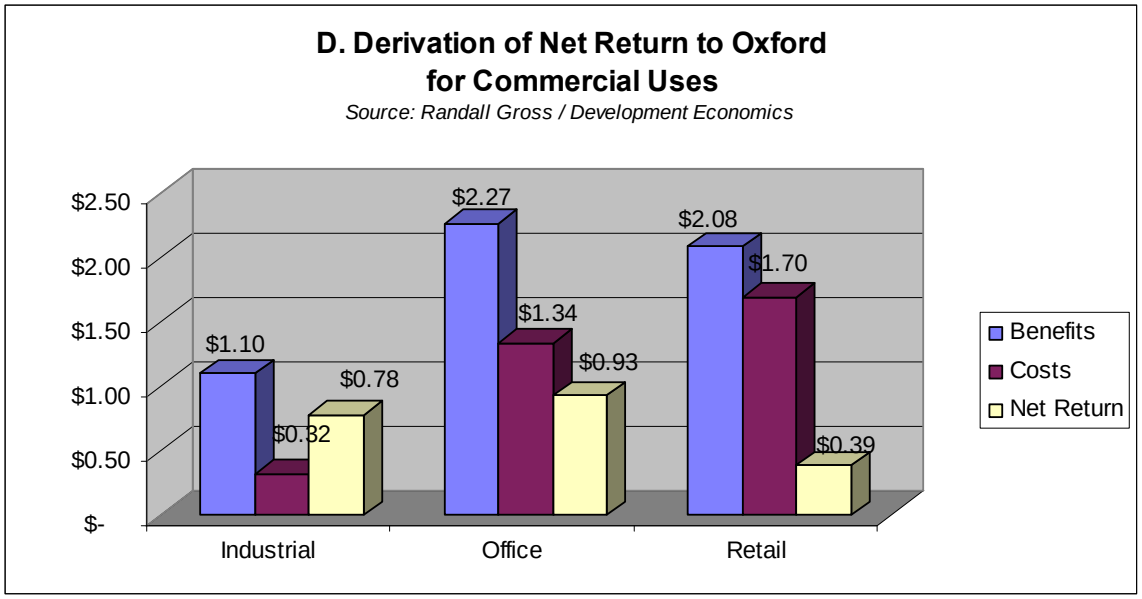


Office and industrial space generate a net positive fiscal benefit to the City of Oxford. Office space generates a net return of about $0.93 per square foot, while industrial space generates a return of about $0.78 per square foot. Retail space also generates a positive benefit, although somewhat lower at $0.39 per square foot.

The fiscal impacts per unit and per acre will vary depending on the densities allowed for development. These analyses are based on typical densities for development. Clearly, any variation in density or type of development will impact on these findings and, in particular, on the results provided on a per-acre basis.

Components of Commercial Impacts. The following chart summarizes the components of the fiscal impacts for retail, office, and industrial uses. As illustrated here, the gross benefits for retail and office use are quite high as compared with that of industrial uses. However, the fiscal costs of serving industrial uses are much lower than those for serving retail. As a result, the net fiscal costs are much higher for retail use. Similarly, while the costs of providing municipal services to office space are higher than those for industrial uses, the benefits of office space (in terms of property taxes, income taxes, etc) far outweigh those of industrial uses. Thus, the net fiscal benefit of office space is much higher than that for industrial uses.

Randall Gross / Development Economics



Industrial uses generate the lowest cost in City services, at $0.32 per square foot, versus $1.34 for office and $1.70 for retail. Gross revenue benefits are highest for office, at $2.27 per square foot, versus $2.08 for retail and $1.10 for industrial.

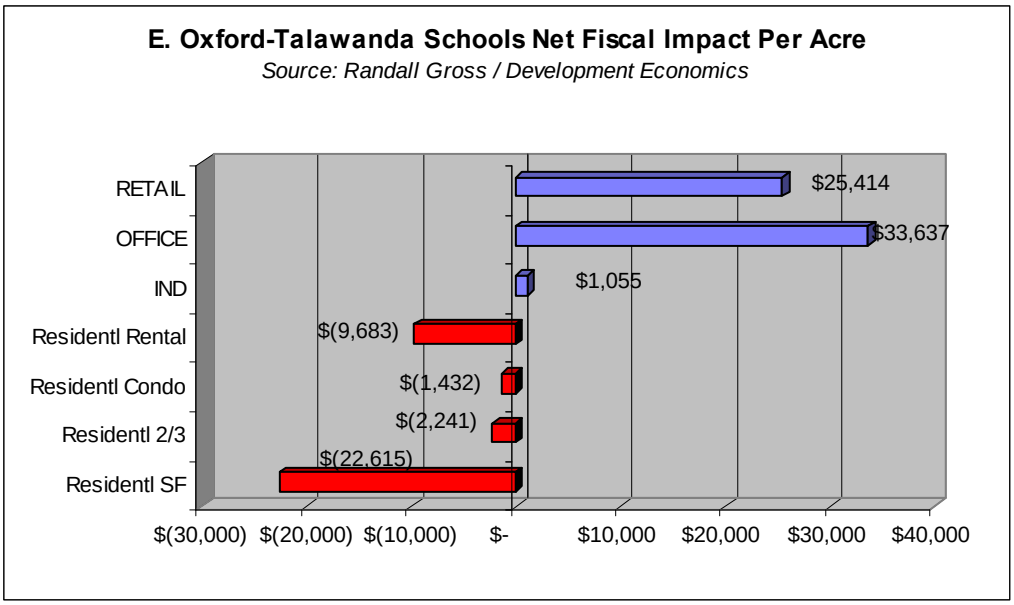
Talawanda Schools

The fiscal impact analysis also determined the net fiscal benefits to local the Oxford portion of Talawanda Schools. In this case, costs are generated almost solely by residential uses, the source of school enrollment. Commercial retail, office, and industrial uses do not generate students and, as a result, help cross-subsidize school operating costs.

Land Use Impacts per Acre

Oxford's residential uses fail to recoup their share of the cost for operating schools. Much of that benefit is provided by non-residential uses, particularly office.

Randall Gross / Development Economics

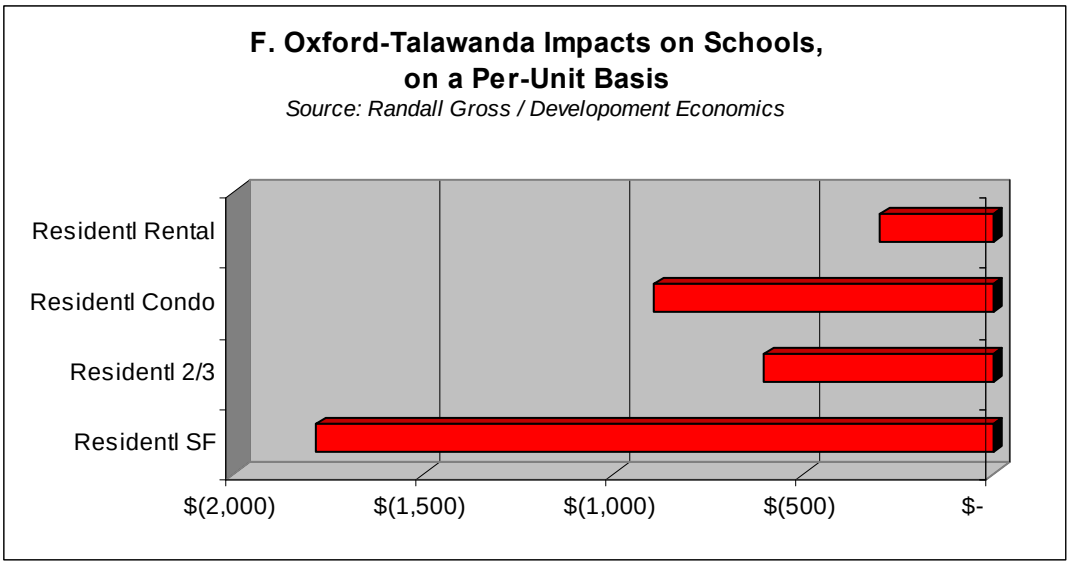


While all residential units have a negative impact on schools, condominiums and duplex/triplex units have a smaller impact because they are estimated to generate fewer school pupils per unit. Multifamily units have a relatively high impact per acre, but multi-family densities are much higher.

Land Use Impacts per Residential Unit

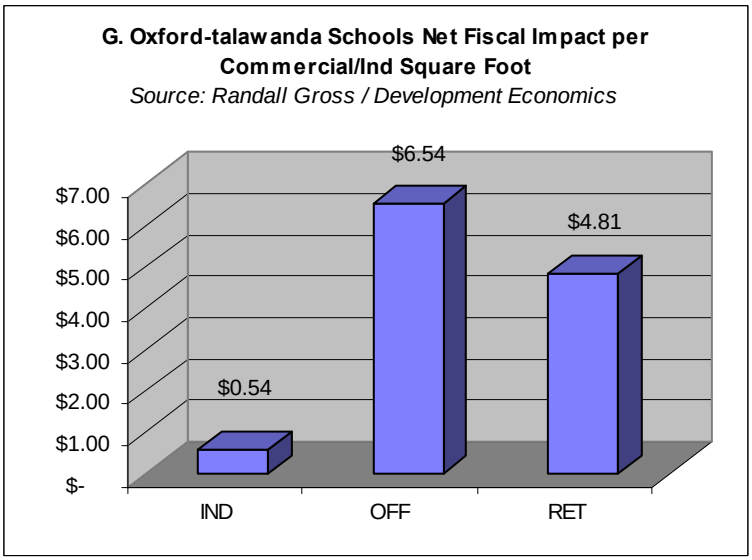
Single-family residential units are generating the highest fiscal costs to the schools, mainly because this housing is likely to yield larger numbers of pupils. The fiscal costs to schools associated with residential uses relate partly to the student population or "pupil yield" generated by those users. The fiscal benefits to schools include property tax revenues but also income taxes and grant revenues generated through the public school funding formulas.

***Randall Gross /** Development Economics*



Land Use Impacts per Commercial Square Foot

Commercial and industrial uses generate a net positive fiscal benefit to schools because they do not generate any substantial costs to the operation of schools. The fiscal benefits created by commercial and industrial uses are summarized in Chart G.



Office uses generate a fiscal return to schools of $6.54 per square foot. Development of retail can have a much higher net benefit to Oxford schools ($4.81) than that of industrial space ($0.54 per foot).

***Randall Gross /** Development Economics*

Summary

The overall combined impacts per acre on the City and Schools is summarized in Appendix Table 10. The fiscal impact analysis generally finds that office, retail, and industrial uses have net positive fiscal impacts on both the schools and the City budget. Office and industrial uses generate significant income taxes and other revenues that more than pay for their relatively limited demands on local government. Furthermore, these uses help subsidize the cost of operating schools.

Sub-divided single-family housing and multi-family units currently generate a negative impact on Oxford City government. These units are most likely to house students who are not generated the high income taxes that are necessary to support the costs of providing services in Oxford. On the other hand, because of its low pupil yields, multi-family housing (especially senior housing) does not have as negative an impact on area schools. By contrast, single-family housing units have higher pupil yields and generate a negative return to the school system even though they support the cost of City services through higher tax revenues.

As this fiscal model is refined with community input during the course of the comprehensive planning process, strategic recommendations will be provided to help ensure that Oxford's planning process accounts for the fiscal ramifications of development.

Supporting Tables

OXFORD CITY-WIDE ANALYSIS:

Oxford Gross Fiscal Benefits by Land Use

Table A-1. GROSS FISCAL BENEFITS BY LAND USE, OXFORD, OHIO, 2006

Use	Factor	Measure	Per Acre
Residentl SF	$ 1,580	DU	$ 3,128
Residentl 2/3	$ 773	DU	$ 2,039
Res Condo	$ 1,035	DU	$ 3,883
Residentl MF	$ 173	DU	$ 3,087
Industrial	$ 1.10	SF	$ 5,267
Office	$ 2.27	SF	$ 12,829
Retail	$ 2.08	SF	$ 11,798

Source: Randall Gross / Development Economics.

Oxford Fiscal Costs by Land Use (*Tables 2-5)*

Table A-2. ADMINISTRATIVE / O&M FISCAL COSTS BY OXFORD, OHIO, 2006

Use	Factor	Measure	Per Acre
Residentl SF	$ 222	DU	$ 440
Residentl 2/3	$ 219	DU	$ 578
Res Condo	$ 217	DU	$ 812
Residentl MF	$ 220	DU	$ 3,925
Industrial	$ 0.25	SF	$ 1,186
Office	$ 0.19	SF	$ 1,085
Retail	$ 0.41	SF	$ 2,329

Source: Randall Gross / Development Economics.

Table A-3.	**SAFETY COSTS BY LAND USE, OXFORD, OHIO, 2006**			
Use	**Factor**		**Measure**	**Per Acre**
Residentl SF	$	307	DU	$ 608
Residentl 2/3	$	530	DU	$ 1,398
Res Condo	$	191	DU	$ 717
Residentl MF	$	242	DU	$ 4,331
Industrial	$	0.02	SF	$ 96
Office	$	1.09	SF	$ 6,189
Retail	$	1.23	SF	$ 6,991
Source:	Randall Gross / Development Economics.			

Table A-4.	**PARKS COST BY LAND USE, OXFORD, OHIO, 2006**			
Use	**Factor**		**Measure**	**Per Acre**
Residentl SF	$	132	DU	$ 261
Residentl 2/3	$	77	DU	$ 204
Res Condo	$	108	DU	$ 404
Residentl MF	$	35	DU	$ 634
Industrial	$	0.05	SF	$ 243
Office	$	0.05	SF	$ 288
Retail	$	0.05	SF	$ 288
Source:	Randall Gross / Development Economics.			

Table A-5.	**TOTAL FISCAL COSTS BY LAND USE, OXFORD, OHIO, 2006**			
Use	**Factor**		**Measure**	**Per Acre**
Residentl SF	$	661	DU	$ 1,309
Residentl 2/3	$	826	DU	$ 2,180
Res Condo	$	515	DU	$ 1,933
Residentl MF	$	498	DU	$ 8,890
Industrial	$	0.32	SF	$ 1,526
Office	$	1.34	SF	$ 7,562
Retail	$	1.70	SF	$ 9,607
Source:	Randall Gross / Development Economics.			

Oxford Net Fiscal Benefits by Land Use – Summary

Table A-6.	**NET FISCAL BENEFITS BY LAND USE, OXFORD, OHIO, 2006**			
Use	**Factor**		**Measure**	**Per Acre**
Residentl SF	$	919	DU	$ 1,819
Residential 2/3	$	(53)	DU	$ (140)
Res Condo	$	520	DU	$ 1,950
Residentl MF	$	(325)	DU	$ (5,803)
Industrial	$	0.78	SF	$ 3,741
Office	$	0.93	SF	$ 5,267
Retail	$	0.39	SF	$ 2,191
Source:	Randall Gross / Development Economics.			

OXFORD SCHOOL IMPACTS *(Tables 7-9)*

Tax Revenues by Land Use

Table A-7.	**SCHOOLS TAX & GRANT BENEFIT BY LAND USE, OXFORD, OHIO, 2006**			
Use	**Factor**		**Measure**	**Per Acre**
Residentl SF	$	2,123	DU	$ 26,975
Residentl 2/3	$	1,028	DU	$ 3,821
Res Condo	$	1,381	DU	$ 2,222
Residentl MF	$	336	DU	$ 11,003
Industrial	$	0.54	SF	$ 1,055
Office	$	6.54	SF	$ 33,637
Retail	$	4.81	SF	$ 25,414
Source:	Randall Gross / Development Economics.			

***Randall Gross /** Development Economics*

School Costs by Land Use

Table A-8.	**SCHOOLS FISCAL COSTS BY LAND USE, OXFORD, OHIO, 2006**			
Use	**Factor**	**Measure**		**Per Acre**
Residentl SF	$ 3,902	DU	$	49,589
Residentl 2/3	$ 1,631	DU	$	6,063
Res Condo	$ 2,271	DU	$	3,655
Residentl MF	$ 631	DU	$	20,686
Industrial	$ -		$	-
Office	$ -		$	-
Retail	$ -		$	-
Source:	Randall Gross / Development Economics.			

Oxford Schools Net Impacts by Land Use

Table A-9.	**NET SCHOOLS FISCAL BENEFITS BY LAND USE, OXFORD, OHIO, 2006**			
Use	**Factor**	**Measure**		**Per Acre**
Residentl SF	$ (1,779)	DU	$	(22,615)
Residentl 2/3	$ (603)	DU	$	(2,241)
Res Condo	$ (890)	DU	$	(1,432)
Residentl MF	$ (296)	DU	$	(9,683)
Industrial	$ 0.54	SF	$	1,055
Office	$ 6.54	SF	$	33,637
Retail	$ 4.81	SF	$	25,414
Source:	Randall Gross / Development Economics.			

Oxford Combined City and Schools Impact

Table A-10.	**NET FISCAL BENEFITS BY LAND USE, OXFORD CITY/TALAWANDA SCHOOLS COMBINED, 2006**				
Combined	**Factor**		**Measure**		**Per Acre**
Residentl SF	$	(861)	DU	$	(20,795)
Residentl 2/3	$	(656)	DU	$	(2,382)
Res Condo	$	(370)	DU	$	518
Residentl MF	$	(620)	DU	$	(15,486)
Industrial	$	1.33	SF	$	4,796
Office	$	7.47	SF	$	38,904
Retail	$	5.20	SF	$	27,605
Source:	Randall Gross / Development Economics.				

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Appendix B.
Public Workshops Summary

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Overview

In the summer of 2007, the leadership of the City of Oxford launched a process to prepare an update to the City's Comprehensive Plan. The process, called *Rethink Oxford 2020*, is intended to develop a clear vision for the future of the City by addressing the needs and aspirations of all residents.

This document describes the first round of public workshops were held to obtain public input on the future of Oxford. The document describes both the public workshop format, reports on the public's input, and describes the critical themes identified by the public as being key planning issues, and places.

Public Involvement

The Comprehensive Plan Update process will last 12-14 months. During the planning timeframe three opportunities for public participation were designed as part of the planning process: An initial round of public idea gathering workshops, a Community Choices event to work on the conceptual land use maps, and an open house to review the draft plan.

The first round of public workshops were designed to seek ideas from community members on the future of Oxford. The results of these idea gathering workshops provided the foundation for creating and refining the goals, objectives, and strategies in the Plan. Six public workshops were held as part of the Plan update. The meetings were designed to solicit feedback from community members on the future of Oxford. The public workshops were held at the following locations:

Public Workshops

- November 12, Knolls of Oxford
- November 12, Middle School
- November 14, Methodist Church
- November 14, Middle School

Two additional meetings were held to solicit the participation of the younger generation. Meetings were held with both high school and college age residents in addition to the public meetings. The meetings were held at the following locations.

Target Meetings

- November 13, Talawanda High School
- Nov 29, Miami University (Miami University Student Association)

At total of 263 community members participated in the public workshops. Approximately 120 residents participated in one of the four public workshops, 100 high school students, and 15 Miami University Students.

Preparation

Enticing citizens to attend public meetings is challenging. Competing interests, busy lifestyles, the complexity of planning issues, and the long-term focus of comprehensive planning make attracting citizen participation difficult. People often have associations with "public hearings" in which there is

little or no opportunity for dialog. To inform the public about the importance of the Comprehensive Plan Update and the participatory nature of the public workshops, a publicity and outreach committee was created to assist in attracting residents to the workshops. The Committee together with City staff developed an outreach campaign consisting of a variety of outreach methods. The following publicity and outreach methods were used to attract residents to the meetings:

- 3,700 + Brochures via mail
- 1,600 + Flyers around town & campus
- 3,600+ Oxford Press Flyers
- Banner across High Street
- PR Visions to solicit students & faculty
- Twp. Trustee meetings
- Church Bulletins
- 930 Employee Paychecks
- 288 Daycare
- 200 Mobile Home Flyers
- WMUB
- Talawanda ListServe
- Public Access TV
- Newspapers Local & Regional
- Website

Meeting Design

Each public workshop consisted of a three-part program. The first part was a general assembly where participants were introduced to the process to update the Plan. During the assembly a short presentation was given by the consulting team. The presentation covered the process to update the Plan, outlined what a Comprehensive Plan is, and explained the public's role in the planning process. At the end of the assembly participants broke into small groups.

Trained facilitators moderated the small group work. The facilitator led the participants through the first exercise. The facilitator read a vision statement that posed the question, *"What should be done to make Oxford the best it can be in the coming years?"* Participants recorded their ideas to this question. The ideas were then recorded by the facilitator on flipchart paper.

The second group activity was a mapping exercise called "Strong Places, Weak Places." Participants were given an introduction to the exercise by the facilitator, and instructed to think about strong places and weak places in their community. For strong places participants were instructed to think about places that are desirable to visit, that represent conditions they would like to see more of in the area, and that reflect well on the community. For weak places participants were asked to consider those places that are undesirable to visit, that are eyesores, or generally reflect poorly on the community. Participants marked three strong and three weak locations on small individual maps. Participants then marked their strong and weak places on a large group map of the planning area using small sticky dots. Green dots were used for strong places, and red for weak places. Groups then discussed their top three strong and weak places, and described the qualities and characteristics of these areas.

The final part of the workshop was a short exit questionnaire each participant was asked to complete. The purpose of the questionnaire was to document attendance, identify participant demographics, and solicit feedback on the process.

Public Workshop Results

Activity 1 - Idea Gathering

A total of 796 ideas were contributed during the public workshops. These ideas were entered verbatim into a database, and categorized by element of the Comprehensive Plan. Some ideas were assigned to more than one category, as an individual idea may have addressed multiple categories. The large majority of the ideas, 50 percent, addressed economic development and transportation. Community facilities and services and land use made up an additional 29 percent of the ideas (see Table 1 below).

TABLE 1 - IDEAS FOR THE FUTURE

Plan Element	Ideas	Percent
Economic Development	220	28%
Transportation	172	22%
Community Facilities and Services	154	19%
Land Use	77	10%
Urban Design	68	9%
Housing	60	8%
Cultural Resources	54	7%
Governance	53	7%
Natural Resources	40	5%
University and Community	30	4%
Implementation	26	3%
Utilities	6	1%

Note: Total percent does not equal 100 percent as some ideas fit into more than one category

The comments made by the public regarding economic development, transportation, community facilities and services, and land use are interwoven. The comments reveal the public's strong interest in working on where goods and services are located within the community, and how those goods and services are accessed.

Themes for the categorized ideas were generated by ACP for the purpose of assisting the Steering Committee in updating the Plan goals. The following themes were generated and used by the Steering Committee at the goal writing meeting on December 13, 2007. The themes represent recurring ideas from the public comment.

Key Themes

Economic Development

- Improve services and facilities in uptown to encourage redevelopment
- Incorporate more high quality, sit-down, family style restaurants
- Incorporate green / environmental standards within all development

Transportation

- Provide public transportation opportunities to all residents
- Enhance the opportunities for walking and bicycling in Oxford
- Create more opportunities for parking, especially in the Uptown area
- Adequately maintain existing infrastructure
- Limit truck traffic through town
- Increase connectivity and accessibility throughout Oxford (railroad a problem - comments about safety services having trouble accessing all parts of town in a timely manner)

Community Facilities and Services

- Provide community recreational centers for groups of all ages
- Construct new parks on periphery and pocket parks in town
- Increase access to existing parks by incorporating and improving bike paths
- Consider the reuse of older abandoned buildings for community purposes
- Renovate or construct new schools within with city limits
- Improve access and abilities of local EMS and Fire Fighters
- Update existing school facilities

Land Use

- Grow in a compact fashion limiting the amount of sprawling outward growth
- Provide increased alternative transportation opportunities (bus, walking, bicycling)
- Increase the amount of greenspace, parks, and recreational opportunities
- Preserve the small town and rural character of the community

Urban Design

- Increase parking opportunities
- Encourage the development of green buildings
- Preserve Oxford's historic districts and architecture
- Reuse vacant buildings, especially Wendy's, Wal-Mart, and Big Lots

Housing

- Provide more affordable housing opportunities for all residents
- Provide diverse housing opportunities to meet all demographic levels in mixed use neighborhoods
- Improve the housing within the Mile Square and trailer park
- Control the quality and location of student housing

Cultural Resources

- Provide cultural and social events for all groups
- Increase local retailers and expand the farmers market

Governance

- Integrate green practices into public facilities and City government
- Enhance cooperation and collaboration between the City and the Township

- Enforce City regulations

Natural Resources

- Increase the amount of greenspace, parks, and recreational opportunities

University and Community

- Encourage the continued development and enhancement of the town/gown relationship
- Enhance relationship between students and permanent residents

Implementation

- Increase the dialogue and involvement of the City and residents
- Cooperate with the Township

Utilities

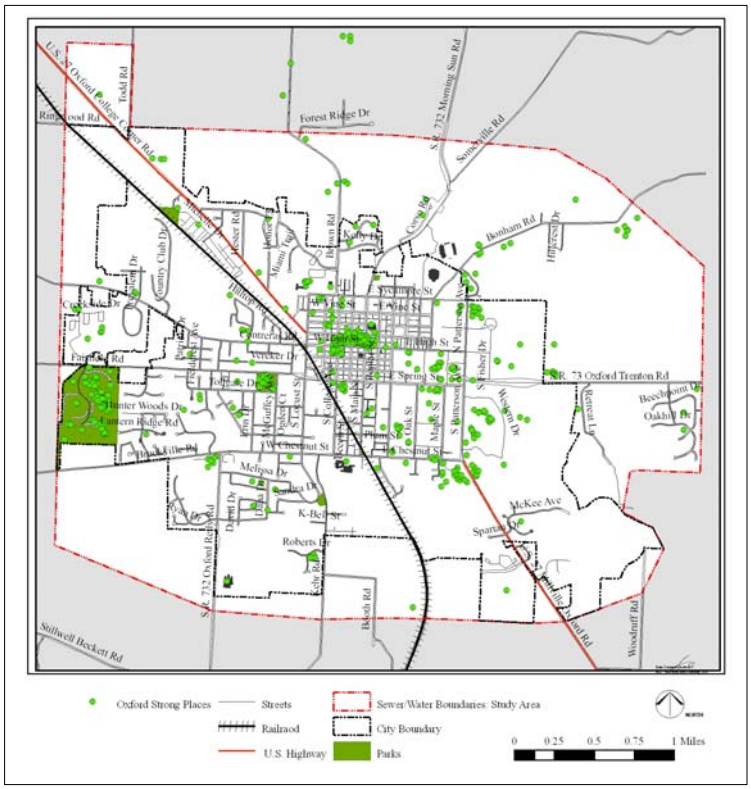
- Promote the use of alternative energy and energy efficient technology

Activity 2 - Strong and Weak Places

A total of 22 maps were generated as part of the workshops. The results of each map were digitized using GIS software, and two master maps were generated representing the frequency of the strong and weak places in the community. The qualities and characteristics of these areas described by the participants at the meeting were entered verbatim into a database.

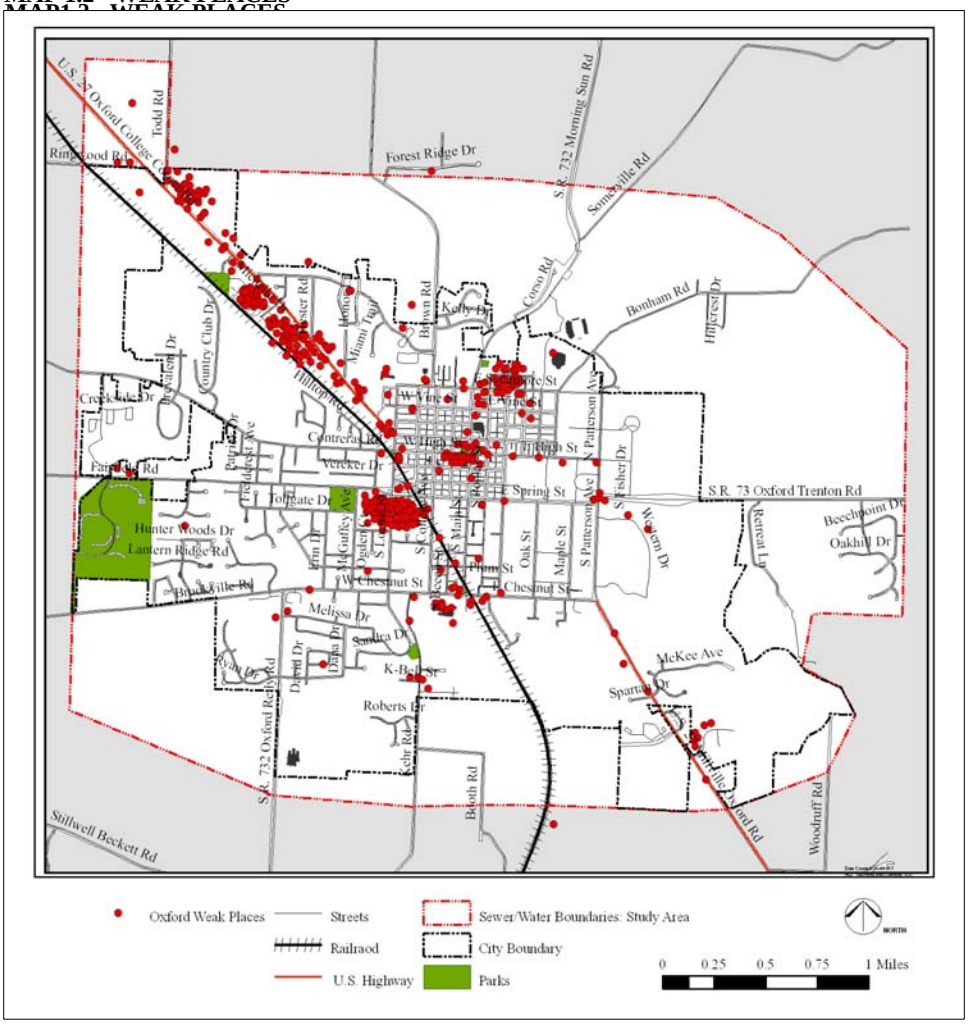
Maps 1.1 and 1.2 represent the strong and weak places in Oxford as mentioned by the workshops participants. Table 1.1 is a summary of the strong and weak places as depicted on the maps (the locations are not listed in order of magnitude/frequency).

MAP 1.1 - STRONG PLACES



Source: ACP Visioning & Planning Ltd.

MAP 1.2 - WEAK PLACES



Source: ACP Visioning & Planning Ltd.

TABLE 1.1 - STRONG AND WEAK PLACES SUMMARY

Strong Places	Weak Places
Uptown Park	Tollgate Shopping Center
Uptown	Trailer Park
Greenspace and Natural Areas	27 Corridor
Miami Campus	Old Wal-Mart
Community Parks	Student Housing

Source: ACP Visioning & Planning Ltd.

Exit Questionnaire Results

Exit questionnaires were distributed and completed by participants at the public workshops and meeting with the Miami University Student Association. Of the 163 participants at the public meeting approximately 70 percent completed and submitted an exit questionnaire. Listed below is a summary

of the exit questionnaire responses. For the qualitative questions a summary of the responses are listed.

1) How did you hear about the workshop?

Newspaper	34
Flier	17
Other	16
Mailer	12
No response	10
MU	9
Friends	7
City Staff	5
Website	3
Word of Mouth	2

2) What interest or concerns caused you to attend the workshop?

- Environmental Issues: Preservation of green space, naturals areas, wetlands: prevent sprawl
- Participate in local planning initiative
- Concerns for the future of Oxford
- Discuss zoning and redevelopment issues
- Transportation related issues
- Town and gown issues

3) Did you feel the information was presented in a clear manner?

Yes	115
No	1

4) Was the process fair to everyone around your table? If not, please explain why.

Yes	116
No	0

5) How was today's workshop valuable to you?

- Able to hear a variety of resident opinions
- Understanding the planning process
- Wanted to see how the input was going
- Ability to see Oxford's Strengths and Weaknesses
- Both student and permanent resident input

6) Were you exposed to new ideas and concerns?

Yes	92
No	23

7) Was the workshop too long / too short / about right

About Right	100
Too Short	4
Too Long	2

9) Will you continue to participate in the planning process?

Yes	109
No	3
Maybe	3

10) Age

19 - 29	19
30 - 44	16
45 - 65	41
Over 65	28
No Response	12

11) Do you live in Oxford?

Yes	97
No Response	13
No	6

12) How long have you lived in the Oxford?

No response	21
Under a year	3
1 - 4 years	25
5 - 10 years	13
11 - 20 years	7
Over 20 years	47

13) Do you work or own a business in the Oxford?

Yes	51
No	49
No Response	16

14) How long have you worked or owned a business in the Oxford?

No Response	68
Under a year	1
1 - 4 years	10
5 - 10 years	0
11 - 20 years	3
Over years	24

15) Additional Comments

Meeting was well organized
The meeting was needed
Much more constructive than 1998
Looking forward to more meetings
Childcare was nice to have on site
Would like to see these ideas integrated into the Plan

Activity Results

The following tables are the results from the idea gathering and strong and weak places exercise from the public workshops. The ideas from these exercises have been entered into the following tables verbatim, with not filtering or modification to the public's comments.

Idea	Category
Update school facilities	Community Facilities and Services
Movie theater - stadium seating	Community Facilities and Services
New schools inside Oxford	Community Facilities and Services
More teen oriented places	Community Facilities and Services
Open recreation to more age groups with unrestricted times & lower costs	Community Facilities and Services
Better recreation opportunities	Community Facilities and Services
More accessible park and recreation area	Community Facilities and Services
Improve schools and provide more onsite parking	Community Facilities and Services
Putt-putt	Community Facilities and Services
Concert venue in Oxford (sing & listen)	Community Facilities and Services
Better lighting in residential neighborhoods	Community Facilities and Services
Beer pong out of public view - rear yard or inside only	Community Facilities and Services
Enforce jaywalking laws	Community Facilities and Services
Better lit places	Community Facilities and Services
Youth center (use old Wal-Mart?)	Community Facilities and Services
More places that cater to teens too	Community Facilities and Services
Find more recreational opportunities for youth	Community Facilities and Services
Take schools from the inner City to the outskirts	Community Facilities and Services
More community activities (festivals)	Community Facilities and Services
Make township residents feel they are part of the Oxford community	Community Facilities and Services
Make long-term parking available for those who work uptown (parking passes?)	Community Facilities and Services
Nothing to do here/have to go elsewhere	Community Facilities and Services
Better school equipment	Community Facilities and Services
Bigger/better Community Center/Park	Community Facilities and Services
Fences/signals near railroads	Community Facilities and Services
Warnings/fines for jaywalking	Community Facilities and Services
Community gym (not MU recreation)	Community Facilities and Services
More garden/park areas uptown (flowers)	Community Facilities and Services
Community climbing center	Community Facilities and Services
Be allowed in Pieffer Park after dark	Community Facilities and Services
Real fire departments	Community Facilities and Services
Clubs	Community Facilities and Services
Security cameras/robots	Community Facilities and Services

Less police	Community Facilities and Services
New schools	Community Facilities and Services
Guards/signals at railroad crossings	Community Facilities and Services
Put fences along railroad	Community Facilities and Services
Animal shelters	Community Facilities and Services
Bike trails/bike lane	Community Facilities and Services
Build a roller coaster	Community Facilities and Services
Make a Wally's World in Oxford (a small-scale amusement park found near Brookville Lake)	Community Facilities and Services
Daycare facilities	Community Facilities and Services
Water fountains on the disc golf course	Community Facilities and Services
Bring something into Planned Parenthood Bldg or/and bring Planned Parenthood back	Community Facilities and Services
Safer crossing gates at railroad tracks (cage drop down)	Community Facilities and Services
More things to do (activities)	Community Facilities and Services
Improve libraries - longer hours, more variety	Community Facilities and Services
More assistance for low income	Community Facilities and Services
Reuse plan for schools	Community Facilities and Services
Overwhelming police presence during summer even after students leave	Community Facilities and Services
More child-oriented places (for small kids & teens)	Community Facilities and Services
Full time fire dept	Community Facilities and Services
Brighten up crosswalks	Community Facilities and Services
Increased public street lighting	Community Facilities and Services
Public bike borrowing/renting program	Community Facilities and Services
Invest in public education - people, not just buildings	Community Facilities and Services
Provide first rate education in state-of-the-art facilities allowing global competition for Tal. students	Community Facilities and Services
Create programs for senior citizen interaction with young students/children	Community Facilities and Services
Encourage outreach of MU students to Talawanda students	Community Facilities and Services
Develop increase recreation/cultural opportunities	Community Facilities and Services
"Sign of the times" emergency response capabilities	Community Facilities and Services
Greater sense of unified community within the school system	Community Facilities and Services
City & campus is SAFE	Community Facilities and Services
New high school in City limits	Community Facilities and Services
Don't build new City building uptown. Low rise	Community Facilities and Services

building, 2 story.	
Safety concerns for fire dept and life square; volunteer & paid staff	Community Facilities and Services
Emergency services on both sides of railroad	Community Facilities and Services
Improve school facilities	Community Facilities and Services
Active community support for schools	Community Facilities and Services
Make new & renovated schools & other public buildings green	Community Facilities and Services
Keep sound levels down - quality of life/civility	Community Facilities and Services
Upgrade schools	Community Facilities and Services
Dog park	Community Facilities and Services
More hospitality for all generations	Community Facilities and Services
Larger Community Park, uptown, Mile Square	Community Facilities and Services
More indoor play spaces for children	Community Facilities and Services
More activities for young professionals	Community Facilities and Services
Community support for families	Community Facilities and Services
Make Oxford a safe place	Community Facilities and Services
Safety issues - fire dept, wrong side of tracks	Community Facilities and Services
Comprehensive/collaborative vision for school district	Community Facilities and Services
Updated school facilities	Community Facilities and Services
Keep schools in City, especially high school	Community Facilities and Services
Increase recreational opportunities for children	Community Facilities and Services
New public library	Community Facilities and Services
Uptown Park needs more "dimension"	Community Facilities and Services
Limit access to drugs & alcohol for youth	Community Facilities and Services
Local, neighborhood schools	Community Facilities and Services
Community Park - more use, additional parts	Community Facilities and Services
Water areas other than fountain	Community Facilities and Services
Recreational/community adult activities center	Community Facilities and Services
Lighting (for safety)	Community Facilities and Services
Venues that provide cultural historical info	Community Facilities and Services
Recreation for youth	Community Facilities and Services
Maintain & expand recreational opportunities	Community Facilities and Services
Variety of community artwork (public art)	Community Facilities and Services
Reach out better to help residents	Community Facilities and Services
Public school in town	Community Facilities and Services
Greater access to social services for all socio-economical groups	Community Facilities and Services
Pass school levy & build new schools	Community Facilities and Services
More family amenities	Community Facilities and Services
Pass school levy	Community Facilities and Services

Emergency needs to be available to all residents 24/7. Ex: West side is cut off to any emergency	Community Facilities and Services
More activities for teens besides sports	Community Facilities and Services
Center for teens - not standing on street corners	Community Facilities and Services
More playgrounds/greenspaces in individual neighborhoods	Community Facilities and Services
Expand fitness facilities	Community Facilities and Services
Miami work with the schools at a low cost - students could get experience, schools can find out about their talents (win-win situation)	Community Facilities and Services
A community center for teens - create one	Community Facilities and Services
Address student alcohol abuse	Community Facilities and Services
Further develop our recreational activities - bike trails, recreation center	Community Facilities and Services
Things for teenagers to do	Community Facilities and Services
Improving the schools	Community Facilities and Services
City/township cooperate with schools to promote better education in order to attract new families/industry	Community Facilities and Services
Expansion of library (facilities, parking)	Community Facilities and Services
City proactively develop school district with adequate facilities to attract families in Oxford (economic backgrounds)	Community Facilities and Services
Alcohol-free entertainment facility open to everyone	Community Facilities and Services
Dog park	Community Facilities and Services
Community gardens	Community Facilities and Services
Daycare for autistic children over age 11	Community Facilities and Services
Require college houses to stay cleaner (trash in yards, party remains, etc.)	Community Facilities and Services
Extend recycling to multifamily buildings	Community Facilities and Services
Consider old Wal-Mart building for City offices, courthouse, jail, police	Community Facilities and Services
No protections (fire, police, hospital) for western Oxford - need an underpass. What price is a life?	Community Facilities and Services
More places to shop	Community Facilities and Services
School facilities need updating	Community Facilities and Services
Make community more family friendly-will help bring people to town	Community Facilities and Services
Summer Music Festival and Farmer's Market-maintain and support	Community Facilities and Services
Safe/lighted public rec. areas/public pools: better publicity	Community Facilities and Services
Better chain restaurants uptown	Community Facilities and Services

Encourage neighborhood events, traditions	Community Facilities and Services
Provide emergency access on both sides of the tracks (2nd fire house or bridge)	Community Facilities and Services
More hands-on interactive retail stores	Community Facilities and Services
More farmer's market events/ sidewalk vendors	Community Facilities and Services
Make public schools exciting and creative places for everyone-not just test focused	Community Facilities and Services
Keep minimum of one school building within mile square	Community Facilities and Services
Recreational opportunities throughout town, not just outskirts- playgrounds, parks, pool	Community Facilities and Services
Increased programs/grants to help empower mobile home community residents	Community Facilities and Services
Diversify restaurants	Community Facilities and Services
School within current city limits	Community Facilities and Services
Workout center behind the rec (not just weight room)	Community Facilities and Services
New high school	Community Facilities and Services
Preserving adding multiple green spaces, parks, and semi-public spaces	Community Facilities and Services
Holding cells, (jail) for drunks	Community Facilities and Services
Full-time paid fire and ems	Community Facilities and Services
Batting cage and mini golf course	Community Facilities and Services
Barbershop/stylist for African-Americans	Community Facilities and Services
Local, non-chain restaurants	Community Facilities and Services
Maintain shop diversity	Community Facilities and Services
Fill vacant store fronts	Community Facilities and Services
Better recycling program	Community Facilities and Services
Incorporate green design in city facilities old and new	Community Facilities and Services
No more Miami events in uptown monopolizing uptown space	Community Facilities and Services
Move pocket attractions like fountains uptown	Community Facilities and Services
City utilize Community Park for more events for economic impact	Cultural Resources
Bike to Farmer's Market, kids walk to school	Cultural Resources
More community activities (festivals)	Cultural Resources
More events in Uptown Park	Cultural Resources
Fund, support, & affirm historic preservation	Cultural Resources
Winter Community Events similar to Summer events	Cultural Resources
Rehab Community Arts Bldg & utilize better	Cultural Resources
More job opportunities	Cultural Resources

More places for Arts (performance & visual) that are cheap to utilize and for all ages	Cultural Resources
Better class offerings	Cultural Resources
More "youthful" music/interaction on Thursday Night	Cultural Resources
Expand farmer's market to include people's craft/pottery/art	Cultural Resources
Men's clothing stores	Cultural Resources
Turn old Wal-Mart into art/fitness center	Cultural Resources
Community art projects/community projects (town people & MU students)	Cultural Resources
Put water tower back	Cultural Resources
Community Christmas tree	Cultural Resources
Community based projects - plays, OxAct	Cultural Resources
Improve theaters	Cultural Resources
Entertainment places for teens	Cultural Resources
Dance club for teens in old Wal-Mart	Cultural Resources
More places to fish	Cultural Resources
More kids events	Cultural Resources
Uptown family events year-round	Cultural Resources
More community events/activities	Cultural Resources
More things to do (activities)	Cultural Resources
More child-oriented places (for small kids & teens)	Cultural Resources
Find way to get students involved in sponsoring events, encouraging voting, internships, etc.	Cultural Resources
Create programs for senior citizen interaction with young students/children	Cultural Resources
Develop increase recreation/cultural opportunities	Cultural Resources
Develop regulations to preserve rural landscape	Cultural Resources
More summer events/activities for community	Cultural Resources
Grow in the best traditions of the town	Cultural Resources
City support for Community Arts Center	Cultural Resources
Increase community events uptown	Cultural Resources
Community support for families	Cultural Resources
Aging in place/community support for it	Cultural Resources
Encourage local production of food	Cultural Resources
Venues that provide cultural historical info	Cultural Resources
Incentive for Arts Center & to better utilize bldg	Cultural Resources
Variety of community artwork (public art)	Cultural Resources
Encourage community respect (all groups, age, race, etc.)	Cultural Resources

Through family resource center & other agencies - education & employment preparation to clients	Cultural Resources
Historic preservation to safeguard Oxford's treasures	Cultural Resources
Support broad access to arts in general	Cultural Resources
One farmer's market instead of 2	Cultural Resources
Promote a diverse population	Cultural Resources
Community events stay in center (I.e., pool, concerts, library, not in fringe community)	Cultural Resources
Make Oxford a destination for arts & education, concerts, etc.	Cultural Resources
Keep history/architecture we have	Cultural Resources
Embrace diversity	Cultural Resources
Cultural oppourtunities year round- non-university, community driven	Cultural Resources
Diversify population	Cultural Resources
Summer Music Festival and Farmer's Market- maintain and support	Cultural Resources
City utilize Community Park for more events for economic impact	Economic Development
Update school facilities	Economic Development
Upscale dress boutique for the over 50 crowd	Economic Development
More diverse businesses - not sandwich shops	Economic Development
Find replacement use for building on west side	Economic Development
Record store uptown	Economic Development
Occupancy in the old Wal-Mart and Tollgate sites	Economic Development
Ethnic variety of food	Economic Development
Do something with old Wal-Mart and CVS empty stores	Economic Development
Panera	Economic Development
Chick Filet	Economic Development
Roller rink or disco at Wal-Mart or Big Lots	Economic Development
Band-music store (to buy instruments)	Economic Development
White Castle	Economic Development
Dave & Buster's	Economic Development
Keep local businesses strong	Economic Development
Laser Tag, paintball, go-karts	Economic Development
Need Target	Economic Development
Encourage businesses in Stewart Square	Economic Development
Better selection of stores UP - no more sub shops	Economic Development
Do something with Wendy's	Economic Development
Get rid of abandoned buildings (Wendy's)	Economic Development
More variety of businesses	Economic Development

More commercial instead of residential along 27 North	Economic Development
More places that cater to teens too	Economic Development
Utilize Wal-Mart	Economic Development
Bigger theater	Economic Development
More events in Uptown Park	Economic Development
More retail stores (so we don't have to drive to malls 30-40 minutes away)	Economic Development
Deal with abandoned businesses (Tollgate Mall, etc.) more effectively	Economic Development
Winter Community Events similar to Summer events	Economic Development
More clothing stores	Economic Development
Old Wal-Mart & Big Lots - do something with	Economic Development
More sit-down restaurants	Economic Development
More movie theaters	Economic Development
Bowling alley	Economic Development
Being taken advantage of by big property owners (CVS/Wal-Mart)	Economic Development
More job opportunities	Economic Development
Incentives for businesses to come and use abandoned buildings	Economic Development
Promote small businesses/ Mom & Pop	Economic Development
More smaller/useless businesses to Stewart Square	Economic Development
Turn old Wal-Mart into entertainment facility for teens/families	Economic Development
Bring back hemptations	Economic Development
Dick's Sporting Goods	Economic Development
More independent stores	Economic Development
Renovate old buildings instead of always tearing down/rebuilding	Economic Development
Do something with empty buildings uptown (Wendy's)	Economic Development
Get more active businesses	Economic Development
Men's clothing stores	Economic Development
Better/nicer restaurants	Economic Development
More book/electronic/music stores	Economic Development
Arcade/laser tag/paintball	Economic Development
Return of a vibrant uptown	Economic Development
Nicer/new Kroger	Economic Development
Turn old Wal-Mart into art/fitness center	Economic Development
Put Target in for Big Lots	Economic Development

Burger King	Economic Development
Bigger performance theaters	Economic Development
Roller rink/roller derby/laser tag	Economic Development
Drive-in theater	Economic Development
No more sub/pizza places	Economic Development
Outlet mall/strip mall	Economic Development
Gentlemen's club	Economic Development
Skyscrapers	Economic Development
Family video store (Blockbuster)	Economic Development
Cheesecake Factory	Economic Development
Improve theaters	Economic Development
More internet cafes	Economic Development
Amusement/water park	Economic Development
Concert area	Economic Development
Tear town old Big Lots/CVS	Economic Development
Dance club for teens in old Wal-Mart	Economic Development
Mini-mall	Economic Development
Men's clothing stores	Economic Development
Music store	Economic Development
More free parking	Economic Development
Build White Castle/Waffle House	Economic Development
Localize businesses into Oxford	Economic Development
Get "Party City" party supply store	Economic Development
Hobby Lobby	Economic Development
More clothing stores	Economic Development
Restrict burrito/sub/pizza places uptown	Economic Development
Omnimax Theater	Economic Development
Fix older buildings	Economic Development
Put something in place of empty Wal-Mart, Big Lots & Wendy's	Economic Development
Put businesses in Stewart Square	Economic Development
Outdoor shopping mall/outlets	Economic Development
More restaurant options like Applebee's, TGI Fridays, etc.	Economic Development
A creative project for old Wal-Mart	Economic Development
More retail shopping so you don't have to drive distance to malls	Economic Development
Preserve as many locally-run/owned businesses so it is not only chains	Economic Development
Music store	Economic Development
No more sub shops!	Economic Development
Record Store	Economic Development

More central marketplace for commercial store	Economic Development
More retail stores for families & students (West Chester shops & cafes that students can enjoy with family instead of just college kids)	Economic Development
Do something with empty Tollgate Mall	Economic Development
Eliminate some of the sub shops	Economic Development
No more drug stores	Economic Development
Putt-putt golf course	Economic Development
Arcade (video)	Economic Development
Water park	Economic Development
Paintball or laser tag arena in old Wal-Mart	Economic Development
Border's Bookstore	Economic Development
Do something with Old Wal-Mart and Wendy's	Economic Development
Benihana	Economic Development
Do something with Wendy's	Economic Development
Do something with Wal-Mart	Economic Development
Movie theater (real/stadium seating)	Economic Development
Burger King	Economic Development
Revamp Uptown Theater	Economic Development
Casino	Economic Development
Skate shop	Economic Development
No men's/guys clothing - need something	Economic Development
Higher class restaurant (steak house)	Economic Development
Build up 27N out to Wal-Mart (add restaurants, etc)	Economic Development
Arcade/teen club	Economic Development
Popeye's Chicken	Economic Development
Lee's Chicken	Economic Development
More diverse food - uptown - no more pizza or sub	Economic Development
Encourage small business growth	Economic Development
Encourage like-thinking groups to work together effectively	Economic Development
Open stores that people will go to (popular retail shops)	Economic Development
Develop technology/small manufacturing/research centers with university	Economic Development
Increase national awareness of what a great place Oxford is to retire	Economic Development
Try to prevent extended vacancies of abandoned buildings	Economic Development
Encourage retailers/service providers other than pizza parlors to locate uptown	Economic Development

Encourage more student based stores - more overall retail services available	Economic Development
Less bars & fast food, more better restaurants	Economic Development
Eliminate urban sprawl; support for small businesses	Economic Development
Fill unused buildings (Big Lots, CVS, Tollgate)	Economic Development
More shopping facilities for students & permanent residents	Economic Development
Variety of eating places	Economic Development
Establish businesses within walking & biking distance	Economic Development
Small, clean businesses to help tax base	Economic Development
Clothing store	Economic Development
Revitalize uptown business district	Economic Development
Encourage locally owned businesses & franchises	Economic Development
Keep existing citizens here & expand that base	Economic Development
Emphasize local businesses, not franchises	Economic Development
Increase retail opportunities (mixed use of entertainment, eating, unique stores)	Economic Development
Larger family dine-in restaurants	Economic Development
Develop a "flavor" for the City	Economic Development
Complete & diverse job creation	Economic Development
Utilize empty businesses	Economic Development
More "non-student" restaurants	Economic Development
Make town more energy efficient	Economic Development
Encourage restaurants & businesses away from UP so it's not so congested	Economic Development
Mixed & integrated economically & socially	Economic Development
Stop looking at students as cash cows	Economic Development
More businesses, fill empty spaces	Economic Development
Stores occupied, successful, & attractive	Economic Development
Be a model City for renewable energy use - new City building use LEED standards	Economic Development
Encourage non-Miami asset development/e.g... Farmers Market in transformed spaces	Economic Development
Maintain uniqueness as a community - MaryJo's Restaurant vs. Wendy's	Economic Development
Concentrate business & stores in City core (uptown & Tollgate)	Economic Development
Encourage businesses with alternative environmental manufacturing	Economic Development
Additional high quality restaurants	Economic Development
Facilitate range of cottage industries, I.e., You're	Economic Development

Fired	
Diverse variety of shops	Economic Development
Bring in clean business & more job opportunities	Economic Development
Small independent businesses	Economic Development
More vital uptown retail	Economic Development
Maintain good employment opportunities	Economic Development
Promote growth & sustainability in existing business	Economic Development
Attract multi-racial, multi-cultural population	Economic Development
Encourage economic growth and redevelopment in City limits	Economic Development
Encourage & provide diverse, social employment & cultural engagement	Economic Development
Foster retention of young families	Economic Development
Build a vibrant business community	Economic Development
Balance between retail & dining (retention)	Economic Development
Develop technology park and uptown	Economic Development
Oxford to have identity beyond Miami	Economic Development
Greater variety of shops & restaurants downtown	Economic Development
Family stores (have to drive 20 miles)	Economic Development
Variety of commercial stores/businesses, not just retail (ex: second grocery store, go out for drinks without students)	Economic Development
Miami alums purchase and renovate square mile	Economic Development
Mile Square more fully occupied by year round residents	Economic Development
Fix and fill in vacant/abandoned sites (Wendy's)	Economic Development
Discourage strip developments - especially at College Corner Park	Economic Development
More family restaurants	Economic Development
Create job opportunities - e.g. technology business park	Economic Development
No empty storefronts in front of Locust & in Mile Square	Economic Development
Old fashioned shoe store	Economic Development
Renovating areas of Oxford that have been degraded by growth	Economic Development
More employment options besides Miami	Economic Development
Create environment that appeals to non-students (eating establishments, etc)	Economic Development
Better incentives for families to buy within the Mile Square	Economic Development
More businesses uptown (shops), attract visitors	Economic Development

Attract light industry	Economic Development
Fix old Wendy's	Economic Development
More stores other than Wal-Mart, family-oriented	Economic Development
More family restaurants	Economic Development
Support energy & environmental efficiency with local food/goods/services	Economic Development
Improve tax base by increasing knowledge based industry	Economic Development
Businesses that produce goods and export them out of the community	Economic Development
Upgrading uptown to attract commerce	Economic Development
Address empty buildings on Locust (Wal-Mart, CVS, Odd Lots)	Economic Development
More retail locally - don't drive	Economic Development
Encourage revitalization of the uptown area	Economic Development
Concentrate new business in certain areas	Economic Development
Encourage small family farms - support buying locally	Economic Development
Reopen the old station	Economic Development
How do you get children to stay in Oxford - jobs	Economic Development
Improve local climate for business - subsidies.	Economic Development
Require business owners & residents to maintain properties (I.e., Wendy's)	Economic Development
Locally-owned businesses preferred over chains	Economic Development
Incentives to fill empty stores	Economic Development
Develop old Walmart site for entire community use	Economic Development
Maintain shop diversity	Economic Development
Deal with abandoned retail	Economic Development
Fill vacant store fronts	Economic Development
Financial incentives for mile square purchase/rehab	Economic Development
Make community more family friendly-will help bring people to town	Economic Development
Better chain restaurants uptown	Economic Development
More hands-on interactive retail stores	Economic Development
Diversify restaurants	Economic Development
Local, non-chain restaurants	Economic Development
Encourage non-Miami, green or tech. insustry jobs for residents	Economic Development
Move retail options uptown/other than Wal-Mart	Economic Development
Participate in local government meetings. Be involved.	Governance

Higher expectations and standards enforcement of property maintenance	Governance
Better code enforcement	Governance
Government support (tax cuts) for local businesses	Governance
Regulations for working minors (shifts, breaks, etc.)	Governance
Green public buildings	Governance
Finish construction projects	Governance
Combine township/City government (City services, university services)	Governance
Encourage like-thinking groups to work together effectively	Governance
Repair county roads	Governance
Better balance between City and townships with regard to planning - less adversarial relationship	Governance
Church activities & ministries are not negatively affected by City decisions	Governance
Try to prevent extended vacancies of abandoned buildings	Governance
Define what we want Oxford to be - consensus	Governance
Historical preservation minded planning	Governance
Enhance small scale public transportation within City/township/regional	Governance
An aggressive plan to prevent businesses from abandoning their site	Governance
Green policies for City government	Governance
Strongly enforce existing ordinances	Governance
Widespread sense of civic engagement	Governance
Regulation of vacant business space - 1 year. Do something with it.	Governance
Make town more energy efficient	Governance
Recycling policies	Governance
Be a model City for renewable energy use - new City building use LEED standards	Governance
Greater cooperation among Oxford & townships	Governance
Aim for "steady state" instead of "development"	Governance
Transparency in processing any City plan (ex: Thoroughfare Plan), especially technical, legal limitations	Governance
Better cooperation between City, university, & townships on planning	Governance
Hilton Head Island - better development regulations (no neon lights, don't want to turn into	Governance

Hamilton)	
Clean alleys - get rid of trash	Governance
Cooperation /joint planning between Oxford City and township for bypass	Governance
Distill to essence of all parties concerned & compromise	Governance
Attract multi-racial, multi-cultural population	Governance
Channels to keep the community informed	Governance
Increase collaboration with surrounding jurisdictions	Governance
Pass school levy & build new schools	Governance
Expand & improve inter government relations	Governance
Recognize & develop common sense environmental practices	Governance
Become a more sustainable community meaning: energy efficiency, solid waste collection, water conservation, & green building design for new building construction	Governance
More people willing to get themselves involved in community	Governance
Develop a convenient development program	Governance
City/township cooperate with schools to promote better education in order to attract new families/industry	Governance
Still places where handicap accessibility could be improved	Governance
Green buildings	Governance
Cooperation between City & adjacent areas on planning & relocating	Governance
Require college students to vote absentee - hometown	Governance
Be more green, environmentally friendly	Governance
Better recycling program	Governance
Encourage non-Miami, green or tech. industry jobs for residents	Governance
Incorporate green design in city facilities old and new	Governance
Maintain green space in uptown especially	Governance
Healthy public trees	Governance
Create pedestrian & bicycle centered community part of High St. pedestrian mall, Multi-use paths-perimeter path and lanes (rim and spokes)	Governance
Landlords - better oversight of property condition	Housing

Work with Miami on student housing plan - been pushed way out in the community in the past	Housing
Need inspector who is responsible to City to insure properties (rental) are maintained	Housing
Less focus on student housing	Housing
Student housing rent too high	Housing
Make student housing/rental back to family-owned	Housing
Build on existing mixed neighborhoods. Need money subsidies.	Housing
Too many vacant houses & too many being built	Housing
Stop building apartments	Housing
More affordable housing	Housing
Improve trailer park - keep it, but improve it	Housing
Affordable housing with complimentary health care	Housing
Encourage MU faculty to live in Oxford	Housing
More owner-occupied housing in square mile	Housing
Get rid of trailer park - make better low cost housing	Housing
Broad range of housing/cost options for seniors	Housing
HAPC rules extended to entire Mile Square	Housing
Provide affordable housing	Housing
More affordable business space	Housing
Less segregated housing/de-ghettoing	Housing
Miami provide attractive student housing	Housing
Integrated diverse housing for all residents	Housing
More affordable senior housing	Housing
Improve trailer park conditions	Housing
Stop saturation of rentals	Housing
Housing for all demographics	Housing
Aging in place/community support for it	Housing
Greater percentage of people who work here, live here	Housing
Provide adequate & affordable housing for all economic levels	Housing
Affordable, close to uptown housing	Housing
More affordable housing	Housing
Families/non-students living in the City	Housing
Encourage Miami to provide more affordable student housing	Housing
Integrate affordable housing	Housing
Provide more affordable housing	Housing

Affordable housing integrated with existing or new developer to avoid all low income housing in one area (mix, don't stick in this is the low income place)	Housing
Diverse housing stock	Housing
Increase affordable housing	Housing
Too many, unnecessary student rentals - development of student housing should be arrested	Housing
Condos for seniors (not the Knolls), affordable	Housing
Greater range of housing options, not just segregated by type or economic level	Housing
Better incentives for families to buy within the Mile Square	Housing
Higher percentage of student housing in township or edges of town	Housing
Demographically integrated neighborhoods	Housing
Make Oxford more family friendly (more houses, families, less students)	Housing
Allow the replacement of large housing complex (i.e., trailer park)	Housing
Avoid having influx of low income renters looking for cheap housing	Housing
Mobile home park	Housing
Affordable housing so people who work in Oxford can live in Oxford	Housing
Remove student house signs	Housing
Bring faculty back into Mile Square as residents (restoration of character)	Housing
Conduct research on independent living for middle-income population	Housing
Construction of new homes at low costs	Housing
Better living facilities and housing for Miami University faculty & staff	Housing
More diverse housing/residents throughout City with emphasis on Mile Square	Housing
Need affordable housing for families, seniors, multifamily housing, condos for year-round residents.	Housing
Bring families back to Mile Square	Housing
Landlords increase response & sensitivity to tenants	Housing
Require college houses to stay cleaner (trash in yards, party remains, etc.)	Housing
Rules for renters/landlords to maintain rental	Housing

properties	
Participate in local government meetings. Be involved.	Implementation
Make township residents feel they are part of the Oxford community	Implementation
Combine township/City government (City services, university services)	Implementation
Be aware that there are different ideas of what best is	Implementation
Widespread sense of civic engagement	Implementation
Greater cooperation among Oxford & townships	Implementation
Cooperation /joint planning between Oxford City and township for bypass	Implementation
Distill to essence of all parties concerned & compromise	Implementation
Increase collaboration with surrounding jurisdictions	Implementation
Implement comprehensive plan	Implementation
Expand & improve inter government relations	Implementation
Continue to get public input	Implementation
More people willing to get themselves involved in community	Implementation
Volunteerism must expand - encourage it	Implementation
Cooperation between City & adjacent areas on planning & relocating	Implementation
Comprehensive plan for entire City, not just pieces like Mile Square	Implementation
Forums to discuss community issues together	Implementation
Better advertising for community events	Implementation
Adherence to comprehensive plan for long term vision	Implementation
Litter-free streets, sidewalks, and yards	Implementation
Enforce maintenance regulations regarding building conditions	Implementation
Look at model of Boulder, Colo. for college town	Implementation
Diversify residents within mile square	Implementation
Consistent, proactive code enforcement	Implementation
Pay more attention to the people on the margin	Implementation
Good relationships between neighbors	Implementation
Bike path implemented and bike lanes	Implementation
Kroger & parking area attractiveness (landscape, etc)	Land Use
Cautiously promote growth - housing/subdivisions	Land Use
Annexation should lead to high density	Land Use

development	
More commercial instead of residential along 27 North	Land Use
More greenspace	Land Use
Stop developing out 27N & focus on inside City limits (Mile Square, etc.)	Land Use
Green spaces & community gardens	Land Use
Old Wal-Mart & Big Lots - do something with	Land Use
More green spaces in the community	Land Use
Finish out a development before constructing more	Land Use
People going places without a car - don't stretch the business areas	Land Use
Move Miami West	Land Use
Put something in place of empty Wal-Mart, Big Lots & Wendy's	Land Use
Preserve wooded areas	Land Use
Build on existing mixed neighborhoods. Need money subsidies.	Land Use
Keep as many green, wooded areas as possible	Land Use
Maintain green spaces	Land Use
Develop regulations to preserve rural landscape	Land Use
Make unique, limit growth & sprawl (college town)	Land Use
Preserve rural & semi-rural atmosphere	Land Use
Controlled growth plan	Land Use
Consider park area expansion as development occurs	Land Use
Develop plan for controlled growth	Land Use
Eliminate urban sprawl; support for small businesses	Land Use
Limit sprawl within Oxford area	Land Use
Expand uptown beyond High Street	Land Use
Greenbelt around City	Land Use
Establish businesses within walking & biking distance	Land Use
Reduce auto use	Land Use
Interconnected neighborhood greenspace/recreation	Land Use
Keep City compact & township open	Land Use
Increase density with community greenspace - residential & commercial properties	Land Use
Encourage restaurants & businesses away from UP so it's not so congested	Land Use
Preserve natural landscape/reuse already built	Land Use

land (e.g. Stewart Square)	
No burned out buildings in City	Land Use
Smart growth & limit sprawl	Land Use
Hilton Head Island - better development regulations (no neon lights, don't want to turn into Hamilton)	Land Use
Neighborhood connectivity	Land Use
Parks within walking distance for all (neighborhood parks)	Land Use
Focus on infill rather than annexation	Land Use
Green space corridors (linkage)	Land Use
Encourage local production of food	Land Use
Green space	Land Use
More walkable community	Land Use
Keep our rural charm	Land Use
Improve vs. develop	Land Use
Preserve as much greenspace as possible	Land Use
Designate a greenbelt around Oxford	Land Use
Conserve & value greenspace & natural environment	Land Use
Mixed use neighborhoods (Bay City)	Land Use
Schools proximate to town - bike & walking accessible	Land Use
Children walk to school	Land Use
Control growth of business & residential around any proposed bypass	Land Use
Preserve existing green space	Land Use
Preserve rural character using "smart growth"	Land Use
Fix and fill in vacant/abandoned sites (Wendy's)	Land Use
Discourage strip developments - especially at College Corner Park	Land Use
Establish green belt around community	Land Use
Renovating areas of Oxford that have been degraded by growth	Land Use
Entry to City more noticeable - you know when you enter Oxford	Land Use
Controlled development - aesthetically & spatially	Land Use
Preserve small town atmosphere	Land Use
Realistic plan for growth	Land Use
Infill development uptown instead of outskirts	Land Use
Preservation and enjoyment of rural areas, bike paths to provide access to these areas	Land Use
Maintain greenspace and farm area	Land Use

City should establish stronger requirements for planting (landscaping) by developers or business owners	Land Use
Mile Square that is attractive to families as well as students	Land Use
More greenspace within City rather than on edges	Land Use
Require owners of mixed use property to secure commercial first	Land Use
More connections of neighborhoods	Land Use
More residential areas uptown	Land Use
Move retail options uptown/other than Wal-Mart	Land Use
Centralize commercial space, no sprawling out (Wal-Mart)	Land Use
More permanent residents in mile square	Land Use
Addressing impact of development on neighboring uses	Land Use
Deal with abandoned retail	Land Use
Utilize Hueston Woods - promote	Natural Resources
More greenspace	Natural Resources
Green spaces & community gardens	Natural Resources
More green spaces in the community	Natural Resources
Preservation of environmental resources	Natural Resources
More garden/park areas uptown (flowers)	Natural Resources
More places to fish	Natural Resources
More trees	Natural Resources
Preserve wooded areas	Natural Resources
Keep as many green, wooded areas as possible	Natural Resources
Protect natural resources (especially water)	Natural Resources
Maintain green spaces	Natural Resources
Preserve rural & semi-rural atmosphere	Natural Resources
Consider park area expansion as development occurs	Natural Resources
Greenbelt around City	Natural Resources
Larger Community Park, uptown, Mile Square	Natural Resources
Maintain Bachelor Trails	Natural Resources
Preserve natural landscape/reuse already built land (e.g. Stewart Square)	Natural Resources
Parks within walking distance for all (neighborhood parks)	Natural Resources
Green space corridors (linkage)	Natural Resources
Green space	Natural Resources
Preserve as much greenspace as possible	Natural Resources
Designate a greenbelt around Oxford	Natural Resources

Clean environment	Natural Resources
Conserve & value greenspace & natural environment	Natural Resources
Preserve existing green space	Natural Resources
Preserve rural character using "smart growth"	Natural Resources
Establish green belt around community	Natural Resources
Preserve natural areas within & without the City	Natural Resources
Preservation and enjoyment of rural areas, bike paths to provide access to these areas	Natural Resources
Maintain greenspace and farm area	Natural Resources
City should establish stronger requirements for planting (landscaping) by developers or business owners	Natural Resources
Community gardens	Natural Resources
More greenspace within City rather than on edges	Natural Resources
Maintain green space in uptown especially	Natural Resources
Increase bike paths around campus/Hueston Woods; provide maps	Natural Resources
Healthy public trees	Natural Resources
Recreational opportunities throughout town, not just outskirts- playgrounds, parks, pool	Natural Resources
Preserving adding multiple green spaces, parks, and semi-public spaces	Natural Resources
Be more green, environmentally friendly	Natural Resources
Better, safer sidewalks - clean, clear, up keep	Transportation
Increase & improve parking	Transportation
Organize traffic flow with students (Patterson/B/Spring High)	Transportation
Safe bikeways inside Oxford	Transportation
Public transportation to ALL residents	Transportation
Improve 27 South through town (bypass)	Transportation
Improve parking	Transportation
Pedestrian bridges	Transportation
Finish one road project before starting new	Transportation
Get rid of brick road - cute, but not functional	Transportation
One-sided parking on northern MS streets	Transportation
More parking garages	Transportation
Provide bus lanes for pick-up & drop-off	Transportation
Adjust some speed limits (increase)	Transportation
Cleaner streets/alleys/yards, etc.	Transportation
Maintain brick streets	Transportation
Increase speed limits on streets (Contreras/Fairfield/25 MPH zones) leaving town	Transportation

More parking for citizens of community	Transportation
Lower parking fines	Transportation
Solutions to City traffic jams at busy hours	Transportation
Easier access to other towns	Transportation
Don't tear up all roads at the same time	Transportation
Make long-term parking available for those who work uptown (parking passes?)	Transportation
Fewer parking garages	Transportation
More buses other than Campus Bus	Transportation
Repair brick streets	Transportation
Fences/signals near railroads	Transportation
Change speed limits	Transportation
Intercity transportation - e.g., trains - interurban	Transportation
Public transportation (like Miami Metro) available for community	Transportation
Cabs	Transportation
Better uptown parking	Transportation
End [road] construction projects	Transportation
Modify 27N near Wal-Mart	Transportation
Fix traffic problems	Transportation
Bypass around town	Transportation
More free parking	Transportation
Environmental transportation	Transportation
Public transportation	Transportation
Bike trails/bike lane	Transportation
Put roundabouts uptown	Transportation
Encourage riding bicycles	Transportation
Pedestrian bridges for foot traffic	Transportation
Better parking uptown	Transportation
Fix alleys	Transportation
More crosswalks so people don't walk out in front of traffic	Transportation
Bypass around Oxford so 27 doesn't run through town	Transportation
Increased public transportation	Transportation
Repair brick roadways (smoother)	Transportation
Uptown - more parking, bigger parking garage	Transportation
Rough roads (brick & paved)	Transportation
Road construction needs to be planned out better	Transportation
Temporary light or stop sign at Locust/27 detour	Transportation
Southern Knolls/Western Knolls at Oxford Reily - light during school hours	Transportation

Restrict semi's on High - provide another route	Transportation
Bike trails	Transportation
Pedestrian bridge - crack down on jaywalking	Transportation
Don't want to see TP Bypass to go through residential neighborhoods	Transportation
Install more bike racks uptown	Transportation
More access for new HS other than 27	Transportation
Better public transportation	Transportation
Brighten up crosswalks	Transportation
Public bike borrowing/renting program	Transportation
Solve train track bisection of City	Transportation
Increase ease of maneuverability through town	Transportation
Better transportation including Route 27 Bypass, less noise & traffic	Transportation
Bike trails (especially 27S)	Transportation
Restrict number of student cars in town	Transportation
Pave High Street	Transportation
University busing system available to residents or City transportation system	Transportation
Out-reaching public transportation	Transportation
Better street connections within City	Transportation
Bikeway in City, connect to HWSP	Transportation
Create more parking in uptown & in City	Transportation
Integrate busing for students & year-round residents	Transportation
Shuttle service to Cincinnati or train	Transportation
Public transportation outside Oxford	Transportation
Improve opportunities for uptown parking and in whole Mile Square	Transportation
Recreation activity in bike paths	Transportation
Provide connectivity to road system	Transportation
More stoplights - Spring & Campus, Chestnut & Campus	Transportation
Bike trails	Transportation
Increase bikeability/walkability of City	Transportation
Enhance small scale public transportation within City/township/regional	Transportation
Reduce large truck traffic on US27	Transportation
Parking - short term & long term	Transportation
Reduce auto use	Transportation
More parking uptown	Transportation
Public transportation within Oxford	Transportation
More bike friendly	Transportation

Railroad overpass/underpass	Transportation
Uptown parking/Lot 52	Transportation
Providing tasteful downtown parking/uptown & satellite parking	Transportation
Bike paths	Transportation
Trucks out of town	Transportation
Alternative transportation infrastructure	Transportation
Public transportation	Transportation
Circular walkway and bike trail around City	Transportation
Walkable streets	Transportation
Neighborhood connectivity	Transportation
Special plan for 27N - avoid "Colerain Ave."	Transportation
Use MU Metro for citizens - expand routes	Transportation
Revisit streetscape plans (traffic flow, etc.)	Transportation
Pedestrian bridges	Transportation
OATS	Transportation
Public transportation regionally (cities)	Transportation
Public transit outside of Oxford	Transportation
Passenger rail station	Transportation
Local transportation (public)	Transportation
More walkable community	Transportation
More bicycle paths	Transportation
Oxford as a hub for regional bike network	Transportation
Walking paths in City	Transportation
Pressure Miami to lower number of student cars	Transportation
Improve alternative transportation/more alternative transportation	Transportation
Better accommodations for pedestrians & bikes	Transportation
Public transit in Oxford and to height cities	Transportation
Schools proximate to town - bike & walking accessible	Transportation
Resolve uptown parking issues	Transportation
Children walk to school	Transportation
Public transit plan to deal with in town, Cincinnati, Hamilton, & Oxford	Transportation
Comprehensive network of walking/bike paths around City	Transportation
More bike racks uptown	Transportation
Limit size/cap of road networks in & around community (if you build it they will come)	Transportation
Adequate parking for permanent residents who own houses but can't hardly park	Transportation
Train station (functioning)	Transportation

Improve traffic & "connectivity"	Transportation
Workable bypass	Transportation
Get the trucks bypassed somewhere else	Transportation
Public transportation, especially functions at Miami, Hall Auditorium	Transportation
Streetscape - improve walkways, was done in park but not street	Transportation
Access to all parts of town past railroad tracks, especially for public safety	Transportation
Transportation options to other cities (like Greyhound, bus)	Transportation
Start & finish the bike path	Transportation
Get semis off High Street	Transportation
No new thoroughfares	Transportation
10 years - public transportation, small buses, public funding	Transportation
Continue to replace stop signs with traffic signals at major intersections	Transportation
Bike trails - connect Miami with community	Transportation
Uptown revitalization - parking off-site, employee parking uptown	Transportation
Street/sidewalk cleanliness	Transportation
Implementation of bike paths around the City	Transportation
Evaluate the potential for public transportation within the City of Oxford	Transportation
Bike lanes on roads	Transportation
Hub of regional bike system - destination	Transportation
Some type of bus in town	Transportation
Local public transportation - e.g., subsidized taxi for older residents	Transportation
Improve sidewalks, bikeways, no more culs-de-sac	Transportation
A bypass that wouldn't upset everyone	Transportation
Reduce number of cars uptown - no more parking spaces uptown	Transportation
Subsidize uptown parking garage for shoppers/workers/students	Transportation
Find ways to divert heavy traffic from uptown, campus	Transportation
Revitalize public transportation to limit car traffic	Transportation
Renovate infrastructure of roads/sidewalks	Transportation
Develop sidewalks in all areas	Transportation
Keep Oxford a walking community	Transportation
Keep RASTA	Transportation

Increase transportation options for travel out of city (train station)	Transportation
Reroute truck traffic around high pedestrian traffic areas	Transportation
Create pedestrian & bicycle centered community part of High St. pedestrian mall, Multi-use paths-perimeter path and lanes (rim and spokes)	Transportation
Improve pedestrian connectivity between mile square and suburbs	Transportation
Better/more parking- Comp. parking plan	Transportation
Keep all sidewalks in walkable, passable condition	Transportation
Get rid of current Miami Metro system- too many empty, encourage students to walk and ride, decrease current bus size and pollution	Transportation
Remove all truck traffic from High St.	Transportation
Bike path implemented and bike lanes	Transportation
No 18-wheelers through town	Transportation
Expanded transportation for elderly	Transportation
Smarter public transit	Transportation
Sidewalks everywhere	Transportation
Increase bike paths around campus/Hueston Woods; provide maps	Transportation
Promote alternative energy sources town wide	Utilities
Model City of energy sustainability	Utilities
Become a more sustainable community meaning: energy efficiency, solid waste collection, water conservation, & green building design for new building construction	Utilities
Support energy & environmental efficiency with local food/goods/services	Utilities
How to provide infrastructure for 20 years in the future	Utilities
Maintain well water supplies	Utilities
Get MU to open facilities like Goggin & Recreation Center to public for longer hours	University and Community
Work with Miami on student housing plan - been pushed way out in the community in the past	University and Community
Work with Miami University to make Oxford a great college town	University and Community
Better relationship between City & university (Michigan University & Ann Arbor)	University and Community
Don't allow Miami Students to have cars (except seniors)	University and Community

Faculty interactions with students for academics and entertainment	University and Community
Create a more community-centered City instead of university-centered (more of a sense of community)	University and Community
Encourage student/town communication collaboration - host families, etc.	University and Community
Encourage town/university interaction through sporting events, etc.	University and Community
University busing system available to residents or City transportation system	University and Community
Working open close relationship between MU & township)	University and Community
Integrate busing for students & year-round residents	University and Community
Better cooperation between City, university, & townships on planning	University and Community
Appeal to MU fundraising base for community initiatives, not only campus	University and Community
Mixture of young families and older citizens	University and Community
Student "training" on co-habitating with community (I.e., jaywalking)	University and Community
Work with Miami to make sure they are in line with City goals	University and Community
Pressure Miami to lower number of student cars	University and Community
Encourage Miami to provide more affordable student housing	University and Community
Balance university & non-university	University and Community
Work on town-grown respect	University and Community
System for community members to park on MU's campus when goes to events, using facilities, etc.	University and Community
More communication/cooperation between university and the community	University and Community
Create community in partnership with Miami (besides the Tri)	University and Community
Better living facilities and housing for Miami University faculty & staff	University and Community
City/University working together to increase ties and accomplish goals	University and Community
Strengthen sense of community between students/nonstudents	University and Community
MU student involvement with middle/high school students	University and Community
More involvement of Miami in building up community	University and Community

No more Miami events in uptown monopolizing uptown space	University and Community
Find replacement use for building on west side	Urban Design
Increase & improve parking	Urban Design
Do something with old Wal-Mart and CVS empty stores	Urban Design
Kroger & parking area attractiveness (landscape, etc)	Urban Design
Improve parking	Urban Design
One-sided parking on northern MS streets	Urban Design
Reclaim Mile Square as single family residential - one block at a time	Urban Design
More parking garages	Urban Design
Better selection of stores UP - no more sub shops	Urban Design
Do something with Wendy's	Urban Design
Get rid of abandoned buildings (Wendy's)	Urban Design
Fewer parking garages	Urban Design
Renovate old buildings instead of always tearing down/rebuilding	Urban Design
Return of a vibrant uptown	Urban Design
Skyscrapers	Urban Design
Better uptown parking	Urban Design
Green public buildings	Urban Design
Extend buildings up in UP district	Urban Design
Restrict burrito/sub/pizza places uptown	Urban Design
Fix older buildings	Urban Design
Better parking uptown	Urban Design
Improve parts of uptown (appearance)	Urban Design
Do something with Wendy's	Urban Design
Uptown - more parking, bigger parking garage	Urban Design
More diverse food - uptown - no more pizza or sub	Urban Design
Install more bike racks uptown	Urban Design
Square mile attractiveness	Urban Design
Historic uptown	Urban Design
Create more parking in uptown & in City	Urban Design
HAPC rules extended to entire Mile Square	Urban Design
Strengthen distinctive features of college town	Urban Design
More parking uptown	Urban Design
Uptown parking/Lot 52	Urban Design
Garden's uptown in place of Wendy's	Urban Design
Providing tasteful downtown parking/uptown & satellite parking	Urban Design

Rehab Mile Square	Urban Design
Restore Oxford Uptown to make truly the center of town	Urban Design
Elimination of storefront blight in uptown & periphery	Urban Design
Historical flavor of uptown	Urban Design
Beautify & diversify Uptown district, commercial opportunities	Urban Design
Restaurant regulations	Urban Design
Resolve uptown parking issues	Urban Design
Promote & preserve Oxford's unique character/assets	Urban Design
Water tower like Perrysburg	Urban Design
More bike racks uptown	Urban Design
New development must maintain "village atmosphere" environment	Urban Design
Entry to City more noticeable - you know when you enter Oxford	Urban Design
Fix old Wendy's	Urban Design
Still places where handicap accessibility could be improved	Urban Design
Preserve small town atmosphere	Urban Design
Green buildings	Urban Design
Keep history/architecture we have	Urban Design
Upgrading uptown to attract commerce	Urban Design
Improve sidewalks, street lights, trees, grass	Urban Design
Infill development uptown instead of outskirts	Urban Design
City should have more authority to handle situations such as Wendy's building uptown	Urban Design
Uptown revitalization - parking off-site, employee parking uptown	Urban Design
Pay more attention to the looks of development, not box stores	Urban Design
Mile Square that is attractive to families as well as students	Urban Design
Reduce number of cars uptown - no more parking spaces uptown	Urban Design
Subsidize uptown parking garage for shoppers/workers/students	Urban Design
Holding owners, renters, and realtors to high standards	Urban Design
Maintain visual appearance outside of campus	Urban Design
Better building maintenance uptown	Urban Design
Move pocket attractions like fountains uptown	Urban Design

Dark going out on Brookville and 732	Urban Design
Find creative ways to mix rural heritage of area with metro of university	Urban Design
Strengthen historic preservation of homes and commercial buildings	Urban Design

Strong Places	**Qualities**
Uptown Park	Pretty
Uptown Park	happy
Uptown Park	fountains
Uptown Park	multiple uses
Uptown Park	centrally located
Uptown Park	restaurants near to enjoy
Community Park	soft ground
Community Park	good sports fields
Community Park	open to everyone
Western Campus	peaceful
Western Campus	Frisbee golf
Western Campus	sledding hill
Western Campus	swans
Western Campus	clean
Western Campus	safe
UP Park	-
Water Tower	-
Dogwood Park	quiet
Dogwood Park	peaceful
Dogwood Park	away from chaos
College	walkable
MU	football
Western Campus	Frisbee golf
Western Campus	pretty clean
City size	feeling of a small community
MU	Frisbee golf
MU	energy of college town
MU	access to programs/activities
brick streets	-
Hueston Woods	nearby
Community Park	new
Parks	greenspace
Oxford Country Club	-
Karisma's Clothing Store	-
brick streets	-

trees	-
Hueston Woods	-
Stewart Square	-
Thursday Night	Party in the Park
Thursday Night	turning into middle age
MU	living in a college town
Farmer's Market	-
neighborhoods	-
Community Park	-
UDF	-
Uptown Concerts	year round
Uptown Park	use it more
Uptown	historical feel
Uptown	variety of eateries
New Wendy's	-
New Wal-Mart	-
Local shops	Kafenya
Local shops	Ox Diner
Local shops	Uptown Café
Police	tough on Miami Students
Uptown Park	-
Surrounding countryside	-
Campus Area	attractive
Campus Area	disc golf course
Restaurants	variety of eateries
Uptown	variety of small shops
Community Park	-
Bachelor Woods	-
Uptown	-
Pieffer Park	-
brick streets	add to flavor
public art	-
Community Park	-
Trees	-
MU	arch on corner of High & Campus
MU	changing positively compared to City
MU	faster changes
Yaeger	-
Community Park	greenspace
Community Park	appeals to all!
Community Park	multiple uses

TRI Facility	recreational facilities
Library/OCAC	cultural aspects
Library/OCAC	preservation of historical building
Stewart Square	good use of space
Stewart Square	buffering
Stewart Square	flavor
Uptown Park	gathering space
Uptown Park	greenspaces
MU	natural areas
Uptown Park	gathering place
Uptown Park	diverse
Uptown Park	families
Uptown Park	all ages
Uptown Park	all abilities
Uptown Park	good places to sit
Uptown Park	attracts visitors
Uptown Park	farm market
Uptown Park	attractions/activities
Community Park	wide open space
Community Park	all ages
Community Park	green
Community Park	walking/jogging
Community Park	dogs
Western Campus/Museum	inspiring
Western Campus/Museum	Peabody/Lodge
Western Campus/Museum	Frisbee golf
Western Campus/Museum	pond
Western Campus/Museum	cross country path
Western Campus/Museum	sculptures
Outlying Natural areas	not all cities have this positive feature
Outlying Natural areas	still have natural areas available for preservation
city parks & green spaces	reinforces small town atmosphere
city parks & green spaces	summer music festival
Uptown Business District	preservation of original buildings
Uptown Business District	appearance of buildings
Uptown Business District	potential for unique business opportunities
Community Park	attractive
Community Park	many uses
Uptown Parks	gathering place
Uptown Parks	community center
Miami Campus	well maintained

Miami Campus	pretty
Nature preserves	
Western Campus	same as Miami
Western Campus	more lush
Community Park	-
Garnett Park	-
Knolls	-
Bachelor Reserve	-
Community Arts Center	-
High Street	-
Western Campus	-
Recreation Center	-
University Recycling Center	-
Hospital	-
Uptown Parks & Community Park	Community/family gathering place
Uptown Parks & Community Park	multi-generational
Uptown Parks & Community Park	socio-economically inclusive
NW Quadrant	owner-occupied houses
NW Quadrant	sense of community
NW Quadrant	accessible to schools, work, shops
NW Quadrant	walkable
NW Quadrant	historic
Formal garden area	nature intruding into living space
Downtown Park	green island
Downtown Park	community gathering place
Greenbelt	Western Woods
Greenbelt	Peiffer Park
Greenbelt	Bachelor Estates
Community Park	major natural setting
Community Park	recreation
Community Park	recreation opportunities
Community Park	community building
Community Park	walking distance to Brookville Rd development
Community Park	good trails
Miami Campus	great student body - community service
Miami Campus	beauty of campus
Miami Campus	classes
Miami Campus	events
Miami Campus	cultural opportunities
Miami Campus	sports
Uptown	Farmer's Market

Uptown	wholesome community activities
Uptown	wonderful community events
Uptown	sense of place
Uptown	summer music festival
Uptown	Community Arts Center
Uptown	historic buildings
Greenspace	trees
Greenspace	what you can do there
Greenspace	walking areas
Greenspace	cultural venue
Greenspace	inspirational
Uptown	Park to gather
Uptown	historical charm
Uptown	night life
Community Park	community activity
Community Park	green space
Community Park	good maintenance
Community Park	accessible
Quad	Trees
Quad	arch
Pieffer Park	natural beauty
Pieffer Park	no people
Uptown	community gathering
Uptown	uptown park
Uptown	compact
Uptown	entertainment
Community Park	Recreation
Community Park	restfulness
Community Park	nature intruding into living space
Arts Center	walkable
Arts Center	historic
Arts Center	reuse
Arts Center	centrally located
Arts Center	desirable space
Arts Center	nice uptown gateway
Arts Center	non-student community gather
Arts Center	diverse
Uptown	Community/park centered
Uptown	focus - village square
Uptown	atmosphere place for activities
Uptown	town meet in positive way

Uptown	open green Farmer's Market
Uptown	walkable
Uptown	centrally located parking not in face
The Tri	family oriented
The Tri	multi-functional
The Tri	close to center
The Tri	affordable
The Tri	greenspace
The Tri	different, diverse population
Proposed greenbelt	waterways
Proposed greenbelt	not developed
Proposed greenbelt	natural places
Proposed greenbelt	houses built in harmony with the land
Proposed greenbelt	proximate
Proposed greenbelt	distinctive
Proposed greenbelt	fragile because will be developed if city doesn't include in comprehensive plan
Uptown	parks
Uptown	events
Uptown	dining
Uptown	brick streets
Uptown	central
Uptown	vibrant
Community Park	well designed
Community Park	clean
Community Park	all ages
Community Park	well maintained
Stewart Square	varied architecture
Stewart Square	mixed used
Stewart Square	well lit (sidewalk)
Community Park	variety of things you can do
Community Park	great place to run & play
Community Park	accessible to surrounding neighborhoods
Community Park	great views of airplanes
Community Park	outside sports teams see Oxford in a positive light
Arts Center	
Stewart Square	
Art Museum	
Miami Campus	
New City Park	
Uptown/Park Area	

TRI Facility	
Miami Campus	well maintained
Miami Campus	aesthetics
Stewart Square	attractive
Stewart Square	architecture
Stewart Square	location
High Street/Uptown Parks	community gathering spot
High Street/Uptown Parks	urban feel
High Street/Uptown Parks	Uptown Park - green/water feature
High Street/Uptown Parks	Community Arts Center
High Street/Uptown Parks	main image of Oxford
High Street/Uptown Parks	vitality
High Street/Uptown Parks	strong retail
High Street/Uptown Parks	locally owned
High Street/Uptown Parks	music fest
Community Park	gathering place
Community Park	accessibility
Community Park	good impression driving into town
Community Park	promotes physical activity
Community Park	green space
University Natural Areas	peaceful
University Natural Areas	bring countryside close to city
University Natural Areas	diverse usage by different groups
Farmer's Market & Uptown Park	
Hospital	
Art Museum & Comm. Center	
Community Park	
Knolls	
Lane Library	

Weak Place	Qualities
Old Wal-Mart	Ugly
Old Wal-Mart	eye sore
Old Wal-Mart	could be more there
Big Lots	ugly
Big Lots	Could just put something there
Big Lots	empty
Big Lots	rundown
Wal-Mart	out of the way
Wal-Mart	doesn't feel like it's in Oxford
Wendy's	wasted space
Wendy's	great location to look like it does
Wendy's	tarp
Parking	not available
UDF	access in/out
Family restaurants	not available
CCP	motels
Wal-Mart	too far out
Westgate Shopping Center	scary/shady
Skate Park	needs to be bigger
Skate Park	needs better lighting
Housing	more than we need
Housing	too many subdivisions
Housing	too close together
construction	coordinate when students aren't around
Parks	swans
Old Wal-Mart	-
high school	looks rundown
Water Tower	loss of water tower
27 North	Old shopping complex
Wal-Mart	too inconvenient
Wal-Mart	having one in town
High Street	empty buildings
Uptown	access from Uptown to outskirts - centrally locate businesses better
Uptown	not for kids/youth

Jaywalkers	-
Traffic Flow	73
Traffic Flow	Patterson
Traffic Flow	Spring
Traffic Flow	Congestion
Tollgate	doesn't fit in
Big Lots	doesn't fit in
Kroger	doesn't fit in
public drunkenness	
Wal-Mart	too far away
27 North	
Contreras	25 mph
Rentals	too many
police	-
students	-
Traffic	Parking
Traffic	27N
Traffic	stop signs
Traffic	broken meters
Traffic	speed meters
Traffic	speed limits
empty buildings	-
Police	too many
Parking	-
Miami University	student housing
Miami University	students
Miami University	doesn't pay taxes on property
Miami University	students don't pay taxes here
Miami University	parties have no consequences
alcohol & drugs	accessibility to minors
Princess Theater	need better theater
27 North	appearance of trailer park area
Tollgate Mall	abandoned businesses
Old Wal-Mart	-
New Wal-Mart	-
Empty Wendy's	-
Housing	price in Oxford
Bachelor Woods	not enough walking paths
Parking	lack of parking near high school
THS	eye sore
Inadequate lighting	some areas need lit better

Homestead	-
Abandoned Buildings	next to railroad tracks (Main)
construction	takes too long to get roads finished
27 North	Oxford Inn
27 North	Butler Inn
27 North	abandoned buildings
27 North	look
27 North	trailer park
Traffic	-
Old Wal-Mart	Big
Old Wal-Mart	ugly
Old Wal-Mart	empty
Old Wal-Mart	asphalt
MHP	deteriorating
MHP	isolated
MHP	eyesore
MHP	crime
North End	student housing area
North End	no flavor
Uptown	vacant buildings
Uptown	storefronts
College Corner Pike	north
Electric Sub Station	-
Tollgate	areas empty
Tollgate	deserted
Tollgate	abandoned
Tollgate	wasted space
Tollgate	empty
Mobile Home Park	dangerous
Mobile Home Park	eyesore
Mobile Home Park	poverty pocket
Mobile Home Park	children at risk
Mobile Home Park	families at risk
Sycamore Area	rundown
Sycamore Area	careless environment
Sycamore Area	low cost student environment
Sycamore Area	absentee landlords
Sycamore Area	public drunkenness
Rt. 27/Church Street	appearance not welcoming or attractive
Rt. 27/Church Street	poor transition into city
Wal-Mart Area	seemingly unregulated development without regard

	to beauty
"Ghetto" area	neglected student housing areas
Locust Street	vacant complexes
Locust Street	image of city in decline
Locust Street	ugly
Locust Street	wasteful
Trailer Park	bad place for children
Trailer Park	crime
Trailer Park	eyesore
CC Pike Business Strip	typical generic development does not say "special" about town
Wendy's uptown	eyesore
27 Gateway into Oxford	no celebration to approach
27 Gateway into Oxford	generic
Wal-Mart	-
College Suites Apartments	-
Forest Ridge Development (Brown Rd)	-
Tollgate Plaza	-
Abandoned Wal-Mart	-
Wendy's uptown	-
Mobile Home Park	-
Sycamore ghetto	-
Parkview Arms	-
Rt. 27 Strip Development	-
Trailer Park	poorly maintained
Trailer Park	fragmented community
Trailer Park	conceals problems
Trailer Park	exploited population
Trailer Park	abandoned trailers
Trailer Park	concentrated poverty
Trailer Park	isolated from services/community
Abandoned commercial Buildings	desolate
Abandoned commercial Buildings	blight
Abandoned commercial Buildings	poor use of space
Mile Square	poorly maintained
Mile Square	trash
Mile Square	noise
Mile Square	dangerous railroad
Mile Square	exploited tenants
Mile Square	overcrowded
27 North	strip mall

27 North	focus of poverty
27 North	crime
South Locust	abandoned commercial property
High Street	student housing ghetto
High Street	abandoned commercial property
High Street	congested
High Street	"unscrubbed"
North End Student Rentals	building not kept up
North End Student Rentals	proximity to beautiful spaces
North End Student Rentals	unoccupied
Rt. 27 Corridor/Wal-Mart/Mobile Home Park	poor approach to Oxford from IN
Rt. 27 Corridor/Wal-Mart/Mobile Home Park	unsightly
Rt. 27 Corridor/Wal-Mart/Mobile Home Park	auto oriented
Rt. 27 Corridor/Wal-Mart/Mobile Home Park	congested access
Rt. 27 Corridor/Wal-Mart/Mobile Home Park	strip mall
Rt. 27 Corridor/Wal-Mart/Mobile Home Park	sprawl
Rt. 27 Corridor/Wal-Mart/Mobile Home Park	generic
Rt. 27 Corridor/Wal-Mart/Mobile Home Park	hurts uptown
Uptown	litter
Uptown	parking
Uptown	truck traffic
Uptown	vacancies
Uptown	predominant business - bars
Uptown	3 gas stations
Uptown	shops don't meet total community needs
Uptown	high rent for businesses
Locust Street	empty stores
Locust Street	pavement
Locust Street	big box design
Locust Street	represents failure
Locust Street	represents lack of strong policies of planning & development
Locust Street	failed landscaping

Locust Street	disappearance of big stores affected small shops - led to closing because of lack of traffic & customers
Empty buildings	blight
Empty buildings	not investing
Empty buildings	soul crushing
27 Corridor	ugly
27 Corridor	inconvenient
27 Corridor	vacancy
27 Corridor	bad gateway
Tollgate	vacant
Tollgate	too much parking
Tollgate	dark
Tollgate	unsafe
NE Quadrant	poorly maintained
NE Quadrant	overcrowded
Tollgate	vacancy
Tollgate	asphalt
Tollgate	design
Tollgate	access
Wal-Mart	lack of growth control
Wal-Mart	bad gateway
Wal-Mart	sprawl
Wal-Mart	bad corridor
Wal-Mart	unfair competition
Mobile Home Park	bad aesthetics
Mobile Home Park	safety
Mobile Home Park	health
Mobile Home Park	poor example of affordable housing
Mobile Home Park	quality
Strip Mall/Mobile Home Park	high concentration of low income housing (mobile home)
Strip Mall/Mobile Home Park	not walkable - but people have to walk
Strip Mall/Mobile Home Park	no sidewalks/bike routes
Strip Mall/Mobile Home Park	not well maintained
Strip Mall/Mobile Home Park	not secure
Strip Mall/Mobile Home Park	only place for low income but it’s a slum area - worse than Cincinnati
Strip Mall/Mobile Home Park	no parks
Strip Mall/Mobile Home Park	Big box mentality
Wal-Mart	not secure
Wal-Mart	big box
Wal-Mart	empty sea of parking

Wal-Mart	empty big box store
Wal-Mart	not pedestrian
Wal-Mart	not innovative planning
Wal-Mart	old school construction
Wal-Mart	not green
Wal-Mart	empty
Wal-Mart	ugly
Student Ghetto	poor quality buildings
Student Ghetto	no one that lives there owns their home
Student Ghetto	the name represents it
Student Ghetto	little responsibility (of owners, residents, & city)
Student Ghetto	ghetto fest
S. Locust	vacant
S. Locust	rundown
S. Locust	high turnover
S. Locust	not vibrant
S. Locust	lack of diversity
MHP	vacant
MHP	high turnover
MHP	appears unsafe
MHP	crime concerns
MS Rentals in North East Quad	degradation of high quality housing stock
MS Rentals in North East Quad	litter
MS Rentals in North East Quad	congestion of traffic
MS Rentals in North East Quad	population density high
Tollgate	empty retail at old Wal-Mart
Tollgate	not being kept up
Tollgate	try to get new businesses there (not apartments)
Tollgate	dated architecture
Uptown	buildings that are not kept up or vacant (Wendy's)
Uptown	lack of mixed-use buildings
Uptown	truck traffic
Uptown	lack of parking
Trailer Park	economic segregation
Trailer Park	high crime rate
Empty Buildings	Old Wal-Mart
Empty Buildings	Odd Lots
Empty Buildings	CVS
Mile Square	blight
Mile Square	street surfaces/bricks
Mile Square	loss of architectural character

Tollgate	Old Wal-Mart
Tollgate	vacancies
Tollgate	no store options
Tollgate	lease option roadblocks
27 North Corridor	unattractive storefronts
27 North Corridor	eyesore
27 North Corridor	mobile home park - although needed
Tollgate	empty/vacant hole in city
Tollgate	unrealized market development
Tollgate	ugly - too much asphalt
Tollgate	too car oriented
Tollgate	cost prohibitive from a development standpoint
Mobile Home Park	maintenance/upkeep is poor
Mobile Home Park	crime
Mobile Home Park	only low-income housing
Mobile Home Park	location in relation to commercial core
Sprawl - Wal-Mart, CC Park	encourages auto use
Sprawl - Wal-Mart, CC Park	overdevelopment
Sprawl - Wal-Mart, CC Park	more detail than Oxford can absorb
Sprawl - Wal-Mart, CC Park	ugly
Sprawl - Wal-Mart, CC Park	bad gateway to Oxford
Locust Street	underpass for railroad, Spring & High, Contreras
Locust Street	business district
27 North	business strip
Stewart Square	empty businesses

Appendix C.
Community Choices Summary

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MEMORANDUM

DATE:	March 21, 2008 (Updated March 26, 2008)	**PAGES:**	8
TO:	Steering Committee	**DISTRIBUTION:**	K. Dale
FROM:	Aaron Domini		
RE:	**Community Choices Results** / City of Oxford		

A. Overview

This memo describes the results of the Community Choices event held on March 10, 2008. The Community Choices event was designed to get feedback on the fundamental building blocks of the Comprehensive Plan, which include the draft goals, land use principles and Conceptual Land Use Map. This one day event included six stakeholder meetings and a public workshop. These meetings were facilitated by ACP Visioning+Planning. The purpose of the Community Choices event was to test with the public the work the Steering Committee has done addressing how and where Oxford should grow in the future.

Approximately 120 residents attended the public workshop. At the workshop residents reviewed the draft goal statements, draft land use principles, and the conceptual land use map. The stakeholder meetings were held to gather input from specific residents, community groups, and business leaders that have a role in shaping the future of Oxford. The information gathered from these meetings compliments the feedback gathered from the first round of public workshops, and provides guidance for the Steering Committee on how to proceed with the Plan. The information in this memo includes a summary of the results from the stakeholder interviews and public workshop. The memo is intended to serve as a general summary of the results. Section E includes the comments received at the public workshop, which have been recorded verbatim. The remaining sections of the memo are organized as outlined below.

B. What We Learned Key - Findings
C. Summary of Stakeholder Interviews
D. Summary of Public Workshop Activities
E. Results

B. What We Learned - Key Findings

The community shared a number of comments during the Community Choices event. This section summarizes the key points raised from the stakeholder meetings and public workshop, and lists the implications of the public's recommendations. This summary was created by ACP, and is intended to guide the recommendations of the Steering Committee at the meeting on March 25. There are many detailed comments in the results section that include a number of important ideas that should be reviewed by the Steering Committee to verify the summary outlined below.

Stakeholder Meetings

The stakeholders generally support the Conceptual Land Use Map. Oxford Township indicated they are managing areas outside Oxford slightly differently, but the intent of conservation and protection of natural areas is consistent with what the City is planning. The township will not be showing the recommendations of the Oxford Thoroughfare Plan. The City Departments indicated they thought the Miami site for potential development along 73 should be shown as a potential economic expansion area

Implications of Stakeholder Input

- Consider making areas outside the City a similar designation as will be shown on the township's land use map. It will be important to understand the intent behind the township designations before making any changes.
- Show the Miami site on S.R. 73 as a potential economic development expansion area.

Draft Goals

Participants at the public workshop made a number of comments on the draft goals. Most of the comments were in support of the goals, with some minor changes. A lot of comments addressed how to implement the goals, which will be better outlined in the objectives and strategies of the Plan, but most of the comments addressed changing some wording in the goal statements.

Implications of Public Input

- Review the summary of draft goals statements in the following section and address some wording issues raised by participants. Specifically, the word innovative was confusing for some participants in the land use and urban design goal statements.

Draft Land Use Principles

In general there was strong support the for the draft land use principles. Many of the comments addressed how to get it done, or the next step, rather than the phrasing or intent of the principles.

Implications of Public Input

- Use the input gathered from the public workshop to help develop the objectives and strategies in the Plan.
- Clarify the intent of principles four and eight. "Neighborhood qualities" and "attractive streets" are not easily envisioned or understood by the general public.

Conceptual Land Use Map (facilitator questions and map comments)

In general there were a number of good comments made in response to the facilitator questions, as well as general comments on the map. Comments mentioned multiple times were on the topic of bike paths, a greenbelt, residential infill, the proposed roads, and the node on U.S. 27 S.

Implications of Public Input

- The map needs to be more explicit in where residential infill will happen. Consider rephrasing the Neighborhood Enhancement area to "Neighborhood Infill and Enhancement".
- Additional bike paths are desirable and would help diversify the transportation network.
- Clearly define a greenbelt. Currently the map shows green areas, but not a defined greenbelt.
- Eliminate or reduce in size the Mixed Use/Gateway. If the node stays as part of the map it should be indicated that it is a low priority for new retail or neighborhood service development.
- The proposed roads generated a lot of concern from the participants, and may directly work against other map concepts.

C. Summary of Stakeholder Interviews

This section summarizes the results of the stakeholder interviews. The primary purpose of the interviews was to present the Conceptual Land Use Map to individual stakeholder groups, and get their feedback on the intent and vision of the map. The key issues raised at each focus group meeting are summarized below.

Business Focus Group

- The group questioned the demand for the Mixed/Use Gateway and indicated it should be a low priority, and that the market should drive the development of this concept.
- Emphasis was given to developing strategies for redevelopment along the Locust Street corridor.
- The group indicated Uptown is more of an entertainment center as opposed to a retail center. There was some discussion on this point that redevelopment of retail elsewhere would not impact the prosperity of Uptown.
- The Conceptual Land Use Map should reflect the idea of a greenbelt around the city.
- The Metro Bus should support, and be connected to areas being redeveloped; this includes expanding service to the non-student population.
- The Plan needs to "encourage" and "promote" new business.

Environmental Resource Stakeholders

- The plan needs to be prescriptive, the existing Plan has been used to support grant work locally.
- New development has not, but should, include parkspace and/or trail dedication.
- Group discussed the ideas of creating a conservation subdivision zoning district for newly annexed areas. The district could/should serve as the only permitted use. This would be consistent with what the township may be doing in their plan update.
- Park expansion should be coordinated with Miami creating shared facilities/space.
- Need more passive space that is flexible and can be used as active space in the future.

Government - City Departments

- Group generally supports the concept of the Mixed/Use Gateway as long as it is market driven, and developed at the appropriate scale and is attractive.
- The potential Miami technology park site east of town should be shown as an economic development area.
- New development needs to pay for itself.

Township Stakeholders

- Milford Township would prefer the County TIP extension closer to Oxford.
- Oxford Township is adopting and showing on their land use map the County engineering plan for roads, not the Oxford Thoroughfare Plan.
- Oxford Township is not showing the County TIP extension. The township will only support the extension of the roadway to the south if the new high school is approved.
- The city and township have a similar plan for land in the township. There is a difference in the language being used for the area designations; the township is referring to "conservation development" as "agriculture/conservation", and "natural areas" as "environmentally sensitive areas".
- There was some discussion that the city and township should work together to develop a conservation development zoning designation that both jurisdictions can adopt.

Education Stakeholders

- One of the proposed collectors may be running through existing high school property.
- The proposed collector may be running through the new high school site.

Miami University Stakeholders

- The student population has trended down over the last few years.
- Students want convenience, the community is polarized in terms of where people live and shop.
- There is too little non-student retail; more is needed in the future.
- Students go to Colerain to eat and shop. Oxford needs to enhance Locust Street to counteract this trend and keep students dollars in Oxford.
- Half of the faculty lives outside of the local zip code. Housing affordability and choices continues to be an issue.

D. Summary of Public Workshop Activities

This section summarizes the results of the three public workshop activities. The section is broken down by activity including the goal activity, land use principle activity and small group work on the map. The full results of the worksheet activities and small group work are in Section E.

Daft Goal Worksheet Results

In general there was a strong response of support for the draft goal statements. In all, 97 goal worksheets were completed. The following is a brief summary of the comments received on each goal statement.

Community Services

Excellent schools and community facilities and services including cultural and recreational facilities, safety and social services and programs for all citizens.

- Generally strong support
- Clarification on what cultural facilities are
- Funding for schools and improved facilities are important
- Location of schools is important

Land Use

Managed growth to ensure innovative land uses, green areas, small town character and preserved farmland.

- Generally strong support
- Oxford needs to grow in a controlled manner (limit sprawl, well planned new subdivisions)
- Concept of a greenbelt is important and might be mentioned here
- New neighborhood/community parks may be a good addition
- While many support preserving farmland, numerous comments were made that this is not a priority, and that farmers need to be able to develop their land
- The word innovative does not resonate with many residents, some clarification or change may be needed

Economic Development

Diverse businesses, local services and employment opportunities.

- Strong support for new employment and diverse development
- Quality and type of economic growth is important, no strip or big box development
- Service jobs are important/desirable to build on

- Needs to be balanced, infill and preservation of greenspace are important as well
- Support for locally owned businesses important
- Many feel this is the most important goal

Transportation

A quality accessible transportation system with alternative forms of transportation for a diverse population, improved infrastructure, adequate parking, and efficient traffic management.

- Bikelanes and bikepaths mentioned many times as an important element to the goal and recommendations
- Increased parking opportunities a priority in the Uptown area
- Many elaborated on alternative forms of transportation and feel it is a priority
- Mixed comments on bus transit, some feel it is a priority, while others feel it is underutilized and not necessary
- Comments made on the importance of managing student cars

Urban Design

Honor and preserve the historic character and quality of Oxford while embracing high quality innovative development.

- In general this goal is extremely important to residents
- Good goal, but should be done with limitations on additional regulations
- Reclaim Mile Square for families
- The words innovative and "high quality" does not resonate with many residents, some clarification or change may be needed
- Preservation needs to be balanced to allow for growth and change

Housing

Livable, attractive, and affordable housing for a diverse population.

- Generally strong support for the intent of this goal
- Some confusion and varied interpretation of what "affordable housing" means
- Mixed comments on the idea of building "low income/affordable" housing
- Reclaiming the Mile Square and getting families back to the Mile Square is important
- Attention needs to be given to existing vacant housing

Utilities

An efficient, environmentally responsible, affordable utility system that meets the needs of current and future residents.

- Generally strong support for this goal

Cultural Resources

Significant and accessible cultural resources for the entire community.

- Miami currently provides the available cultural resources, not the city
- Partner with Miami on this goal
- Recreation was mentioned as a component missing, and might need to be specifically mentioned
- City is already well served with a variety of cultural events/activities

University and Community

Partnerships with the University, the City and surrounding jurisdictions.

- General agreement about partnerships with Miami, just need to keep working at it
- Support for partnering with Oxford Township

Daft Land Use Principle Worksheet Results

Participants at the public meeting were in general support of the land use principles. A total of 104 worksheets were completed. In addition to ranking the principles participants made additional comments on the principles. The table below is the average ranking for each principle.

Principles four and eight received the lowest scores. The comments made on these principles reflected the participant's did not fully understand these concepts. It was not clear to many what "strong neighborhood qualities" are, or, how a street is part of the "public realm". Some refinement of these principles may be needed to clarify the intent The full lists of comments made by the participants on each principle are listed in Section E.

DRAFT Land Use Principles - Ranking Results

Principle		Score
1	The community's small town character should be preserved and enhanced.	4.5
2	Uptown and new commercial developments will have a mix of uses that are distinctive and contribute to enhancing the community's overall identity.	4.0
3	Infill development and redevelopment of underutilized sites should be a priority.	4.0
4	The development of new residential areas, and redevelopment of existing residential areas, will have strong neighborhood qualities.	3.8
5	Green space and public spaces should be incorporated as part of future developments.	4.4
6	Future growth at the edge of the community will preserve open space and protect the area's rural	4.2
7	New commercial and industrial developments will be developed with pedestrian amenities and green	4.0
8	Streets will create an attractive public realm.	3.9
9	Places will be connected to create better opportunities to walk, bike and access public transportation throughout the community.	4.4
10	Environmentally sensitive and sustainable practices will be encouraged in future developments.	4.6

Small Group Activity Results

Listed below is a summary of the small group activities. In total there were fifteen groups at the public meeting. The first section is a summary of the group responses to the three facilitator questions. The following section is a summary of the comments made by participants on the Conceptual Land Use Map. Section E documents all the participant comments on the facilitator questions, and comments made on the Conceptual Land Use Map.

Facilitator Questions

1. *Does the map reflect the principle of promoting infill development?*

Support

- Comments generally positive that the map reflects infill and redevelopment

Concern

- Concern that map does not reflect residential infill
- Proposed roads do not reflect infill and may work against this goal

- Will residents in the trailer park be displaced/negatively affected by corridor enhancement
- Many comments made on "how" infill and redevelopment will happen
- Vacant Wal-Mart site is a priority

2. *Do you support the concept of a Mixed/Use Gateway Node on US 27 as shown on the map?*

Support

- Many comments support this concept if the development is done carefully (scale, aesthetics, etc.)

Concern

- Should not be a high priority and detract from other infill and redevelopment efforts, specifically the downtown
- Needs to be accessible by car and alternative forms of transportation (public transit, pedestrian and bike)
- Why not a node on U.S. 27 N too, or in place of this node
- Some felt this was in relation to building the south connector, in which case it was opposed
- Transportation and infrastructure need to be addressed with this concept
- Some feel this is not necessary and will lead to sprawl
- May take away valuable greenspace to the south

3. *Does the map support the principle of protecting open space and the rural character at the edge of the community?*

Support

- General support that the map reflects open space and rural character at the edge of the community

Concern

- Coordination with Oxford Township mentioned as an important piece of achieving this objective
- Concern that the Mixed Use/Gateway and Economic Expansion area would work against this objective
- A green belt around the city would help protect open space and rural character
- The proposed roads will make it difficult to protect open space and the rural character

Map Comments

In addition to working on the three facilitator questions, participants made general comments on the Conceptual Land Use Map. The comments made on the maps have been recorded, and the maps scanned. A few key themes were reflected in the comments. The following is a summary of the comments made on the map. It is important to note that a variety of comments were made on the map. This summary reflects the most reoccurring themes from the participant comments.

Additional Bikepaths

Many comments were made on creating additional bike paths, and implementing existing plans for the bikepath around the city.

Greenbelt

A permanent green-belt around the city was mentioned as a needed addition to the map.

Mixed/Use Gateway
This concept needs to be clarified. Many comments suggested making it smaller, removing it, or transferring the concept to the old Wal-Mart site or U.S. 27 N.

Proposed Roads
The proposed roads from the Oxford Thoroughfare Plan are generating much controversy. Many participants felt it would lead to sprawl, and work against other plan goals and concepts.

E. Results

The spreadsheets on the following pages are the comments received by participants at the Community Choice public workshop. All comments made during the activities and small group work has been entered verbatim. The comments have been summarized in the previous sections.

The small group maps were scanned, and the map comments entered and organized by theme. The map comments were coded by theme and assigned a number which corresponds to the number written on the map.

Appendix D.
Open House Summary

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ACP VISIONING & PLANNING

MEMORANDUM

DATE: July 29, 2008
TO: Steering Committee
FROM: Jamie Greene
RE: **Open House Summary** / City of Oxford

PAGES: 5
DISTRIBUTION: K. Dale

This document provides an initial summary the third and final round of public meetings for the update of the Comprehensive Plan.

A. Comment Cards

Outlined below is a summary of the comments for all elements. Themes have been identified by reviewing the three-part structure of the comment card: Comments of Support; Comments of Concern; and General Comments. For all elements, there are insightful and specific comments that should be considered—even if they do not belong to a theme. (The definition we are using for "theme" is a recurring idea—this typically means three or more times.)

	Comments of Support	Comments of Concern	General Support	Sum
Land Use	13	17	10	40
Conservation and Development	13	23	12	48
Urban Design	8	6	6	20
Transportation	11	13	9	33
Economic Development	8	9	4	21
Housing	9	10	4	23
Utilities	6	3	0	9
Community Facilities and Services	7	5	4	16
Cultural Resources	5	6	6	17
University and Community	8	5	7	20
Implementation	8	6	3	17
Total	96	103	65	264

Land Use (40 total comments)

Support (13)
Concern (17)
General (10)

Themes

- Mostly supportive of recommendations
- Affirmation of preference for redevelopment
- Concerned about character of US 27 South—don't want to encourage development in that location
- Strong sentiments about need for greater collaboration with Township on conservation and development

- Concern about implementation and follow-through

Conservation and Development (48 total comments)

Support (13)
Concern (23)
General (12)

Themes

- Supportive of recommendations
- Concerned about character of US 27 South—don't want to encourage development in that location, don't want to create another US 27 North condition
- Economic expansion area (in southeast) is too large and may not be justifiable

The last two themes are related and may be the strongest of all themes from the open house.

Urban Design (20 total comments)

Support (8)
Concern (6)
General (6)

Themes

- Mostly supportive of recommendations
- Interest in improved regulations and enforcement
- Recognition of the impact parking and street design can have character/appearance of community

Transportation (33 total comments)

Support (11)
Concern (13)
General (9)

Themes

- Mostly supportive of recommendations
- Interest in alternative modes (other than auto), especially provisions for biking
- Opposition/concern about potential connector road

Economic Development (21 total comments)

Support (8)
Concern (9)
General (4)

Themes

- Supportive of recommendations
- Recognition of the importance of market forces—and the need to consider appropriate incentives to achieve objectives

Housing (23 total comments)

Support (9)
Concern (10)
General (4)

Themes

- Greater effort at code enforcement needed
- Strong concern about housing conditions and choices in the Mile Square

Utilities (9 total comments)

Support (6)
Concern (3)
General (0)

Themes

- Supportive of recommendations
- Encouragement for environmentally-friendly efforts

With 9 comments, not many themes

Community Facilities & Services (16 total comments)

Support (7)
Concern (5)
General (4)

Themes

- Mostly supportive of recommendations

With 16 comments, no strong themes

Cultural Resources (17 total comments)

Support (5)
Concern (6)
General (6)

Themes

- Supportive comments
- Need for incentives to encourage expressed objectives

University & Community (20 total comments)

Support (8)
Concern (5)
General (7)

Themes

- Supportive of a collaborative agenda
- Need for more communication stressed

Implementation (17 total comments)

Support (8)
Concern (6)
General (3)

Themes

- Very supportive comments (the most supportive of any element) of the recommendations
- Concerned about follow-through expressed