

DOWNTOWN DEVELOPMENT AUTHORITY OF THE CITY OF OXFORD

AGENDA

January 24, 2023 – 7:00 PM

Meeting to be held at City Hall 110 West Clark Street, Oxford, GA 30054

- 1. Opening** – Mike Ready, Vice-Chair
- 2. *Minutes** – Review the minutes for the November 22, 2022 DDA Meeting
- 3. Nominations for Officers for the DDA** – The DDA Bylaws state that there needs to be a Chair, a Vice-Chair and a Secretary/Treasurer (who may be but need not be a director. And these should be elected at the regular meeting held in January of every other year, commencing January 2019. This would indicate we are due for elections in 2023.
- 4. Review of the Oxford DDA History and Current Projects:**
 - a. *E. Clark Street Residential Development
 - b. *Town Center Development
 - c. *Review of Bylaws and State Code
- 5. DDA New Members Training** – Should we go with the Georgia Main Street Training or look to the Carl Vinson Institute of Government (CVIOG) for their training?
- 6. Executive Session**
- 7. Adjournment**

***Attachments**

MEMBERS OF THE DOWNTOWN DEVELOPMENT AUTHORITY: Mr. Brian Barnard, Chair; Mr. Mike Ready, Vice-Chair; Mr. Jonathan Eady, Mr. Ray Wilson, Mr. David Allen, Dr. Molly McGehee, Mr. Philip McCanless, and Dr. Michele Hempfling, Ex Officio

DRAFT
DOWNTOWN DEVELOPMENT AUTHORITY
OF THE CITY OF OXFORD

Minutes – November 22, 2022

110 West Clark Street, Oxford, GA 30054

Members Present: Brian Barnard, Chair; Mr. Mike Ready, Vice-Chair, Mr. Jonathan Eady, and Mr. David Allen

Staff: Bill Andrew, Secretary/Treasurer

Opening: At 7:00 PM Mr. Barnard opened the meeting and welcomed Mr. Allen, our newest member.

Approval of the Minutes: Mr. Barnard brought the minutes from the October 25, 2022 meeting before the Authority for their consideration. There was a motion by Mr. Eady and a second by Mr. Ready to accept the minutes as presented. The vote was 4 – 0 in favor of the motion.

Nominations for a new DDA Board Member: After brief discussion concerning membership needs for the DDA, it was mentioned that Mr. Philip McCanless was interested in membership with the DDA. Mr. McCanless is a resident of the City. There was a motion by Mr. Eady to recommend Philip McCanless to the City Council for consideration as a member of the DDA. The motion was seconded by Mr. Ready and the vote was 4 – 0 in favor of the motion.

Update on City Council Work Session Discussion on the E. Clark Street Road Improvement: Mr. Ready reviewed the recent discussion with the City Council on moving forward with the rebuilding of E. Clark Street. The Council has asked Robert Jordan to put together an analysis of costs for the curb and gutter version of the road and the stormwater swale version of the road and his opinions of the pros and cons of each design. Mr. Eady gave a review of the history of E. Clark Street for Mr. Allen and the general membership.

Review of Recent Discussions with the City Council Members on the most recent Whatcoat Building Design: It was reported that all council members had been briefed on the plans and there was a general consensus for the current design as created by Historical Concepts.

Next Meeting Date: There was a motion from Mr. Ready to cancel the December 27, 2022 DDA meeting due to its proximity to the holidays. The motion was seconded by Mr. Eady and the vote was 4 – 0 in favor of the motion. January 24, 2023 will be the next meeting date.

Adjournment: Mr. Barnard adjourned the meeting at 7:48 PM.

Submitted by:

Bill Andrew, Secretary/Treasurer

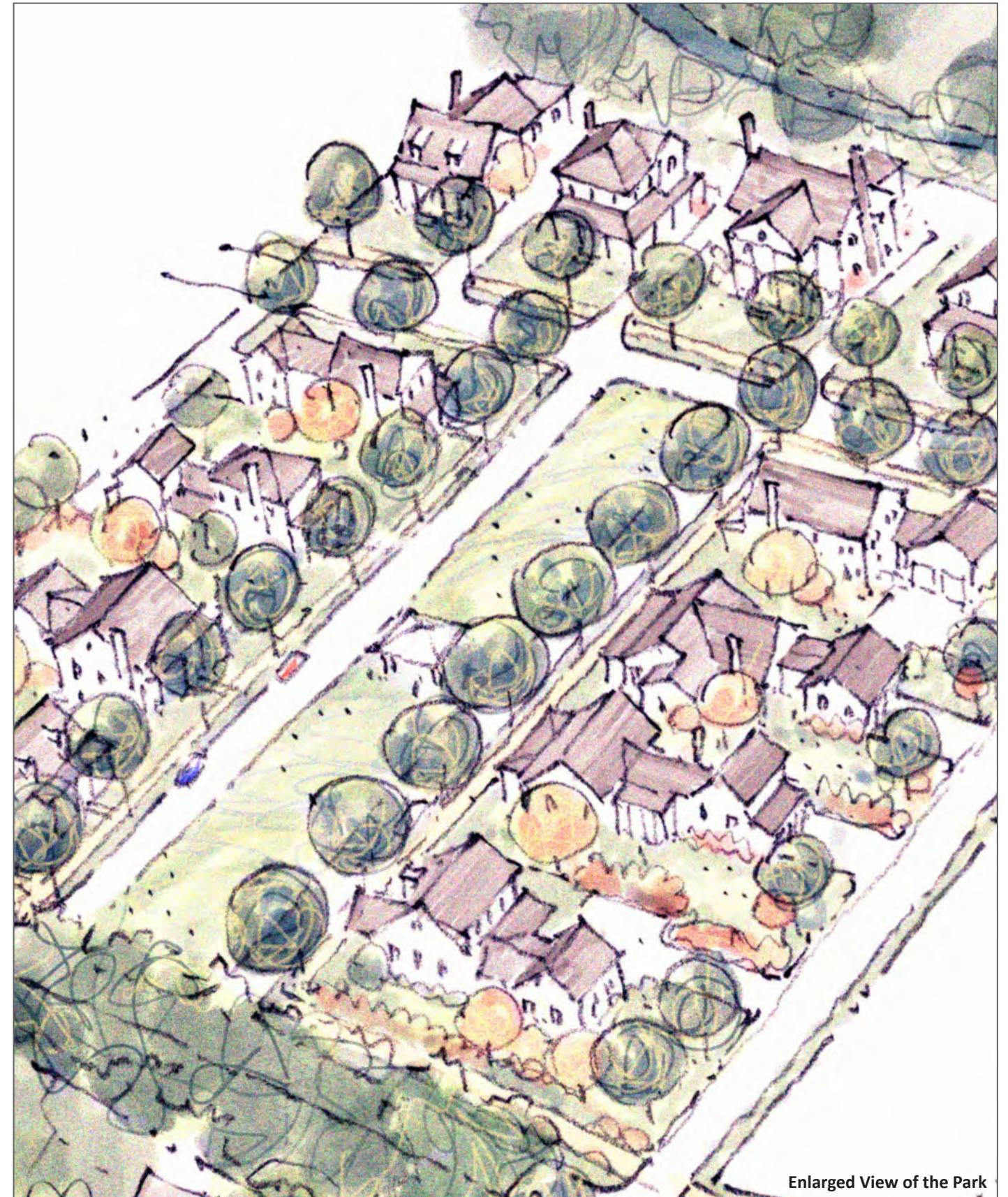


EAST CLARK PLACE
Oxford, Georgia

Conceptual Design / May 10, 2018



Aerial view looking east of Emory Street



Enlarged View of the Park



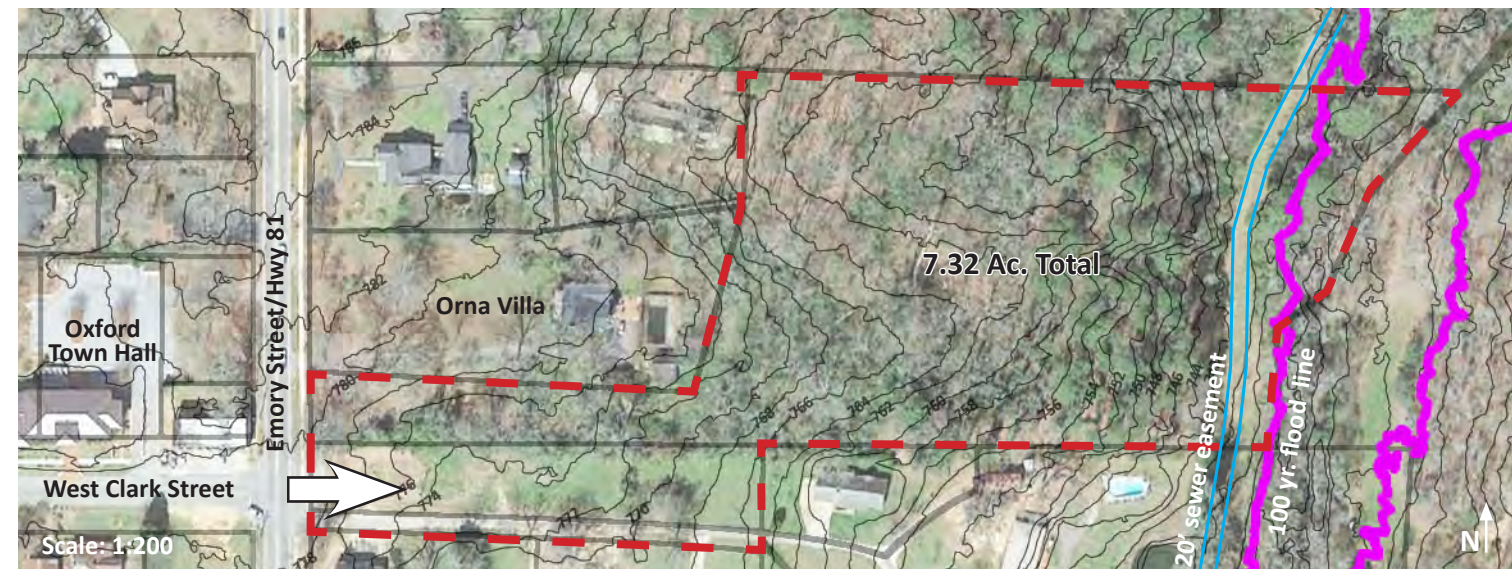
View of the park looking east



East Clark Place is located in historic Oxford, just east of Town Hall. It is a 7.32 acre parcel that has access off Emory Street via a newly paved East Clark Street. It backs to a natural edge, Dried Indian Creek, site of a planned walking trail.

Design Parameters:

- East Clark Street has been engineered and installed by the City and includes curb & gutter, sewer & storm lines, water main, and sidewalk & street trees. It aligns to West Clark Street.
- The East Clark Place parcel abuts historic Orna Villa (privately owned) on two sides, therefore there have been strong recommendations to provide some landscape buffer along these boundaries to visually protect the historic house.
- Development of the East Clark property should anticipate future street connections that would run north-south providing future connectivity east of Emory Street. (See Oxford zoning code Sec. 40-496 for this stipulation).
- New housing is to meet minimum lot size of R7.5 zoning.
- A portion of the eastern edge of the parcel lies within the 100 year flood plain and cannot be built upon.





East Clark Place offers eighteen new residential lots in an infill condition. It is arranged to be a cohesive place in and of itself, but steps have been taken in order to extend the north-south streets into neighboring parcels as infill development occurs. The goal is to establish a connected network of streets east of Emory Street. A neighborhood park anchors the center providing a gathering spot and sense of identity for this pocket neighborhood. The lot closest to Emory Street shall, in the near-term, remain unbuilt to preserve views of Orna Villa. Residents enjoy direct access to the proposed walking trail along Dried Indian Creek.

Note: The rights-of-way and overall blocks illustrated here are arranged and sized in such a way to maximize connectivity, increase development potential, and provide adequate flexibility for future uses in the East Clark area. The individual lot lines shown, however, are estimated and may need to be changed to accommodate specific unit configurations based on current market demands (e.g., two lots may be combined for a six-unit condominium).

Concept Site Plan

Scale: 1"=100'

18 Residential Lots (R7.5)

- 5 Lots at +/- 80' x 100'
- 8 Lots at +/- 70' x 120'
- 5 Lots at +/- 76' x 200'

Park & Landscape Buffer

- 0.37 acre park
- 0.16 acre landscape buffer
- 0.87 acre creek buffer (incl. 100-yr floodplain)



DEVELOPED UNDER EXISTING REGULATIONS

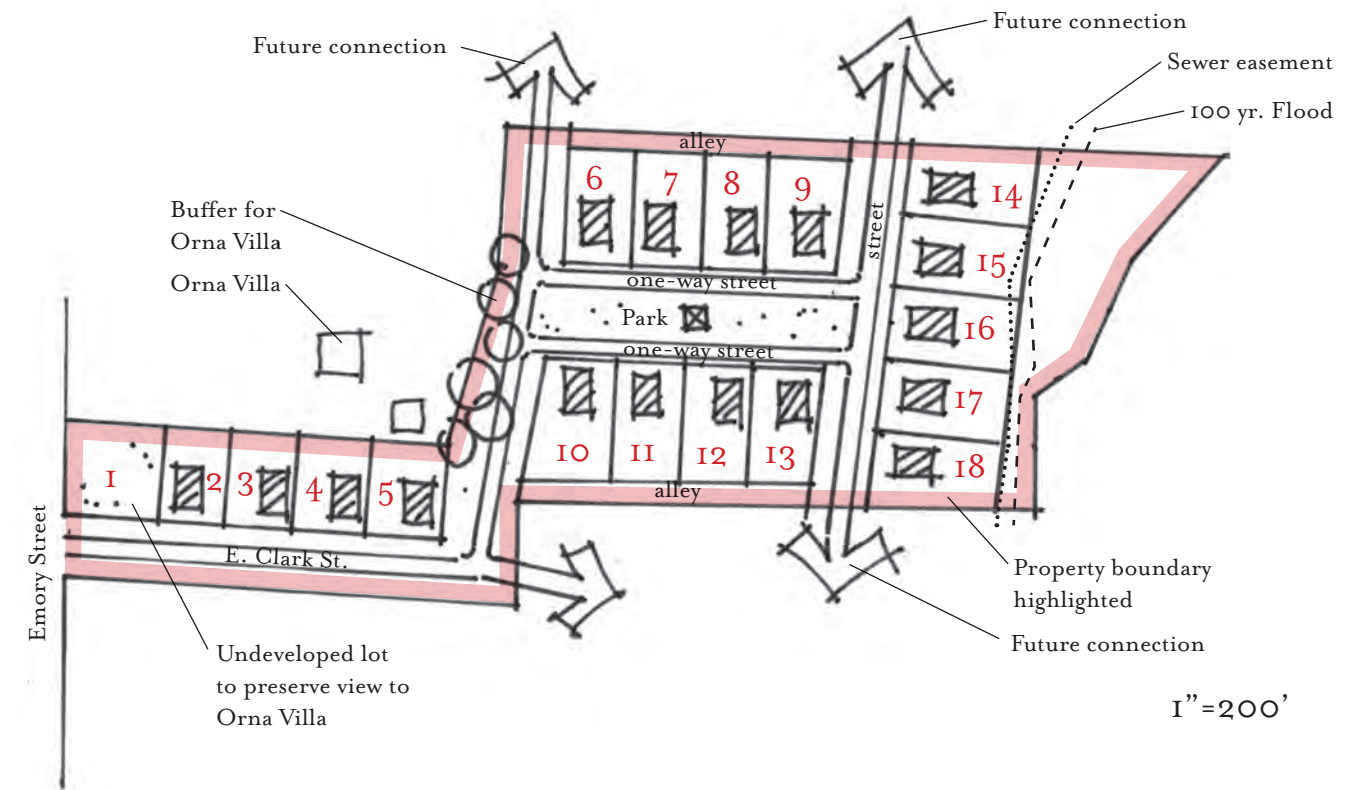
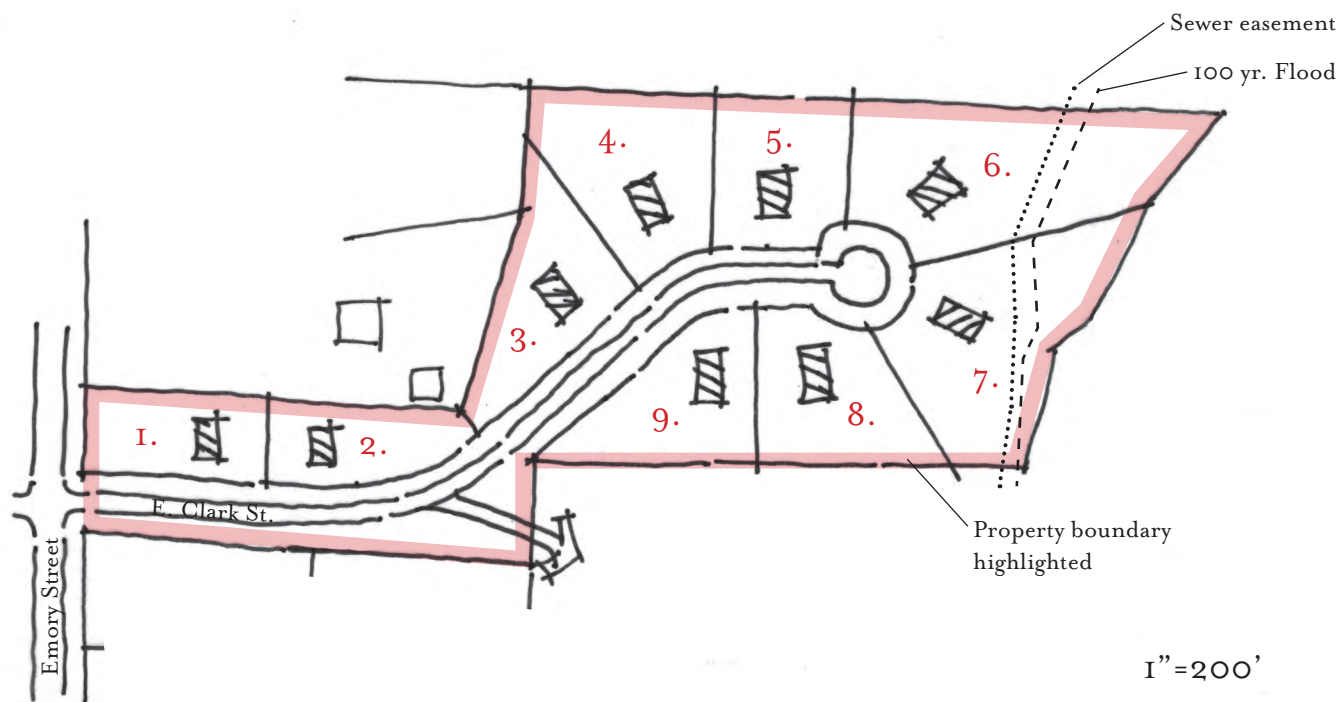
R20
9 Lots

No increase in connectivity.
No potential for future lots.
Large lots limit housing density.
Fewer lots provide less tax base and less support for commercial activity.
All green space resides on private property.

PROPOSED DEVELOPMENT

R7.5
18 Lots

Increased connectivity.
New street connections provide potential for more future lots.
Small lots provide for higher density.
More lots support both the city's tax base and potential commercial activity.
Green space is a public amenity.



Design Elements

For East Clark Place to feel like a natural extension of historic Oxford, it is important that its architecture follow similar design details and patterns. Below, eight important design elements are listed with brief descriptions, with each number corresponding with the following precedent photographs.

1. Massing

Houses should be arranged using simple, rectangular volumes. More complex arrangements can be achieved through generational additions.

2. Roof Details

Roofs should respond to massing with gables typically oriented with the short side. Eaves may be open with exposed rafter tails or closed boxed soffits.

3. Windows & Doors

Windows are to be vertically proportioned with operable shutters as desired. Window panes should also exhibit vertical proportions to frame views.

4. Walls & Exterior Trim

Typical siding includes lap siding and brick. Trim is typically flat or with simple profiles.

5. Foundation

A variety of foundations are appropriate including brick piers with wood lattice or horizontal boards between, or full brick foundation walls with inset vents.

6. Porches & Balconies

Porches are deep to promote outdoor living. Column and railing details are kept simple, though more refined articulation may be used.

7. Exterior Features

Iconic chimneys, pop-up dormers, deep eaves, wood brackets, and other elements are utilized to help give houses individual character.

8. Garages & Outbuildings

These structures are subordinate to the main house and are designed and sited as such. Outbuildings can serve as punctuation points for the lot.



1-1/2 story single family



1-1/2 story single family



1-1/2 story single family



1-1/2 story single family

Design Elements

- ① Massing
- ② Roof Details
- ③ Windows & Doors
- ④ Walls & Exterior Trim
- ⑤ Foundation
- ⑥ Porches & Balconies
- ⑦ Exterior Features
- ⑧ Garages & Outbuildings



2-story single family



2-story single family



1-story single family



2-story single family



2-story single family

Design Elements

- ① Massing
- ② Roof Details
- ③ Windows & Doors
- ④ Walls & Exterior Trim
- ⑤ Foundation
- ⑥ Porches & Balconies
- ⑦ Exterior Features
- ⑧ Garages & Outbuildings



1-1/2 story townhouse



2-story townhouse



2-story duplex



2-story multi-family (quadplex)



Drawings contained herein
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Downtown Development Authority

TOWN CENTER VISION

Building Place from Heritage

October 10, 2019



HISTORICAL CONCEPTS
ARCHITECTURE & PLANNING

This document was prepared by Historical Concepts for the Oxford Downtown Development Authority (DDA) and delivered on October 10, 2019. It is a planning tool to guide future economic development efforts for the town of Oxford. The DDA was established in 2017 with the following mandate:

OXFORD DOWNTOWN DEVELOPMENT AUTHORITY

MISSION

Encourage the development and use of the Oxford “Town Center” in a manner that maximizes the long term benefit to the Oxford community.

- Make Oxford more desirable for current and future residents
- Increase economic viability of Oxford

STRATEGY

Develop attractive and desirable for-sale housing in the Town Center area while preserving green space and encouraging community scale commercial uses where appropriate and viable.

- Create a greater sense of place; a destination atmosphere
- Improve variety of quality housing options
- Retain/enhance walkable inviting neighborhoods
- More connectivity to College and cultural history

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Introduction

Oxford was founded in 1839 by the Methodist Church as the birthplace of Oxford College. It was intended as a self-sustaining agricultural community of higher learning. The original plan was laid out in support of this ideal. Over time, the lifestyle and economy changed and commercial businesses such as grocery and hardware stores popped up along Emory Street. A City Hall and Post Office also occupied parcels along Emory Street. While each of these functions may have served in some fashion as a gathering point, there was never intentionality in creating a civic or commercial center (in contrast to the university center) for the City of Oxford.

The **2018 Oxford Strategic Investment Plan** presented the concept of creating an intentional town center along Emory Street between Clark and George Streets. This proposal was made in the context of several initiatives aimed at strengthening Oxford's identity and economic sustainability.

This **Town Center Vision** advances the 2018 town center concept with a more thorough design and a conception of a realistic development plan with actionable goals.

Goals

In September, 2019, Historical Concepts met with the members of the Oxford DDA to discuss their visions for the town center. The following are the **key stated goals**:

1. Create a sense of place.
2. Preserve character of Oxford.
3. Give people a reason to stay a while in Oxford.
4. Foster community gathering.
5. Avoid potential decline of "relevance."

It was also expressed that the resulting vision can have actionable steps that include near term and affordable tasks and projects in addition to long-range efforts.



View of Oxford College



Gas station, now demolished, at Emory/Clark Streets.



The Old Branham Store

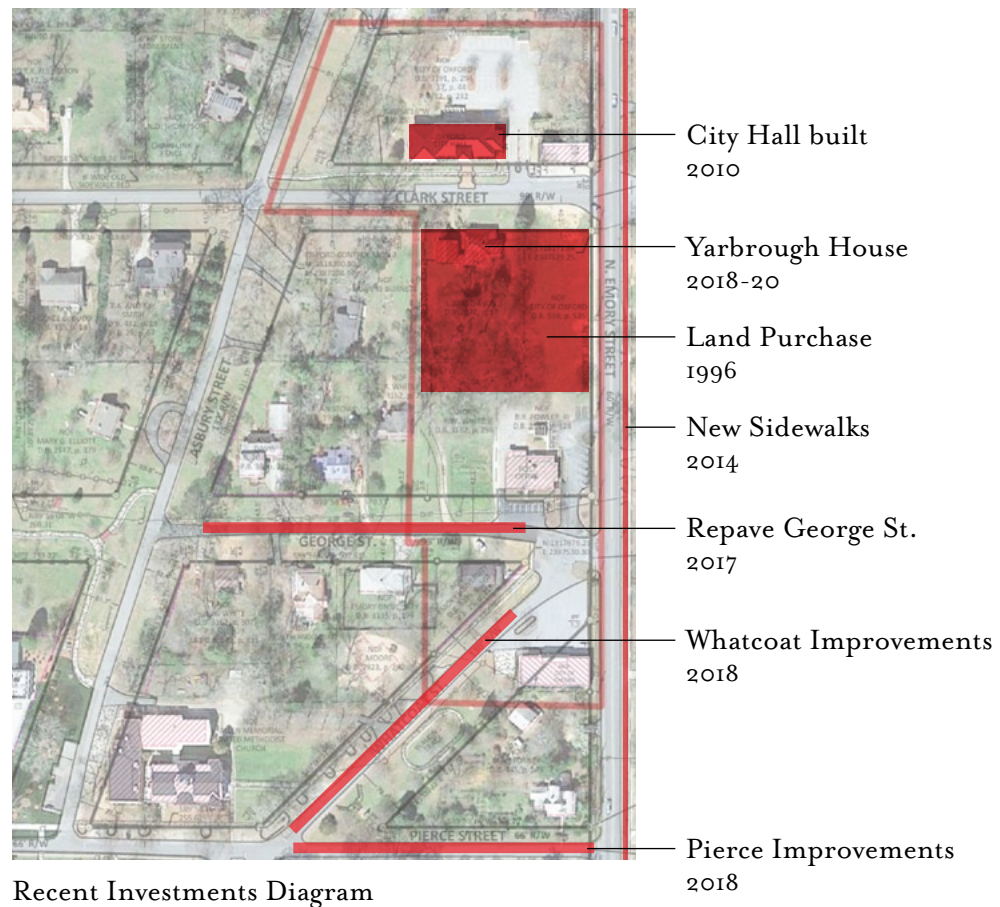


Allgood Grocery Store, 1950s

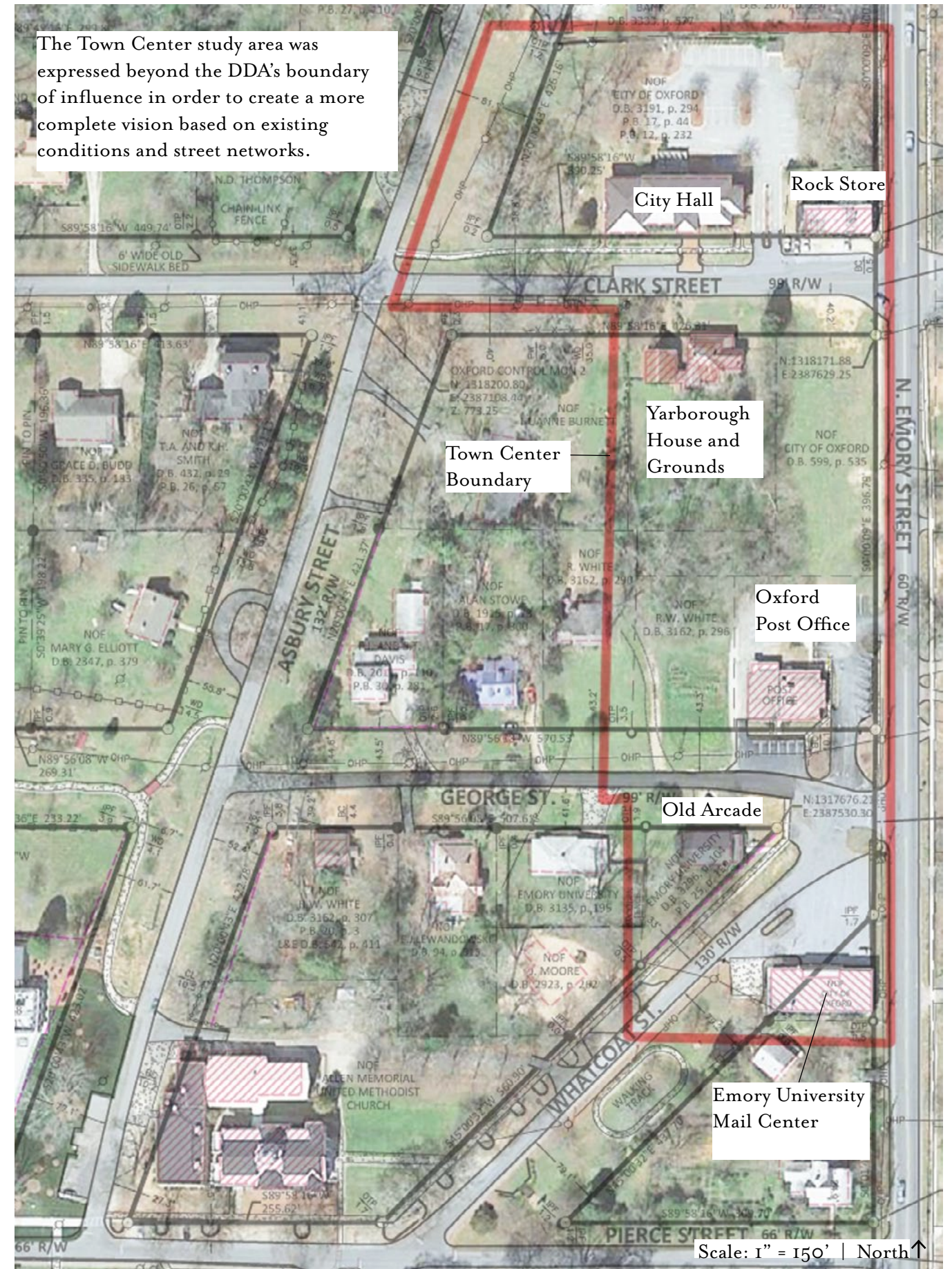
Existing Conditions and Observations

Historical Concepts makes the following observations of the existing conditions:

- Oxford’s building distribution can be described as loose and not inter-related. While this can and should remain the condition for its historic residential areas, this is not the arrangement that successfully achieves the DDA’s stated goals of the town center.
- The Post Office and weekly farmers’ market serve as settings for frequent social interactions, however there is a decided lack of inviting, comfortable, and safe public space in the area now defined as town center.
- The Oxford Post Office, Emory University Mail Center, and Emory University offices at the Old Arcade already are acting as an “incubator” for town center uses. When retail and other services are mixed in, there will be a gravitational pull for town residents and students alike.
- Oxford and Emory University have made significant improvements and investments to this area in recent years. The diagram below depicts this. For these reasons, along with other, this location within Oxford is perfectly suited for a town center, and timing seems undeniably right.



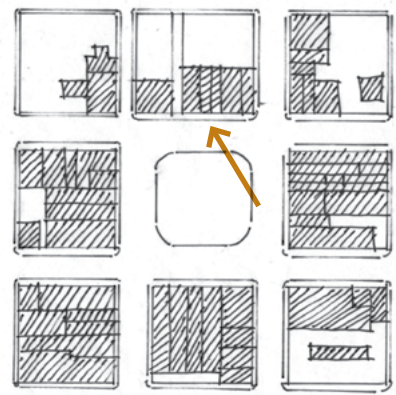
Recent Investments Diagram



Scale: 1" = 150' | North ↑

Context and Comparison

Many small towns of Georgia can be studied for lessons applicable to the creation of a town center for Oxford. The following comparisons show regional examples of town centers in varying forms: square, main street, main street and square. These forms require a tight congregation of buildings (building density) to frame the public space and (as depicted in the photos) provide a variety of uses close to one another. Building density is important to achieving vibrant, safe, pleasurable, active, and walkable streetscapes. In comparing these plans, notice the relative lack of building density found in Oxford and therefore lack of sense of place. **In order to give Oxford's Town Center a thriving sense of place (a gravitational pull), there has to be the right combination and density of uses, buildings, and people.** As Conyers, Senoia, and Old Town show, a tight building fabric is the essential backdrop within which to make this happen. **Oxford should focus any future development into its Town Center.** This can occur slowly but must take on the proper building density that matches other successful town centers.

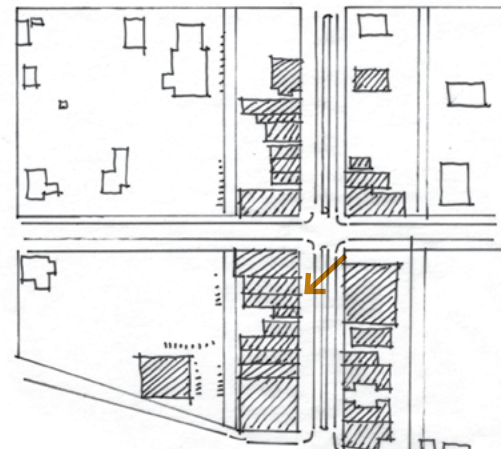


North ↑

Conyers, Georgia
Town Square
Scale: 1" = 400'



View looking down Floyd St. towards City Hall.

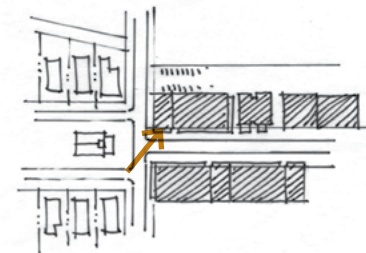


North ↑

Senoia, Georgia
Intersection of Main and Travis Streets.
Scale: 1" = 400'



View looking at North West corner of Main and Seavy St.

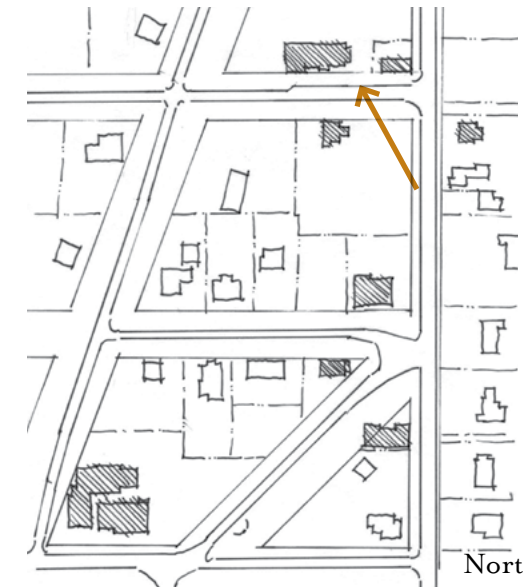


North ↑

Old Town, Columbus, Georgia
Intersection of Dream Boat Drive and Masee Lane.
Scale: 1" = 400'



View looking at North East at the corner of Dream Boat Dr. and Masee Ln.



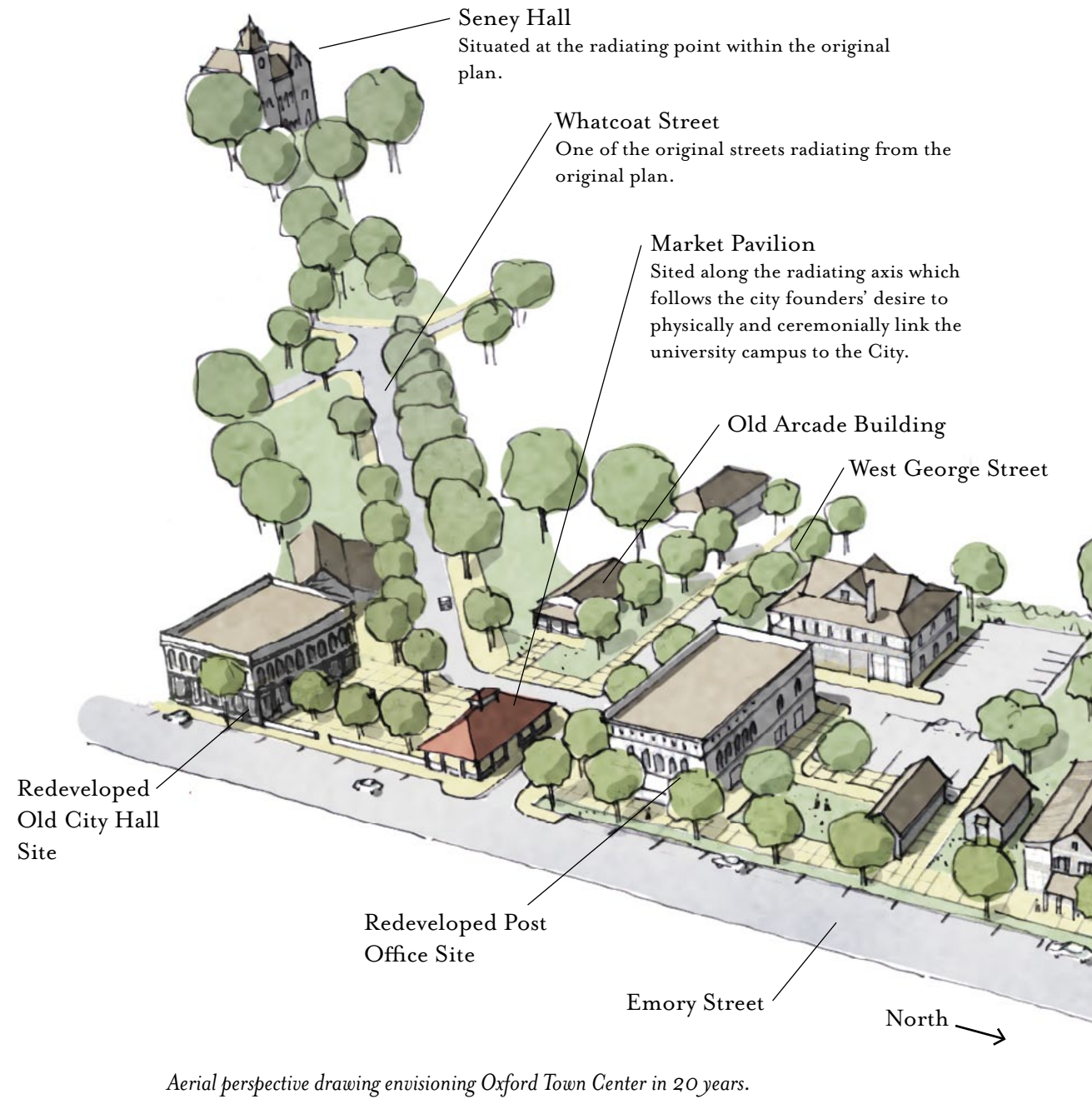
North ↑

Oxford, Georgia
Town Center Area
Scale: 1" = 400'

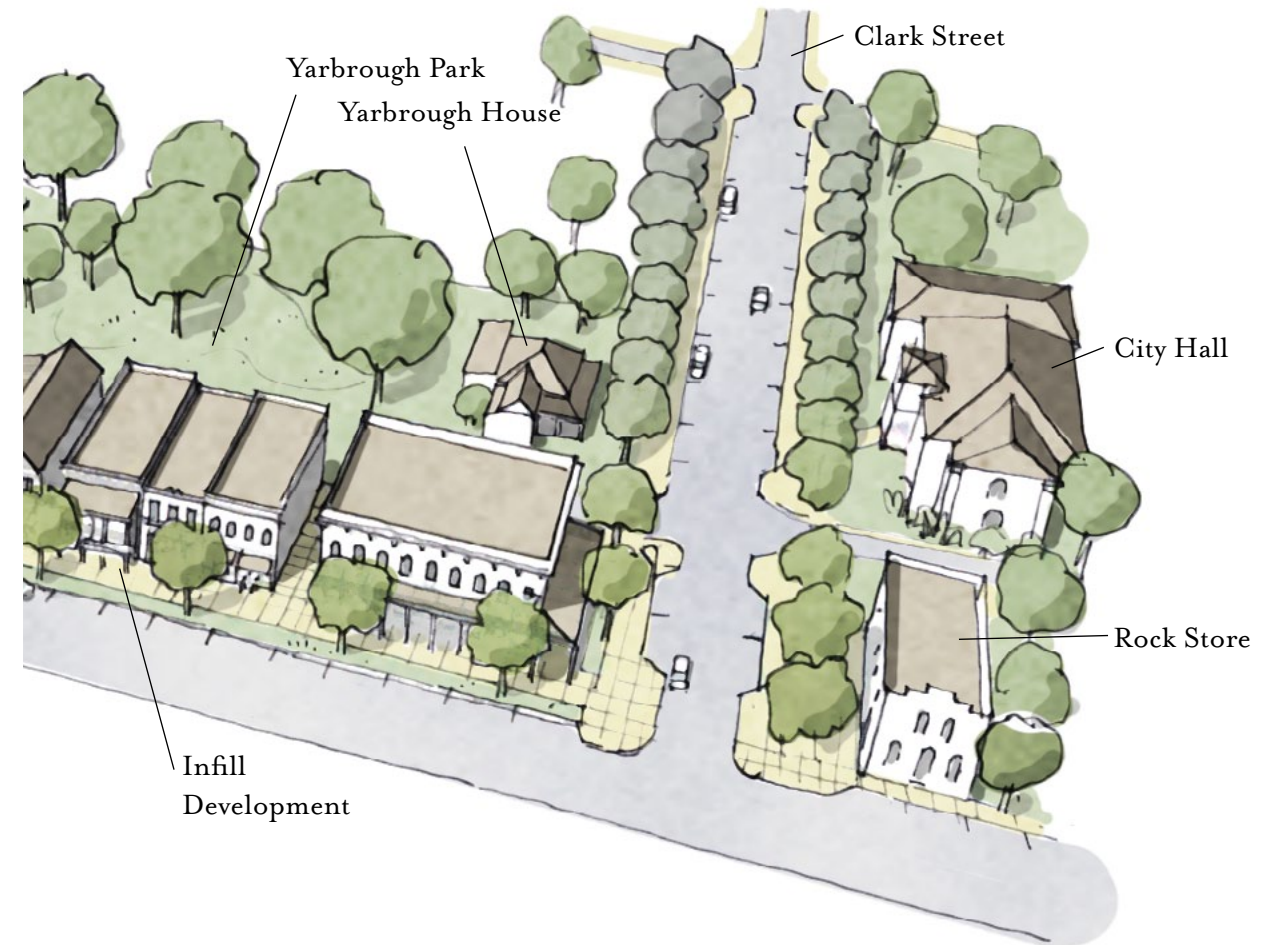


View looking North West towards City Hall and the Rock Store.

Town Center Vision



The vision for Oxford's Town Center is of a place that compliments and preserves the existing town fabric while establishing new places (indoors and outdoors) for the community to gather, engage, and benefit. Such a vision is critical to further the identity of Oxford by creating a center that is unique in comparison to neighboring towns and authentic as it builds from the rich heritage of the city. This vision expands on recent and current investments of the city on one end (City Hall and Yarbrough House) and Emory University on the other (Pierce and Whatcoat street improvements and continual improvement in campus offerings). The original plan is redeemed with a new public space anchoring Whatcoat Street. Existing street infrastructure is enhanced and capitalized on (with parallel parking) rather than compromised (by investments in off-street facilities). Lastly, the vision has been conceived so that it can occur incrementally by different parties.



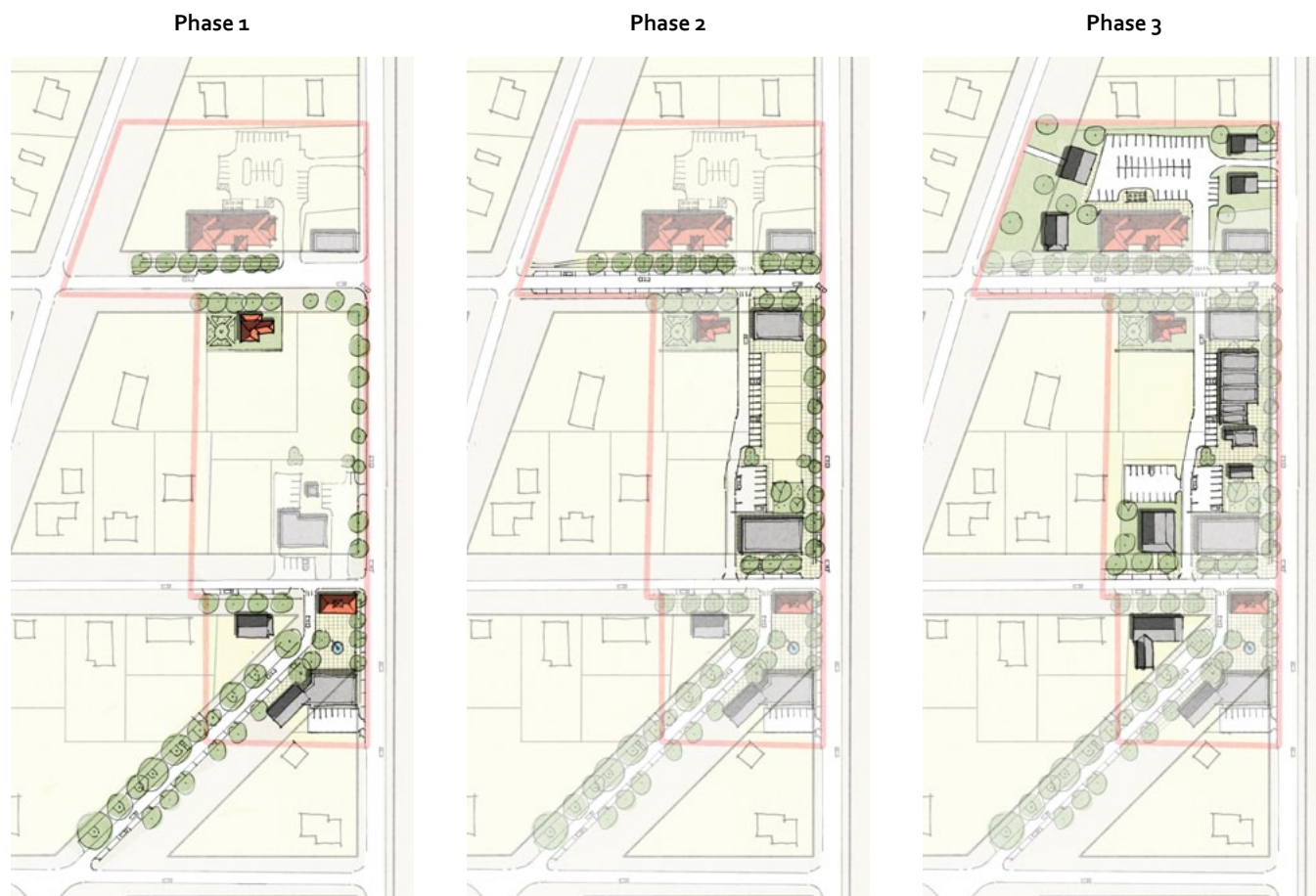
Development Phases

The following pages detail a design direction for the City of Oxford. These designs are organized into three phases (small images below) with estimated timeframes of development.

Phase 1 (less than 3 years)- Following the completion of the Yarbrough House, Phase 1 presents a major but achievable first move. By focusing on partnerships with Emory University and developers, Oxford can create a significant new public amenity and identity at the intersection of Whatcoat, George, and Emory streets in the form of a plaza framed by new buildings.

Phase 2 (3-10 years)- Anchors the intersections of Clark and George Streets with new buildings and create a block (with different parking), laying the foundation for future development in Phase 3.

Phase 3 (10-20 years)- Depicts the goal of completing the block between Clark and George Streets, as well as other redevelopment opportunities and infill within the town center study area.



Character Images

The following images depict the future, general character for Oxford's Town Center. Note the building heights are between 1-2 stories, fronts are close to the street, building density is greater than what currently exists in Oxford today, and the architecture is traditional in character.



Covington, GA



Livingston, MS



Jasper, GA



Roswell, GA



East Hampton, NY



Senoia, GA

Phase 1: Streetscape Improvements & Market Pavilion

1. Add street trees along West Clark Street.
2. Add street trees along the western side of Emory Street.
3. Reconfigure the intersection of Whatcoat Street and West George Street.
4. Add street trees and on-street parallel parking along the southern portion of West George Street.
5. Add additional perpendicular parking spaces and intermittent landscape strips along the western side of Whatcoat Street and parallel parking spaces along the eastern side of the street. Add street trees along the length of the street.
6. Eliminate the oversized and under utilized parking lot north of the Emory University Mail Center and create an open air plaza for markets and festivals.
7. Activate the local community by repurposing the reconfigured right of way into an open air market pavilion. This building could be utilized regularly by the local Emory University agricultural student body while also providing a space to sell local produce to the surrounding community. This shell space can also be utilized for community gatherings and rented out by local businesses and residents for private use. (See the following page for more details).
8. Complete the Yarbrough House renovation and consider reprogramming the building to a more appropriate adaptive reuse such as accomodating a non-profit historic commission, community center, or meeting place for local organizations. Any work or improvement of the backyard should be kept to a minimum so that trees can remain protected and those funds can be allocated elsewhere for a bigger impact.
9. Assign a more active use to the Old Arcade building to help activate the new plaza.
10. Tear down the Old City Hall and build a new, two-story structure to better frame the new plaza and provide more uses to help activate the new plaza. (The new building is shown north of the current Old City Hall footprint.)



A well-designed plaza can host many activities.



Open-air pavilion as a gathering spot.

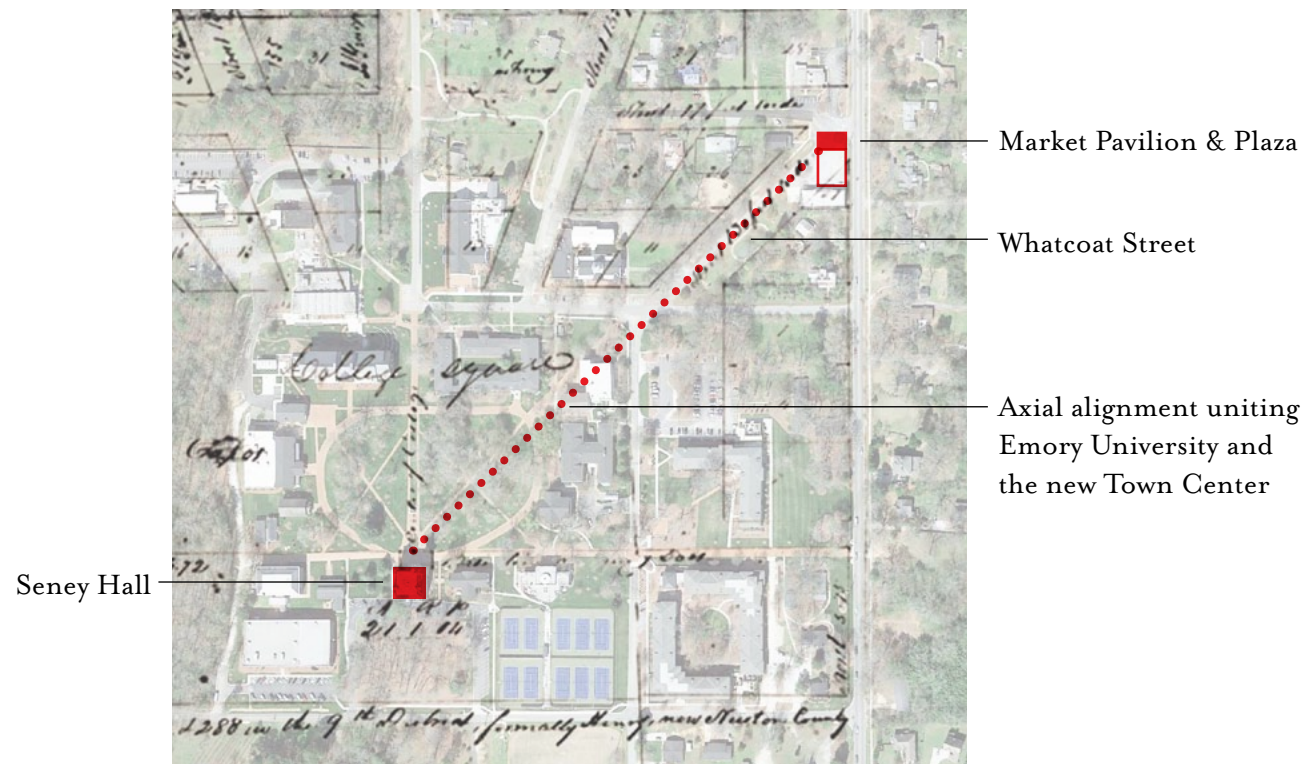
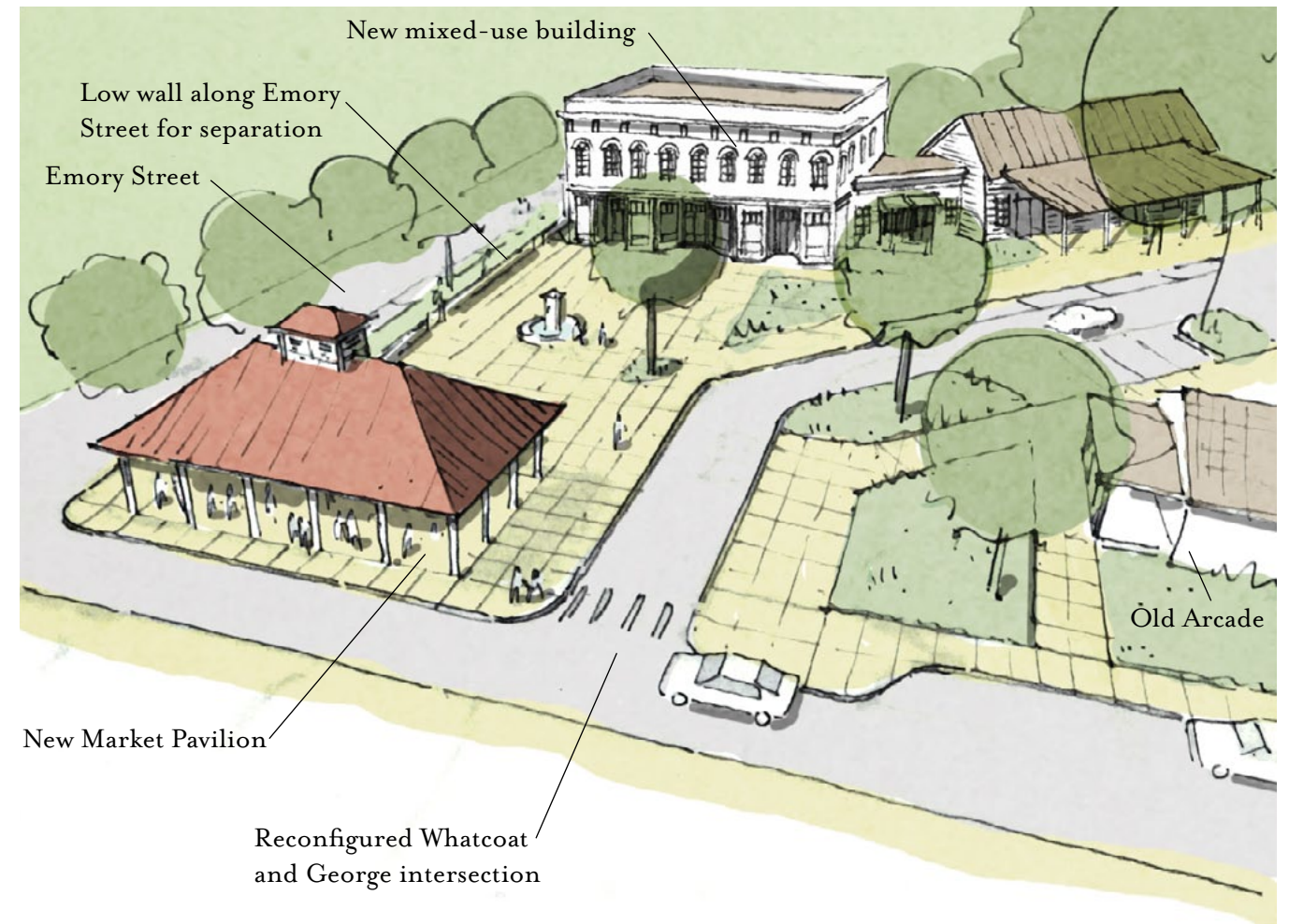


Phase 1: Market Pavilion

Oxford’s uniquely large rights-of-way provide many physical opportunities for community infrastructure. The perspective drawing to the right shows a vision for a reconfigured intersection at the streets of Whatcoat, George, and Emory. The intersection is improved and made more efficient by slightly rerouting Whatcoat into George with a “T” intersection. The residual space left between Whatcoat Street and Emory Street is almost 70 feet which is room enough for an appropriately scaled open-air market pavilion and new hardscaped plaza.

The Market Pavilion can be constructed with low-cost materials and details and can be a simple open-air structure. It acts as a termination point for the original plan (see diagram below) ceremonially linking it to Emory University’s Seney Hall. The Plaza can serve as overflow space during market day, as a starting point for the annual July 4 parade, and as a space for daily meetings or interactions.

The existing Emory University Mail Center should be replaced with a new, two-story structure that better frames the new plaza and provides more uses to help activate the new public space. A wing addition can angle off from the main building along Whatcoat Street, helping to frame that street and provide additional square footage as needed.



Market Pavilion & Plaza

Whatcoat Street

Axial alignment uniting Emory University and the new Town Center

Seney Hall

Original 1837 town plan overlaid onto aerial photograph.



Open air Farmers Market pavilion as a hub for activity.



Plaza space successfully framed by buildings and activated by different uses.

Phase 2: Anchor Buildings and Foundation for Future Growth

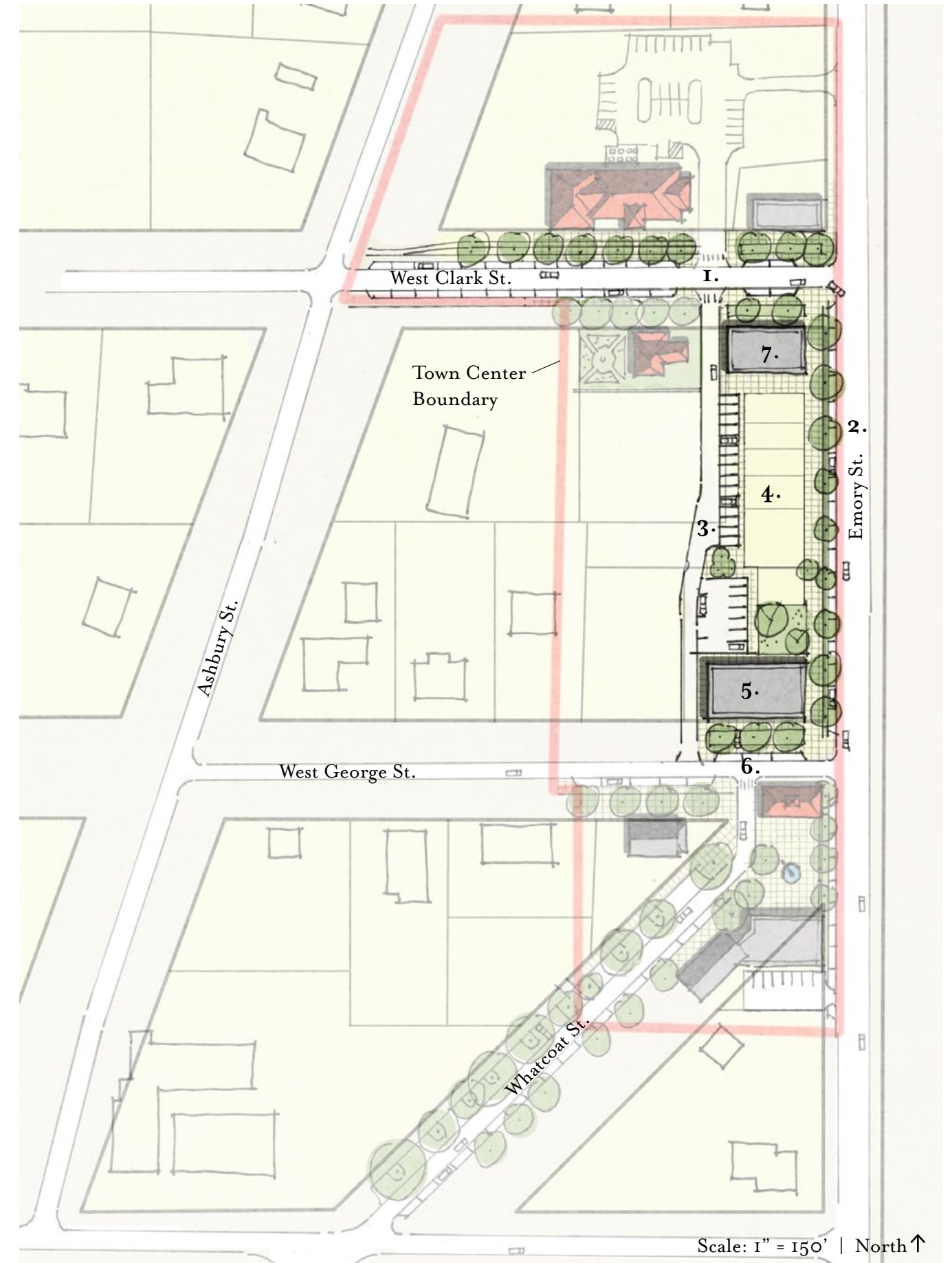
1. Add on-street parallel parking along the length of West Clark Street. (See Appendix B for a parking study.)
2. Add on-street parallel parking along the west side of Emory Street.
3. Create an alley between West Clark St. and West George St. to consolidate access to new development and provide additional off-street parking for existing and future development.
4. Create a commercial main street frontage along Emory Street with the addition of sidewalks and developable commercial lots for future infill.
5. Working with the property owner and USPS, demolish the existing post office building and its parking lots and replace with a two-story building to better anchor the corner with the Market Pavilion. It should house a mix of uses that include a post office.
6. Add street trees and on-street parallel parking to north side of West George Street.
7. New two-story building to anchor the corner of West Clark Street and Emory Street. This building could contain a coffee shop on the ground floor and other uses above.



New streetscape along Emory Street should anticipate future development.



Establishing a deeper sidewalk on Emory Street provides an opportunity to create spaces in front of the buildings.



Phase 3: Intentional Infill and Partnerships

1. Encourage infill development of lots defined in Phase 2.
2. Encourage infill development on adjacent, underutilized lots.
3. Redevelop the Old Arcade site to a more appropriate civic or commercial use.
4. Continue infill development by utilizing available lots as needed along Emory Street.
5. Bring additional commercial or civic use to the Ashbury Street side of the block.
6. Relocate the Old Arcade building and repurpose with a new commercial or civic use.
7. Expand the parking lot behind City Hall as needed.
8. Option to create a low-impact, permeable overflow parking as needed on the Yarborough House lot.

In addition to the above and previous phases, consider the following opportunities (and refer to the *Strategic Investment Plan* dated June 13, 2018):

- East Clark Property.
- Development east of Emory Street.
- Fletcher Street (see Appendix C).
- Underutilized parcels adjacent to the Town Center.

Total Parking and Square Footage Count Shown within the Town Center Boundary

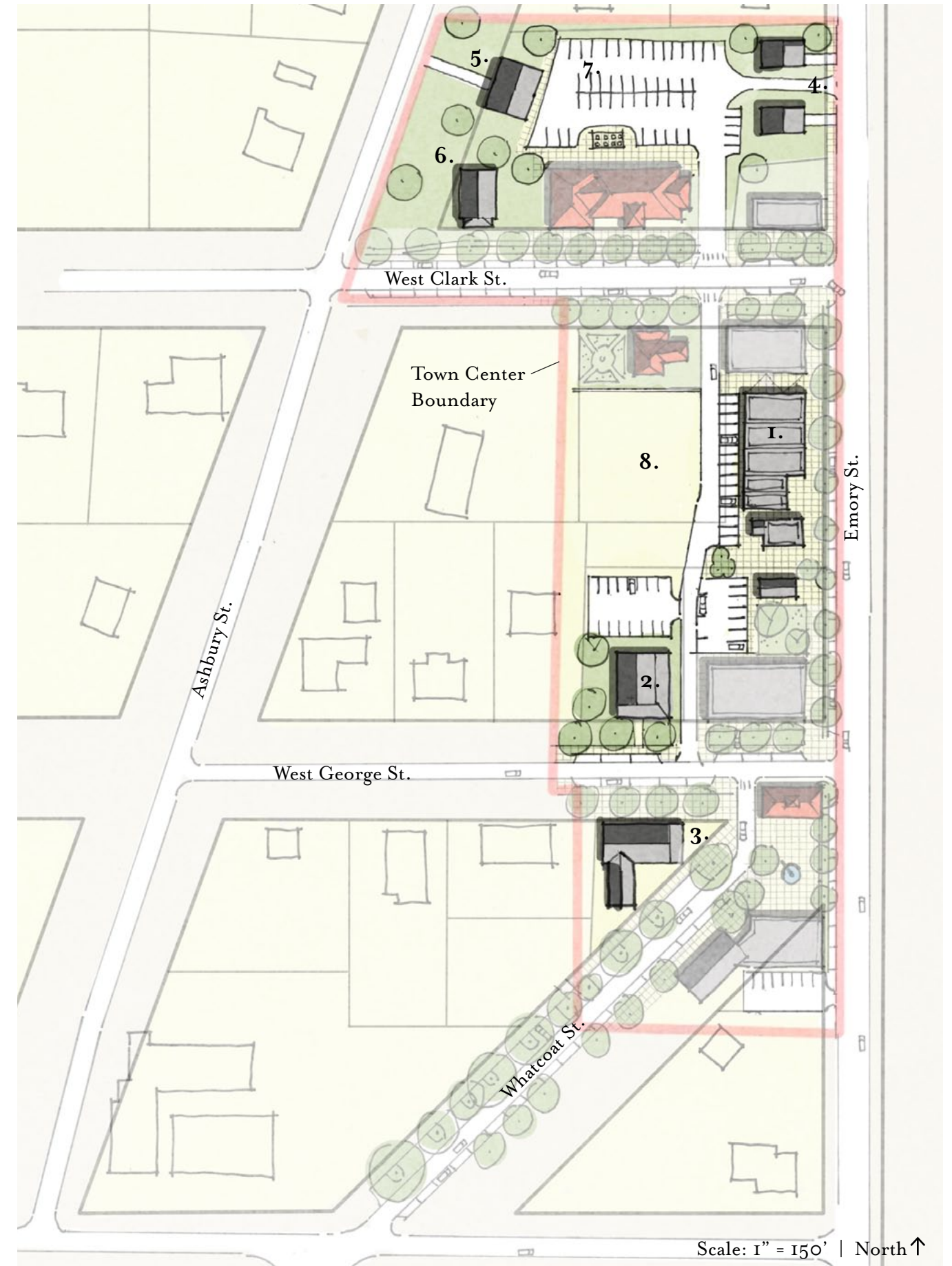
Parking Count	On Street Parking Spaces	116
	Off-Street Parking Spaces	98
	Total Parking Spaces	214
Commercial Square Footage	Ground Level Square Footage	82,000
	Upper Level Square Footage	53,000
	Total Square Footage	135,000



Low-impact permeable parking lot makes for a more inviting experience.



Community greenspace camouflages the entry to an alleyway and off-street parking.



Work Program

Phase	Entity	Task
Phase 1 0-3 yr.	Oxford DDA	1. Coordinate with adjacent Property Owners regarding selling property or redeveloping according to the vision.
		2. Work with City on the design of Whatcoat Street , the new Plaza, Market Pavilion, and new Whatcoat building.
		3. Promote the idea of new commercial development to town residents by hosting pop-up shops, festivals, etc. in the area (the success of this will better attract developers).
	City of Oxford	1. Complete Yarborough house renovation and reprogramming.
		2. Design and build Whatcoat Street improvements, new Plaza, Market Pavilion, and new Whatcoat building.
	Emory University	1. Strategize what university functions could work in the town center context.
		2. Partner with the City to redevelop the Whatcoat buiding.
		3. Assign a more active function to the Old Arcade building.
	Other	1. Historic Commission or other to keep Yarborough house active through programming and active uses.
		2. Civic or Special Interest Groups to explore programs and events opportunities with Emory University to begin to build ties between the university/students and residents.
		3. Private developers to be engaged to build new buildings within the town center area.

Note: **Bold tasks** indicate a new tasks for a phase.

Phase	Entity	Task	
Phase 2 3-10 yr.	Oxford DDA	3. Promote the idea of new commercial development to town residents by hosting pop-up shops, festivals, etc. in the area (the success of this will better attract developers).	
		4. Work to find development partners to build buildings at the corners of Clark and George Streets.	
		5. Work to find development partners to build buildings at the center of the town center block.	
	City of Oxford	3. Prepare the town center frontage: bury the power lines from Clark to Pierce Street; install parallel parking on west side of Emory Street; plant street trees.	
		4. Prepare the town center block rear access: build new north/south alley with parking	
		5. Plant street trees along W. Clark Street in the area of City Hall and Yarborough House.	
	Emory University	6. West Clark Street improvements with the addition of parallel parking between Emory and Asbury Streets.	
		4. Explore Programs and event opportunities with the Civic or Special Interest Groups to begin to build ties between the university/students and residents.	
		1. Historic Commission or other to keep Yarborough house active through programming and active uses.	
	Other	2. Civic or Special Interest Groups to explore programs and events opportunities with Emory University to begin to build ties between the university/students and residents.	
		3. Private developers to be engaged to build new buildings within the town center area.	
		5. Work to find development partners to build buildings at the center of the town center block.	
	Phase 3 10-20 yr.	Oxford DDA	6. Explore opportunities to occupy the remainder of the City Hall block with additional buildings and uses.
		Emory University	5. Relocate university functions to new buildings, with goal of creating synergies.
			6. Relocate the Old Arcade building. Redevelop site to a more appropriate commercial building.
		Other	1. Historic Commission or other to keep Yarborough house active through programming and active uses.
			2. Civic or Special Interest Groups to explore programs and events opportunities with Emory University to begin to build ties between the university/students and residents.
			3. Private developers to be engaged to build new buildings within the town center area.

Parking

On-Street vs. Off-Street

As the town strategizes ways for possible public-private partnerships in developing the town center, one category for creative problem solving and reduced cost is parking. If the city strives for a goal of building on-street parking versus off-street lots there can be much to gain.

On-street parallel parking has the following benefits over off-street parking lots:

1. It is more efficient and requires less asphalt. Only eight additional feet of width is needed along a street; in Oxford’s case, this is readily accommodated within the large rights-of-way.
2. Creates a safety barrier between pedestrians and moving vehicles.
3. Can provide spaces closer to destination.
4. All on-street parking spaces are accessed by the existing street. All off-street parking lots have to have their own “streets”, which increases redundancy, paved area, and costs.
5. On-street parking can be more aesthetically pleasing than off-street parking.

The diagram on the adjacent page compares the city hall parking lot to Clark Street if parallel spaces were installed. Just by adding parallel parking on one block of Clark Street, all spaces in the city hall parking lot could be replaced. The table below details the differences. **Parallel parking spaces would be 68% more efficient and less costly than those in the city hall parking lot.**

	Number of Parking Spaces	Asphalt Area	Cost of Asphalt (at \$5/sf)	Area per Parking Space	Cost per Parking Space
City Hall Lot	33	18,100 sf	\$90,500	548 sf	\$2,740
Clark Street Parallel	34	5,980 sf	\$29,900	176 sf	\$880



Aerial view of West Clark St. comparing existing off-street parking lot spaces at City Hall to the number of parallel parking spaces that could be accommodated on street.

Fletcher Street

The following notes on Fletcher Street were included in the Strategic Investment Plan dated June 13, 2018. It is being duplicated here because of Fletcher's proximity to the DDA Town Center boundary and its potential applicability to the goals expressed in this document regarding the revitalization of the town center. It also marks a third (and fourth) gateway connecting the town center and completing the series of gateways outlines in the strategic investment plan.

Oxford's ROWs are wide and mostly under utilized. While these are a vestige of the original plan, several have been taken over by development or dedicated as green space. Therefore, a level of erosion has already occurred which begs the question of their value as merely corridors for travel as most are today. Can these ROW's, some as wide as 165', be better utilized and can they possibly even generate revenue? The conceptual plan at right presents an idea for reconceiving **Fletcher Street as a two-acre linear park flanked by one-way streets**. The driving force for this idea is that it could spawn opportunities to subdivide existing residential lots on either side for infill development. The example at right shows ten new residential lots. One-way streets run the edges of the ROW and a linear park fills the center. This space becomes the **welcome mat to Old Church** and can play a major role in the annual 4th of July parade and other future events that could be anchored by Old Church. This potential isn't confined to Fletcher Street alone: it could be replicated on other streets as well (Wesley Street, in particular).



Aerial photograph of Fletcher Street with proposed park sketch overlay.



Concept plan showing a linear park and potential infill lots along Fletcher Street.



Fletcher Street looking toward Old Church. Dashed lines indicate proposed width of new linear park.

Drawings contained herein
are conceptual in nature
and are not released for
construction.

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By-Laws of the Downtown Development Authority of the City of Oxford

GENERAL

1. **Name.** The name of this body shall be the Downtown Development Authority of the City of Oxford (the DDA).
2. **Purpose/Mission.** The purpose of the DDA is to stimulate and sustain economic development in the downtown development area of Oxford, as such area is currently or hereafter designated from time to time by resolution of the Oxford City Council (the Downtown Development Area); by encouraging cooperation and building leadership; by advancing a positive image of the Downtown Development Area and promoting it as an exciting place to live, shop, and invest; by sustaining and improving the appearance of the Downtown Development Area; and by strengthening and expanding the economic base of the Downtown Development Area.

MEMBERS

3. **Numbers, Qualification, and Term.** The property, affairs, and business of the Downtown Development of Authority of the City of Oxford shall be managed by its directors consisting of seven persons, appointed from time to time, as provided by law (O.C.G.A. 36-41-1). The qualifications of the directors shall be as provided by law. Each director shall serve for the length of time provided by law.
4. **Powers.** The directors shall have such power and authority as is conferred upon them by the Downtown Development Authority Law of 1981, as the same now exists or may hereafter be amended, and such other power and authority as may be contained under the Constitution and the Laws of the State of Georgia, as the same may now or hereafter exist.
5. **Nomination of Members.** Prior to the expiration of a member's term, the Board shall review prospective candidates who shall meet the qualifications set forth in Section 3 above. Such prospective members may then be nominated to the Board for approval. Once approved by the Board, nominations shall be submitted to the Mayor and City Council.
6. **Resignation of Members.** Member resignations shall be submitted in writing to the Chair or, in the case of resignation by the Chair, to the Vice-Chair. The recipient of such notice shall promptly notify the City Council of the vacancy.

MEETINGS

7. Regular Meetings. The DDA shall meet at a regular time and place established by resolution of the DDA. Notice of the meeting establishing such resolution, as well as other public meetings of the DDA, shall be posted in a conspicuous public place at the regular meeting place. All meetings shall be conducted in accordance with the Georgia Open Meetings Law (O.C.G.A. Section 50-14-1 et. seq.)

8. Special Meetings. Special meetings may be held upon the call of the Chair, Vice-Chair, or Secretary/Treasurer, or any two directors at such time, during regular business hours, and at such place as shall be specified in the notice of such meeting. Notice of special meetings may be either oral or written. Oral notice may be delivered personally or by telephone and shall be given at least twenty-four (24) hours prior to the time of the meeting. Written notice may be sent by mail or email or delivered personally. If delivered personally or by email, such notice shall be delivered twenty-four (24) hours prior to the time of the meeting. If written notice is sent by mail, such notice shall be mailed two (2) days prior to the time of the meeting. Unless specified otherwise, any notice hereinafter called for in these by-laws shall be given as specified in this section. No notice of any meeting need be given any director who attends such meeting, unless such director attending, at the beginning of such meeting states any objection or objections to the place and time of the meeting, to the manner in which it has been called or convened, or to the transaction of business. No notice shall be required to be given any director who at any time before or after the meeting waives notice of the meeting in writing.

9. Quorum. A majority of the directors, at a meeting duly assembled, shall constitute a quorum for the transaction of business. Unless otherwise specifically required by statute or these by-laws, the act of a majority of such directors present at a meeting at which a quorum is present, shall be the act of the Authority, and if at any meeting of the Authority there shall be less than a quorum, a majority of those present may adjourn the meeting without further notice, until quorum shall have been obtained.

10. Parliamentary Procedures. In case of dispute concerning parliamentary procedures governing the conduct of meetings of the Authority Roberts Rules of Order, current edition, shall govern.

11. Minutes. Minutes of a regular, special, or standing committee meeting must be recorded. Minutes must be made available to the public after they have been approved by the DDA, but no later than immediately following the next regular meeting. Minutes must include the names of the members present at the meeting, a description of each motion or other proposal made and a record of all votes. For a closed executive session, minutes are to be recorded according to the state Open Meetings Law. (O.C.G.A. Section 50-14-1 et. seq.)

OFFICERS

12. Number. The directors shall elect from one of their number a Chair, a Vice-Chair, and shall also elect a Secretary/Treasurer, who may be, but need not be a director.
13. Election. New officers shall be elected at the regular meeting held in March 2017 and thereafter at the regular meeting held in January of every other year, commencing January 2019.
14. Term and Vacancy. All officers shall be elected by and serve at the discretion of the directors, and any officer may be removed from office, either with or without cause, at any time, by the affirmative vote of the majority of the directors of the authority then in office. A vacancy in any office because of death, resignation, removal, disqualification, or otherwise, shall be filled by the directors for the unexpired portion of the term. Resignation shall be submitted in writing to the Chair or, in the case of resignation by the Chair, to the Vice-Chair.
15. Powers. The powers and duties of the officers shall be as provided from time to time by resolution or other directive of the directors. The Secretary/Treasurer, if a nonmember, shall attend meetings for the purpose of recording the minutes of such meetings, but shall have not any of the powers, rights, or duties of directors.
16. Chair. The Chair shall be the principal officer of the DDA and shall preside at all meetings. The Chair shall have the authority to sign and execute on behalf of the DDA all documents, notes, contracts and obligations authorized by the DDA. The Chair shall appoint committees and committee chairs as may be necessary. The Chair shall be a member of all committees. The Chair, or their designee, shall be responsible to the City Council for reports and information on the DDA. The Chair shall have general oversight and supervision of the finances of the DDA in coordination with the secretary/treasurer.

17. Vice-Chair. The Vice-Chair shall perform duties such as may be assigned by the Chair. In the absence of the Chair, or in the event of the disability, inability or refusal to act of the Chair, the Vice-Chair shall perform the duties of the Chair.
18. Secretary/Treasurer. The Secretary/Treasurer shall provide for the keeping and reporting of the minutes of meetings of the DDA. The Secretary/Treasurer shall give appropriate notices in accordance with the bylaws and as required by law. The Secretary/Treasurer shall act as custodian of Authority records. The Secretary/Treasurer shall have the responsibility of keeping financial records and accounts. The Secretary/Treasurer shall review the DDA's Annual Audit and Annual Budget. The Secretary/Treasurer shall make reports to the DDA as to its financial condition.
19. Assignment of Duties. The Chair of the DDA may assign other duties to any officer from time to time. Officer duties may be designated to executive or administrative personnel by the DDA as is practical to conduct the daily affairs of the DDA. The DDA may hire, contract or otherwise engage professional, legal and other assistance as needed.

FISCAL YEAR

20. Time. The fiscal year of the Authority shall begin on the first day of July each year and end on the last day of June each year.
21. Annual meeting. An annual meeting of the Authority shall be held during the month of January.
22. Annual Audit. The Secretary/Treasurer shall cause an annual audit of the books of the Authority to be made by the firm that audits the books of the City of Oxford and present such audit to the directors of the Authority. A copy of the audit shall be filed with the State Auditor, if necessary, to comply with the Local Government Financial Management Standards act (Georgia Laws, 1980, p. 1838).

DEPOSITORIES

- 23. Depositories. The Authority shall from time to time provide by resolution or resolutions for the establishment of depositories for funds of the Authority.
- 24. Execution of Notes, Drafts, and Checks. All drafts, checks, etc. drawn against the accounts of the Authority shall be signed by two of the following: the Chair, the Vice Chair, or the Secretary/Treasurer.
- 25. Minimum Insurance Requirement. Public Officials (Directors and Officers) insurance shall be maintained continually with coverage on the City of Oxford's policy with GIRMA.

AMENDMENTS

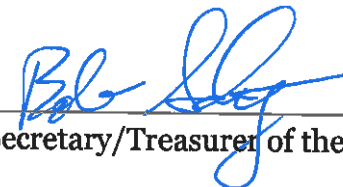
- 26. Amendments. The by-laws of the Authority shall be subject to alteration, amendment, or repeal, and new by-laws not inconsistent with any laws of the State of Georgia creating this Authority may be made by the affirmative vote of a majority of the directors then holding office at any regular or special meeting of the Authority. Proposed amendments shall be submitted in writing to all directors of the Authority ten (10) days prior to the meeting at which such amendment will be considered. If such written proposed amendment is submitted by mail, it shall be deemed to be delivered when deposited in the United States mail properly addressed and with sufficient postage thereon.

TITLE CONVEYANCE

- 27. Conveyance of Title. Upon the action of the DDA resolving to convey title or take title to real property, the signature of the Chair, or Vice Chair in place of the Chair, as well as the signature of a second officer shall be required.

The foregoing Bylaws were adopted by the Downtown Development Authority of the City of Oxford this 17th day of May, 2017.

By: 
Chair of the Authority

Attest: 
Secretary/Treasurer of the Authority

GEORGIA CODE
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*** Current through the 2017 Regular Session of the General Assembly but not including corrections and changes made by the Office of Legislative Counsel. ***

TITLE 36. LOCAL GOVERNMENT
PROVISIONS APPLICABLE TO MUNICIPAL CORPORATIONS ONLY
CHAPTER 42. DOWNTOWN DEVELOPMENT AUTHORITIES

O.C.G.A. § 36-42-7 (2017)

§ 36-42-7. Qualifications and reimbursement of directors; election of officers; training

(a) Directors shall be:

(1) Taxpayers residing in the municipal corporation for which the authority is created;

(2) Owners or operators of businesses located within the downtown development area and who shall be taxpayers residing in the county in which is located the municipal corporation for which the authority is created; or

(3) Persons having a combination of the qualifications specified in paragraphs (1) and (2) of this subsection;

provided, however, that one of such directors may be a member of the governing body of the municipal corporation.

(b) Not less than four of the directors having the qualifications specified in subsection (a) of this Code section shall be persons who, in the judgment of the governing body of the municipal corporation, either have or represent a party who has an economic interest in the redevelopment and revitalization of the downtown development area. Successors to the directors shall be appointed by the governing body of the municipal corporation.

(c) The directors shall elect one of their members as chairman and another as vice chairman and shall also elect a secretary and a treasurer or a secretary-treasurer, either of whom may but need not be a director. The directors shall receive no compensation for their services but shall be reimbursed for actual expenses incurred by them in the performance of their duties. Each authority shall have perpetual existence.

(c.1) Notwithstanding subsection (a) of this Code section, one director appointed to the board may reside outside the county; provided, however, that such appointed director owns a business within the downtown development area and is a resident of the State of Georgia. If subsequently to his or her appointment to the board pursuant to this subsection, the director ceases to own a business within the downtown development area or reside in the State of Georgia, such director shall relinquish his or her seat on the board.

(d) Except for a director who is also a member of the governing body of a municipal

corporation, each director shall attend and complete at least eight hours of training on downtown development and redevelopment programs within the first 12 months of a director's appointment to the downtown development authority. Directors in office on January 1, 1992, shall be exempt from this requirement unless reappointed for an additional term.

HISTORY: Ga. L. 1981, p. 1744, § 5; Ga. L. 1990, p. 570, § 1; Ga. L. 1991, p. 94, § 36; Ga. L. 1992, p. 2533, § 2; Ga. L. 2008, p. 180, § 1/ HB 1126.

Title Note