

***Oshkosh Downtown Design and
Development Plan***

Oshkosh, Wisconsin

Downtown Action Plan

Prepared for:

***The City of Oshkosh
The Oshkosh Commercial Development Corporation /
Oshkosh Chamber of Commerce
The Oshkosh Community Foundation***

Submitted by:

LDR International, Inc.

10 October 2000

[approved by Oshkosh Common Council on October 10, 2000]

Table of Contents

1.0	Introduction	1
1.1	Background	1
1.2	Study Area Boundary	1
1.3	The Oshkosh Downtown Design and Development Planning Process	2
1.4	Organization and Content	3
1.5	Acknowledgements	3
2.0	What The Residents Are Saying About Oshkosh	7
2.1	Information Gathering Process Summary	7
3.0	Analysis/Framework of Downtown Oshkosh's Conditions	5
3.1	Regional Context	5
3.2	Downtown Districts	9
3.3	Existing Conditions	8
3.4	Downtown Oshkosh Zoning	9
3.5	Existing Land Use	10
3.6	Summary Analysis	11
3.7	Citywide Framework	12
3.8	Downtown Framework	14
3.9	Conclusion	14
4.0	Zoning Ordinance Review and Recommendations	15
4.1	Residential Uses	18
4.2	Overlay Districts	19
4.3	"Suburban" vs. "Urban" Environment	16
4.4	Waterfront Development	16
4.5	Design Guidelines	16
4.6	Pedestrian-Friendly Zoning Ordinance	17
4.7	Pedestrian/Bicycle Pathways	17
4.8	Shared Parking	17
4.9	Landscaping Requirements	17
4.10	Signage	18
4.11	Cell Towers in Downtown	18
4.12	Review Process	18
5.0	Oshkosh Downtown Design and Development Plan	20
5.1	Phase One – 100, 200 and 300 Blocks of N. Main Street	22
5.2	Riverfront Park	23
5.3	N. Main Street	24
5.4	E. 9 th Avenue and Pioneer Drive Development Zone	25
6.0	Organizing for the Future	26
6.1	Maximize Economic Development and Land Use Opportunities Within Downtown Oshkosh and Along the Fox River	27
6.2	Create a Special Place to Celebrate Community Life.	28

6.3	Celebrate the City's Cultural Heritage and Enhance its Civic Image	28
6.4	Provide Safe, Efficient and Convenient Vehicle and Pedestrian Transportation and Circulation Throughout the City and Make Downtown User Friendly	29
6.5	Maximize Riverfront Linkages and Pedestrian Connectivity to the Downtown and Surrounding Community	29
6.6	Create Open Spaces and Recreational Linkages and Promote Environmental Preservation	30
6.7	Enhance and Maintain the Public Realm	30
6.8	Increase Downtown Residential Development	31
6.9	Establish Mechanisms to Make Plans Happen	31
6.10	Conclusion	31
7.0	Implementing the Vision.....	32
7.1	Introduction	32
7.2	Part One: Public Improvement Initiatives	34
7.3	Part Two: Private Development Initiatives	37
7.4	Oshkosh's Downtown Future: Conclusion	39

1.0 Introduction

In January 2000, the City of Oshkosh, the Oshkosh Area Community Foundation, and the Oshkosh Chamber retained LDR International, Inc., of Columbia, Maryland, to help the community prepare for the turn of the century by assisting in the creation of a Downtown Design and Development Plan. City leadership recognized that a re-examination of downtown was necessary in light of the economic and physical changes taking place along Highway 41 to the west of downtown. These changes would certainly influence the future of the downtown area and hopefully create a sense of energy and momentum that would spin-off economic development and other needed physical improvements. The goal of this increased level of investment is enhanced property values, a higher quality of life for area residents and business owners, and new uses for underutilized parcels throughout the downtown area.

LDR International, Inc. was hired not only to develop a Downtown Design and Development Plan for the future of Oshkosh's downtown, but also to craft that vision from a thorough consensus building process that involved the representatives of the community, the key stakeholders in downtown Oshkosh, and the city/downtown leadership.

LDR was also asked to conduct a cursory review of the city's zoning ordinance and provide a Strategic Assessment Report and Downtown Action Plan that would document the planning process and outline a variety of projects and programs that can serve to rejuvenate Downtown Oshkosh. The resulting products are this report and a companion Strategic Assessment Report that can be used to promote and market the planning effort to a broader audience.

1.1 Background

When LDR International was retained to create a Downtown Design and Development Plan, the area had not experienced significant investment in a number of years. However, several initiatives are setting the stage for future investment: the development of the Bridgeview Center, six tax increment finance districts, a business improvement district, and two historic districts; the 1993 Comprehensive Plan update; redevelopment potential of the 100 block of N. Main Street; proposed convention center expansion; and the Marion Road redevelopment project. The city has augmented these improvements through its governing committees and general funds.

1.2 Study Area Boundary

The boundaries of the Downtown Design and Development Plan study area were determined by the Oshkosh Partnership Committee and staff. From this initial assessment of the area, the Plan's boundaries are defined by Irving Avenue to the north and Broad Street to the east with South Park Avenue defining the southern limits and western limits defined by Ohio and Wisconsin Streets. As the planning process got underway, the focus shifted to the immediate development and redevelopment efforts of the historic downtown area. The study area was reduced slightly by shifting the northern boundary south to Parkway Avenue.

1.3 The Oshkosh Downtown Design and Development Planning Process

The Downtown Oshkosh Planning Team

The City and three organizations assembled a steering committee, the “Oshkosh Partnership Committee,” to work on various facets of the study. The committee included representation from the City, the Oshkosh Area Community Foundation, the Oshkosh Chamber of Commerce, the Oshkosh Commercial Development Corporation, the Downtown Oshkosh Business Improvement District, Winnebago County, the University of Wisconsin Oshkosh, the Oshkosh Northwestern newspaper, and the Experimental Aircraft Association. The Oshkosh Partnership Committee led the effort with by holding public meetings, helping to identify local neighborhood leadership, gathering data for the consultants, and maintaining open communication between the City Councils and public interest groups. LDR was responsible for conducting the public sessions, conducting research, providing recommendations for implementation strategies and developing the Downtown Design and Development Plan.

Input Process

With these tasks in mind, LDR embarked on a thorough process to garner stakeholder input for the plan. The team conducted one-on-one interviews, small group sessions, telephone conference calls and community “town hall” meetings. During this process, the LDR team gathered input from approximately 400 people. The objective of these efforts was to listen to what Oshkosh stakeholders had to say about the future of Oshkosh and its downtown and to guide the Plan’s development.

Area Analysis

In addition to the listening process, LDR conducted a thorough site analysis to categorize opportunities and challenges within the study area, establish land use patterns, and identify key development and redevelopment sites. The LDR team reviewed existing documentation provided by the City of Oshkosh. This included the zoning ordinance, prior planning documents, historic literature, marketing and demographic data. The team also conducted field research including a detailed photographic inventory as well as a walking tour and windshield survey. LDR also produced electronic base maps for the project area.

Strategy Development

It was through this process that the final plan was developed. Each of the steps of the process outlined above was synthesized into the key issues that faced the community and was compiled into an overall plan for downtown Oshkosh. The Plan is a long-term vision for the future that will be implemented over time. A strategy for implementation that helps prioritize the recommended actions and projects is included in this report. The plan is intended to be flexible in order to respond to changing conditions in Oshkosh and can be molded as opportunities and challenges are confronted. Finally, the plan is a result of a consensus building process that acknowledges that compromises will need to be made in order for successful implementation to occur.

1.4 Organization and Content

This document is organized into seven key sections including:

- 1.0 Introduction
- 2.0 What The Residents Are Saying About Oshkosh
- 3.0 Analysis/Framework of Downtown Oshkosh's Conditions
- 4.0 Zoning Ordinance Review and Recommendations
- 5.0 Oshkosh Downtown Design and Development Plan
- 6.0 Organizing for the Future
- 7.0 Implementing the Vision

1.5 Acknowledgements

LDR wishes to thank the many people involved in the planning process for developing the Downtown Design and Development Plan. The process has been one that relied on the participation and support of the Oshkosh Partnership Committee, the interviewees, and the citizens of Oshkosh. They adopted a consensus approach to strengthening the downtown's competitive position and downtown's role in the Oshkosh region. Their input contributed greatly to this process.

LDR thanks all the stakeholders who participated for their time and effort. LDR also wants to extend a special thanks to the members of the Oshkosh Partnership Committee, the Mayor, the City of Oshkosh, the Oshkosh Commercial Development Corporation, the Oshkosh Chamber of Commerce, The Oshkosh Area Community Foundation and the residents of Oshkosh, for their insight and input throughout this process. The individuals who have participated in the Oshkosh Partnership Committee are identified below

Oshkosh Partnership Committee Members

The Oshkosh Downtown Design and Development Plan is a collaborative effort initiated by The City of Oshkosh, the Oshkosh Chamber of Commerce (Oshkosh Commercial Development Corporation) and the Oshkosh Area Community Foundation. To facilitate the planning process and involve the community, the aforementioned organizations created the Oshkosh Partnership Committee. The committee representatives are members of City Council, the Mayor, city employees, community organizations, and other members of the community.

Ms. Melanie Bloechl /	Chancellor John Kerrigan	Mr. Tom Poberezny
Mr. Jon Dell'Antonia	Mr. Jackson Kinney (staff)	Mr. John Ruppenthal
Mr. Tom Grogan	Mr. Rob Kleman (staff)	Mr. Sam Sundet
(co-facilitator)	Mr. Sheldon Lasky	Ms. Jane Van De Hey
Mr. Alan Hartman	Mr. Stan Leedle	Ms. Alyson Zierdt
(co-facilitator)	Mr. Phil Martini	Mr. Kevin Doyle
Ms. Eileen Connolly-Keesler	Mr. Norm Packer	
(staff)	Ms. Michelle Robbins (staff)	

2.0 *What The Residents Are Saying About Oshkosh*

2.1 Information Gathering Process Summary

Based on the information gathering process from the small group sessions, telephone conference calls, interviews, and work sessions with the Oshkosh Partnership Committee eleven recurring issues became evident. They are as follows:

1. Promoting the city, its amenities and attractions to market downtown as a destination
2. Building on and promoting community/civic pride
3. Creating a special place to celebrate community life
4. Enhancing greater dialogue and partnership opportunities
5. Enhancing the quality of the public realm
6. Improving accessibility to and within downtown
7. Creating more free and easily accessible parking
8. Maximizing waterfront development/redevelopment opportunities
9. Linking the waterfront to the downtown, neighborhoods/districts, and region
10. Marketing, retaining and attracting businesses
11. Promoting diverse economic development (i.e. residential, neighborhood commercial, professional office, mixed-use, civic services and specialty stores)

For more detail on the information gathered during this process, reference LDR's Strategic Assessment Report.

3.0 Analysis/Framework of Downtown Oshkosh's Conditions

The assets, liabilities, and ideas about Oshkosh and its downtown expressed during the public interaction process were aggregated into broad categories. This information was augmented by a thorough analysis of the study area, both through field and document research. Among the items examined were the downtown's context in relation to the region, the numerous districts within the study area, land use, and existing conditions. The project team then began synthesizing the information from the interview and public interaction process to produce a Summary Analysis, Citywide Framework and Downtown Framework diagrams.

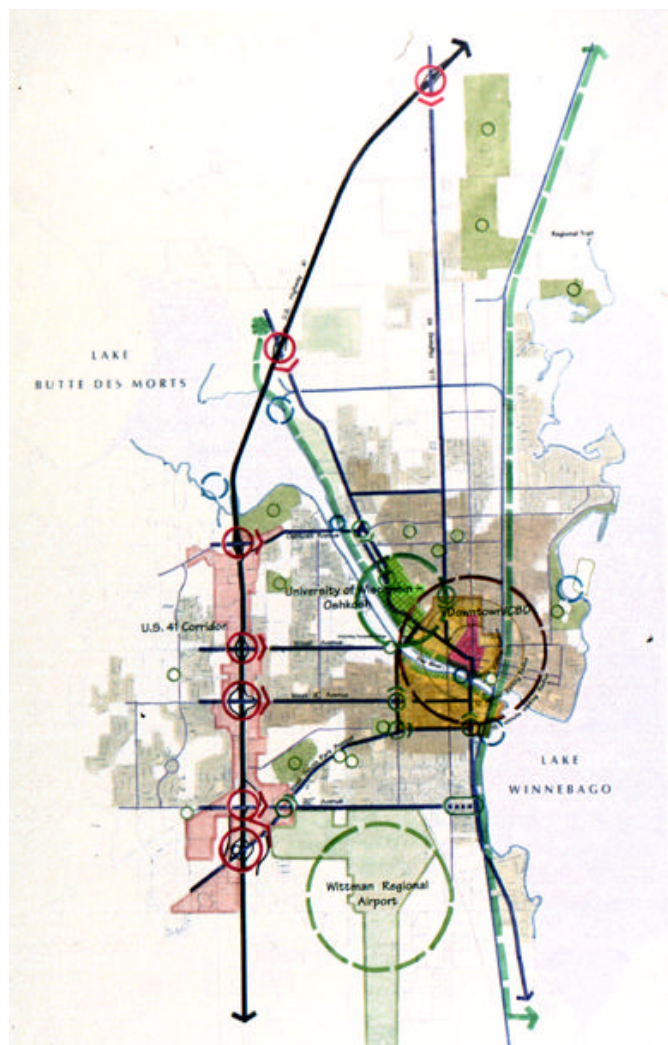
3.1 Regional Context

The city's municipal boundaries are approximately 10 miles long in the north/south direction and 5 miles wide in the east/west direction. The city has an approximate population of 62,000. The Downtown Oshkosh study area is approximately 700 acres with emphasis on the area located along N. Main Street and portions of the downtown along the Fox River.

The Regional Context diagram places the Downtown Oshkosh study area in context within the City of Oshkosh. It highlights the primary and secondary vehicular routes, primary gateways from Highway 41 to Downtown Oshkosh, secondary gateways adjacent to the study area, park and recreational sites, potential heritage trail linkages, and proximity of Wittman Regional Airport. It also highlights the competing strip commercial along Highway 41.

The development of Highway 41 led to a shift off commercial activity and growth to the west of the historic downtown. This development refocused the primary commercial and business activity to that highway corridor area. Once these development activities to the west got underway, residential construction followed. This shift has had a detrimental impact on the downtown's development and redevelopment potential.

With the recent renewed interest in



Regional Context Map

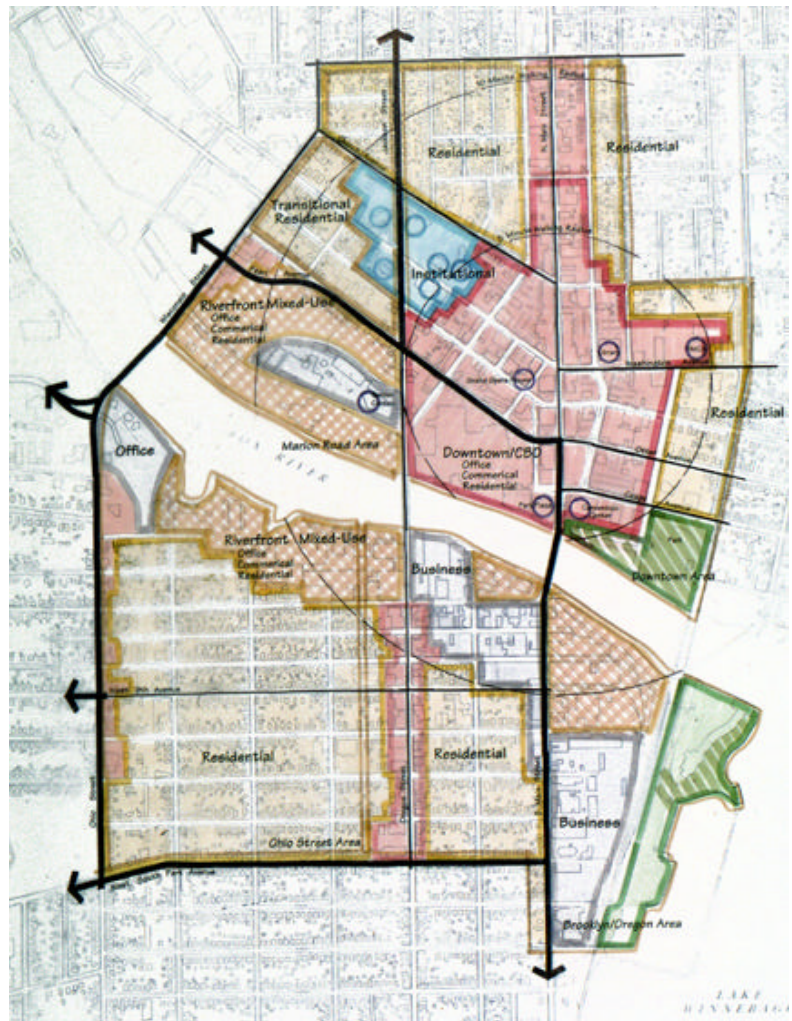
the downtown and the creation of the Downtown Design and Development Plan, the city is hoping to re-energize Downtown Oshkosh by boosting the economy, maximizing development along the Fox River, improving linkages to the riverfront, and enhancing the public realm within the downtown area.

3.2 Downtown Districts

The Downtown Districts exhibit revisits the 1993 Comprehensive Plan and compares it to current market activity within Downtown Oshkosh. The 1993 Plan divided Downtown Oshkosh into four sub-areas: Ohio Street, Brooklyn/Oregon Streets, Marion Road and Downtown/CBD. These sub-areas are indicated on the exhibit along with additional sub-areas that expand upon the 1993 plan. The additional sub-areas are:

- The Bridgeview Center office development that is occurring along the east side of Ohio Street at the intersection of Ohio and Wisconsin Streets
- The transitional residential area located between the current City Hall and Wisconsin Street
- The Government/ Institutional center that flanks both sides of Jackson Street.
- The industrial area adjacent to the Fox River and potential riverfront mixed-use development district

In analyzing the different sub-areas, the consultant team observed that the area south of the Fox River is fairly stable. The Oregon Street commercial area has seen reinvestment with new streetscape, lighting, banners, and façade improvements. Commercial activity along Ohio Street also appears to be stable. Similarly, the residential areas that surround both commercial streets are stable.



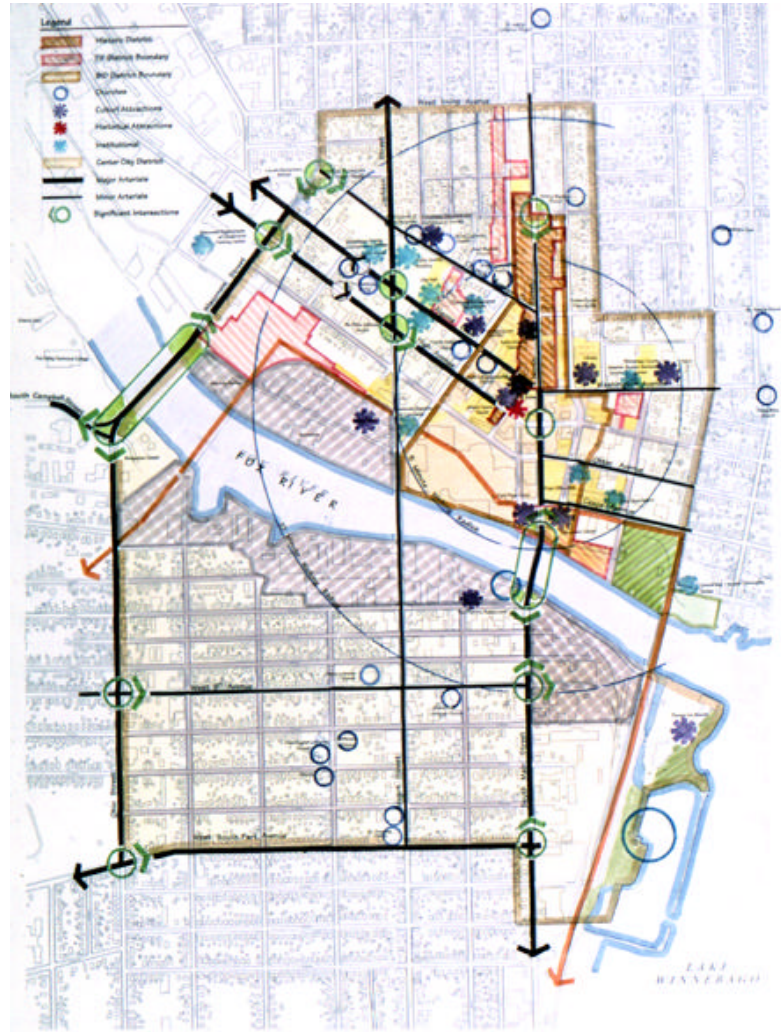
Downtown Districts Diagram

3.3 Existing Conditions

The Existing Conditions assessment documents the context within the Downtown Design and Development Plan's study area. The diagram identifies the major and minor vehicular routes, Downtown Oshkosh district, industrial land uses, attractions, and green space. It also illustrates the location of the following items:

- Historic districts
- Tax increment finance (TIF) districts
- Business Improvement District (BID)
- Churches
- Cultural attractions
- Historic attractions
- Institutional facilities
- Significant intersections
- Downtown Oshkosh gateways
- Potential gateway linkages between South Main Street/North Main Street and Ohio Street/Wisconsin Street

Some of the attractions/landmarks located within the study area are the Court House, City Hall, post office, library, a bus transfer facility, Grand Opera House, Pioneer Resort, Park Plaza Hotel, Rebel Alliance Theatre, restaurants (e.g. the Granary, the Globe, the Roxy, and the New Moon Café), and the Oshkosh Convention Center.

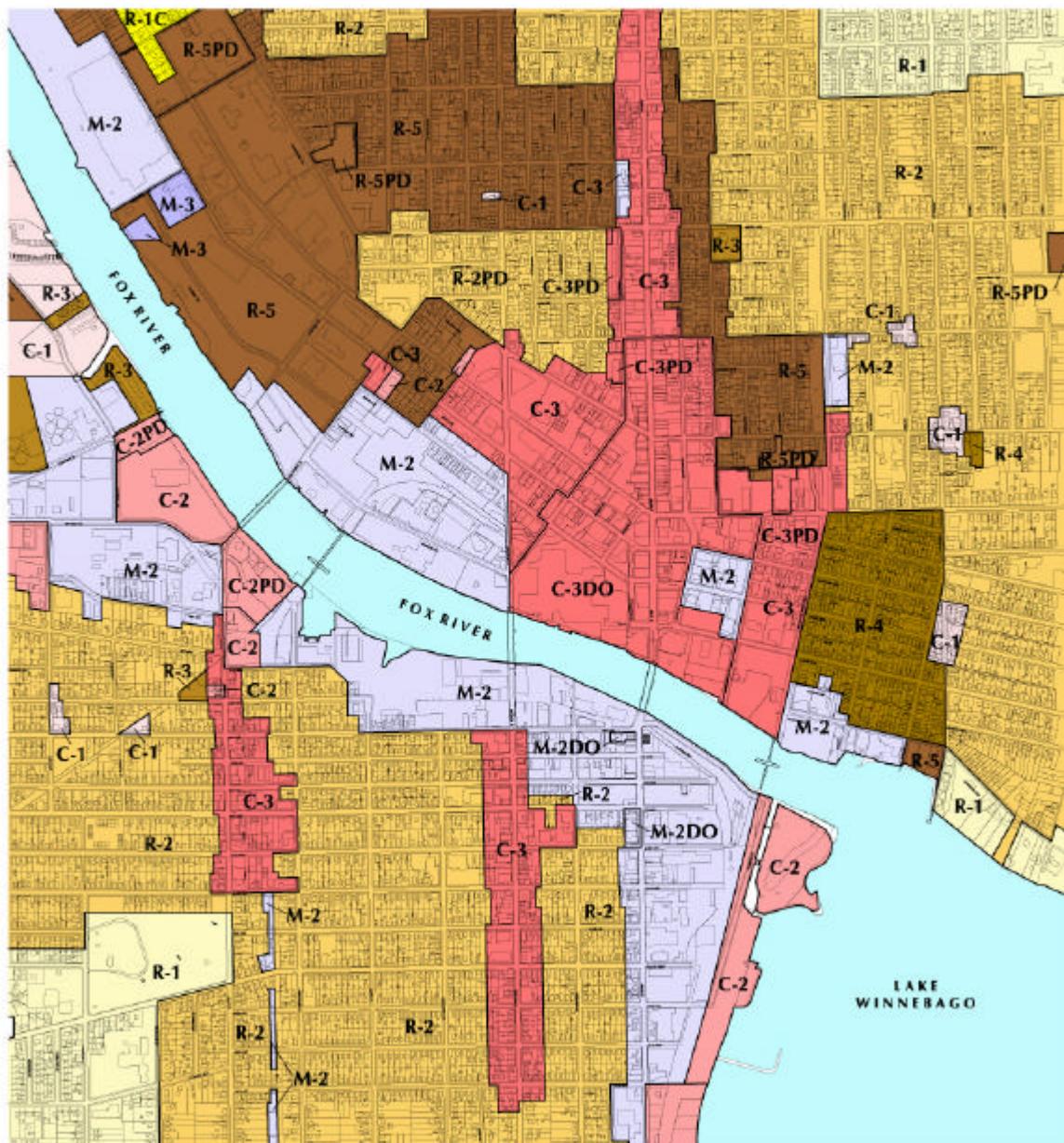


Existing Conditions Diagram

3.4 Downtown Oshkosh Zoning

Downtown Oshkosh is made up of three primary zoning categories: residential (R-2, R-2 PD, R-4, R-5, R-5 PD), commercial (C-2, C-2 PD, C-3, C-3 DO, C-3PD), and industrial (M-2, M-2 DO).

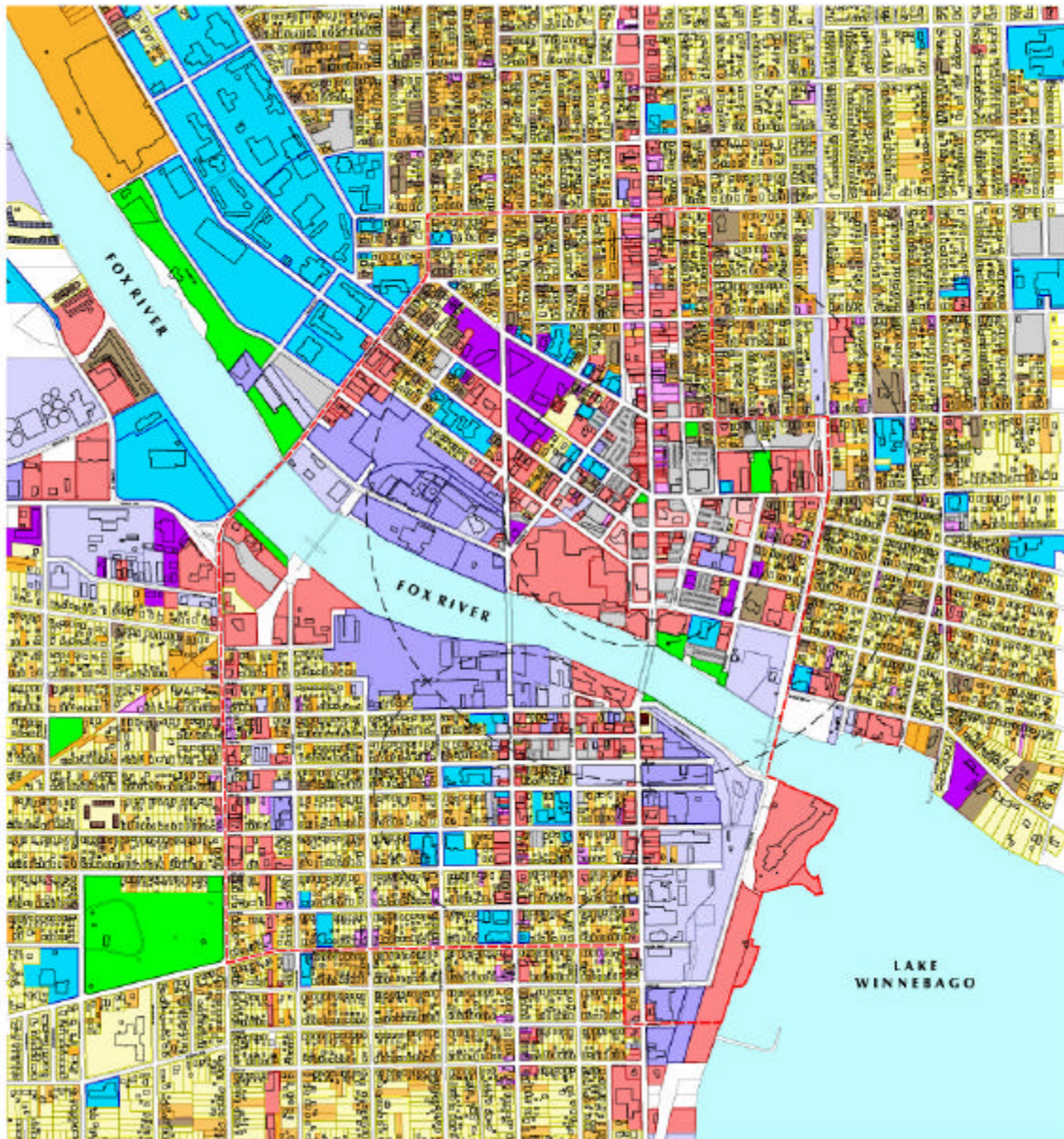
The heart of the downtown along N. Main Street is zoned commercial and is surrounded by residential zones with the exception of an industrial zone to the southwest. The Fox River is flanked by industrially zoned land on both sides except for the area between Jackson Street and N. Main Street. The southern portion of the study area, south of the Fox River, is primarily residential with commercial uses along Oregon and Ohio Streets.



Central City Zoning

3.5 Existing Land Use

Land uses in Downtown Oshkosh closely approximate the zoning categories. The core of the community along North Main Street is primarily commercial and service businesses. Government services are located to the west and industrial uses are to the southeast and border the Fox River. Residential uses surround the commercial uses of downtown and Oregon and Ohio Streets. Seventy-percent of the prime real estate along the Fox River is consumed by industrial uses.



Central City Existing Land Uses

3.6 Summary Analysis

This Summary Analysis diagram overlays all the information from the data gathering process and analysis stages. The following items are highlighted in this analysis:

- High Street realignment
- 5-minute walking distances within the historic downtown and Oregon Street
- Governmental core
- Recreational opportunities
- Future expansion of University of Wisconsin – Oshkosh
- Closing of Algoma Boulevard within the UW-Oshkosh campus
- Potential development linkages to Fox River

The diagram also illustrates the following:

- Gateways
- Significant intersections
- Business improvement district (BID)
- Significant commercial structures
- Cultural attractions
- Institutional facilities
- Churches
- Major arterials
- Minor arterials
- Primary redevelopment opportunities
- Longer-term redevelopment opportunities



Summary Analysis Diagram

3.7 Citywide Framework

The Citywide Framework identifies the redevelopment potential for the corridors within Downtown Oshkosh. The corridors are North Main Street, Algoma Boulevard, Washington Avenue, Division Street, Oregon Street, and the Fox River.

N. Main Street: This corridor is the heart of the historic downtown. Development and redevelopment efforts should be prioritized here to encourage spin-off economic activity on adjacent properties.



Citywide Framework Diagram

Algoma Boulevard and High Avenue: Vacating a portion of these streets through the University's campus, as proposed, will allow for the creation of a 'true' campus quadrangle and a more cohesive, 'traffic-free' pedestrian core to the center of campus. Algoma Boulevard, as it is proposed to terminate in a central cul-de-sac at the quadrangle, will be the portal access towards Main Street. Thus, this street should be reinforced as the primary, pedestrian-friendly linkage to downtown, stimulating a stronger linkage between the student critical mass and downtown amenities.

Washington Avenue: Washington Avenue provides the main residential link for the neighborhoods located east of downtown. It is also the signature residential block for historic homes.

Division Street: This short corridor provides the link between Jackson Street and Algoma Boulevard with the Chamber of Commerce building located at its southern terminus. The Chamber building provides visitor information and welcomes residents and visitors to the downtown.

Oregon Street: The city should continue to promote development and redevelopment opportunities within the Oregon Street area.

Fox River: Of all the corridors, the Fox River corridor is the most underutilized. The potential development and redevelopment opportunities are limitless. Unfortunately, there are three major issues to be addressed. First, seventy-percent of the land adjacent to the Fox River is currently industrial. Second, environmental contamination may become an issue for these properties if existing industrial users were to relocate to new industrial parks. Lastly, Park Plaza backs up to the Fox River with massive concrete structures – thus blocking access to a view of the river and serving as an obstacle to redevelopment efforts that should focus on and linking to the waterfront amenity.

The diagram also highlights the following:

- Downtown Oshkosh district
- Significant attractions
- Primary pedestrian priority
- Secondary pedestrian priority
- Fox River opportunities
- Open space opportunities
- Primary redevelopment opportunities
- Longer-term redevelopment opportunities

3.8 Downtown Framework

After the consultant team created the Citywide Framework diagram, they created the Downtown Framework diagram to concentrate the Plan on the heart of the historic downtown and the area to the immediate south. The diagram sets the framework for the entire Plan. It identifies where enhancement, such as the riverfront promenade, pedestrian and development linkages to the river and downtown, development opportunities within a five-minute walking radius from the heart of downtown, and parks/recreational opportunities, could occur. The framework diagram also illustrates the following:

- Existing parking resources
- Potential parking resources
- Churches
- Institutional/government facilities
- Significant attractions
- Significant gateways/intersections
- Primary pedestrian priority
- Secondary pedestrian priority
- Primary redevelopment opportunities
- Longer-term redevelopment opportunities



Downtown Framework Diagram

3.9 Conclusion

These initial analysis drawings formed the basis for the Downtown Design and Development Plan. They are the foundation for a future plan that incorporates the research and experiences of the project team with input from the Oshkosh Partnership Committee, staff and other community stakeholders.

4.0 Zoning Ordinance Review and Recommendations

The physical improvements to Downtown Oshkosh can be enhanced and encouraged with a zoning ordinance that is clear, direct, and conducive to the development recommended in this Plan. The review process for development should also be development-friendly to encourage development in the downtown. The following is a review of the existing zoning ordinance and recommendations for changes that would encourage the proper siting, quality, and appearance of development.

This review and subsequent recommendations are the result of a “quick look” at the ordinance and do not represent an in-depth or comprehensive analysis. The primary objective is to highlight aspects of the existing regulations that may warrant enhancement, amendment or reconsideration as related to development in the Downtown Oshkosh. The focus is on highlighting desirable changes that will further the Oshkosh Partnership Committee’s objectives of improving the Downtown Oshkosh’s prosperity as well as its appearance.

4.1 Residential Uses

- Residential is not allowed on properties zoned “industrial” (M-1, M-2, M-3)
- Residential is allowed, however, in M districts with a Downtown Overlay “DO” District::
 - C-3 allows all R-5 uses and C-2 uses
 - R-5 is a multi-family zoning district, but it allows single-family as long as the single family conforms to the zoning bulk regulations used in the relevant zoning district (e.g., single family detached must meet R-1 bulk regulations)
 - C-3 also has a “mixed commercial residential” conditional use
 - o Residential is allowed only on upper floors but no “separate” residential structures are permitted
 - o Residential units must be a minimum 400 square feet

Recommendation: Create incentives for the development of projects that incorporate residential uses.

(Note: Appendix: 30/1A has table of all allowed/conditional uses by Zoning District)

4.2 Overlay Districts

In the Planned Development District, density bonuses are offered for developments in return for more city review of development and open space plans. Also, the C3DO removes the height limitations from the bulk requirements.

4.3 “Suburban” vs. “Urban” Environment

Except for C-3 and C3DO, there appears to be no real attempt to divide the zoning districts into urban or suburban, e.g., low-density R-1 uses are allowed in R-5. The main “special” districts are the Agricultural and Highway Districts (as well as the C3DO).

Recommendation: Within the Downtown Overlay District, structure provisions to encourage a greater level of mixed use activities.

4.4 Waterfront Development

The floodplain overlay zone is very detailed and applies to all “shoreland” (1,000’ from lakes and 300’ from rivers). State regulations control uses of these areas. Additional Federal and State wetland permits may be required. Article XV of these regulations (p. 30/13.FF) provides detailed “floodway”/ “floodfringe” requirements.

There does not appear to be any other regulations addressing waterfront uses. A waterfront development overlay zone could be created or the designated waterfront development area could be considered a special mixed-use district.

4.5 Design Guidelines

Currently, there are no established design guidelines actively being used by the city. If it is the goal of the city to promote good design and development in accordance with the historic character of the downtown, the city should establish and implement good, easy to follow design guidelines. The city should also create a local historic district review board. Good guidelines with poor interpretation or a difficult to follow process usually yield poor results. The city should also set a good example by practicing good planning and design in creating or caring for the public realm.

The City should develop provisions that incorporate design guidelines and building architecture standards as part of the zoning ordinance.

At a minimum, the zoning design, regulations and subdivision regulations should address in more detail such issues as street trees, location of buildings in relation to sidewalks, parking, height, bulk and signage. Other jurisdictions design guidelines should be consulted for examples of regulations that aim at preventing “suburban” solutions that are inappropriate to “urban” environments.

4.6 Pedestrian-Friendly Zoning Ordinance

The existing zoning ordinance does not cater to creating a pedestrian-friendly environment. Sidewalks are not required on dead ends or cul-de-sacs that are less than 150' in length. There are no "connectivity" requirements between subdivisions, streetscape furnishings, and landscaping. Additionally, there are no design standards to increase comfort or visual appeal (e.g., street trees).

Recommendation: Require sidewalks and other amenities to create a pedestrian-friendly environment. Require pedestrian connections between subdivisions, benches, and other amenities. Create design standards to increase comfort and visual appeal at the pedestrian-level.

4.7 Pedestrian/Bicycle Pathways

The Planned Development Overlay District has potential to address "circulation" issues as part of its review process and requirements but the needs of pedestrians and cyclists are not specifically cited. Typically, it would be part of a planned community process, or be addressed as part of open space requirements.

Pedestrian and bicycle pathways should be addressed as part of the overall circulation plan to improve connectivity in Downtown Oshkosh and beyond.

4.8 Shared Parking

The only reference to shared parking is in Section 30-36.A7 where it is allowed in commercial/industrial districts as long as the parking is within 300' of the buildings served.

It appears to be allowed in mixed-use developments but the total spaces must equal the sum of all requirements for each use. There is no reduction in spaces due to presumed "timesharing", e.g., office workers during the day and restaurant users at night.

4.9 Landscaping Requirements

The existing landscaping requirements are designed to temper visual impacts of development. They do not go very far to create positive environments or to improve the aesthetic of the Downtown Oshkosh.

The following are recommendations to improve these requirements:

- Amend Section 30.71.m to add urban design goals to the list of "subdivision policies" [30.71.m(3)]. This, however, only covers subdivisions.
- Amend Section 30.72 "submittal requirements" to add screening/buffering requirements and "landscape plans."
- Amend Section 30.72 Design Standards to specify minimum landscape requirements or to refer to a landscape manual that covers all landscape needs

4.10 Signage

The Oshkosh regulations are aimed at preventing certain undesired results but lack any “positive” guidance for signage. The current regulations are confusing and could be improved to further the goal of enhanced downtown development. Regarding billboards, it seems that new billboards are not allowed in any district. “Billboard” is not defined but “roof signs” are not allowed nor are “off premise” signs except for hotels/motels. Existing, non-conforming signs can remain with normal maintenance. This issue needs further clarification before recommendations can be provided.

Recommendation: Oshkosh should consult sign control ordinances from other communities with historic districts. These “comparables” would give examples of how to control sign proliferation and implement guidelines that match signs with architectural standards. Establish clear purposes and definitions for each element of the code. Draw on other examples and graphic illustrations.

4.11 Cell Towers in Downtown

Cell towers are permitted as a conditional use in C-1, C-2, and C-3 and a use by right in M-1, M-2, M-3. Zoning preference is to use existing structures to mount antennas and applicants must demonstrate that all alternatives to a tower are not feasible. Towers are also permitted on any city-owned property in any district.

Section 30-35.J cites all the regulations pertaining to towers. All jurisdictions are faced with the federal requirements that limit ability of a jurisdiction to regulate towers if such regulations would impair the efficiency of telecommunications or impair competition. This usually is not a problem unless a community resists towers in residential or rural areas.

4.12 Review Process

The site plan approval process is not described in the Zoning Ordinance. This approval process, for concept plans and high-intensity redevelopment projects is the most critical for the type of downtown development included in this Plan.

The review of subdivisions is typical for an established urban jurisdiction. The Common Council has 90 days to approve preliminary plat and 60 days to approve final plat. Having the Council approve subdivision plans may add a “political” dimension to the process. An administrative decision could be made at the department/staff level to avoid this problem.

- Adopt a landscape manual or a set of urban design guidelines
- Change plant/square foot formulas (Section 30.35.H.3) to plant/linear foot and increase minimum plant size for all streetscape/buffering

5.0 Oshkosh Downtown Design and Development Plan

The Downtown Action Plan and the Oshkosh Downtown Design and Development Plan were generated through a public process that involved approximately 400 people. Based on the public process, nine critical focus areas were created:

1. Maximize economic development and land use opportunities within Downtown Oshkosh and along the Fox River
2. Create a special place to celebrate community life
3. Celebrate the city's cultural heritage and enhance its civic image
4. Provide safe, efficient and convenient vehicle and pedestrian transportation and circulation throughout the City and make downtown user-friendly
5. Maximize riverfront linkages and pedestrian connectivity to the downtown and surrounding community
6. Create open spaces and recreational activities and promote environmental preservation
7. Enhance and maintain the public realm
8. Increase downtown residential development
9. Establish mechanisms to make plans happen

These focus areas created the foundation for the development of the Oshkosh Downtown Design and Development Plan (see the plan on the following page). The plan serves as a blue print to guide future planning and development efforts.

After the plan was developed, the project team selected the following four priority sub-areas for the implementation of the Oshkosh Downtown Design and Development Plan.

1. Phase One – 100, 200 and 300 Blocks of N. Main Street
2. Riverfront Park
3. N. Main Street
4. E 9th Avenue and Pioneer Drive Development Zone

These sub-areas are discussed in further detail in the following sections.



5.1 Phase One – 100, 200 and 300 Blocks of N. Main Street

The 100, 200 and 300 blocks of N. Main Street create the heart of downtown. The project team has selected this area as its primary focus for the implementation of the Oshkosh Downtown Design and Development Plan. Based upon public input and feedback from the “Oshkosh Partnership Committee,” the project team generated the following enhancement recommendations:

- Create a new major public plaza/park on the Walgreens’ site.
- Enhance the streetscape along the western and southern edges of the proposed public plaza/park.
- Enhance the streetscape along Commerce Street between High and Pearl Avenues.
- Extend the streetscape improvements from the 400 block south to the bridge.
- Install a 8-10 median with trees along N. Main Street between Ceape and Washington Avenues.
- Promote the redevelopment of the 100 block. The new development should reinforce the character of N. Main Street.



**100, 200, and 300 Blocks of N.
Main Street**

5.2 Riverfront Park

The Riverfront Park sub-area is located within the downtown along the Fox River. The northern and southern boundaries are defined by Otter Avenue and the Fox River and the eastern and western boundaries are defined by Broad and N. Main Streets, respectively. This is the area where the community comes together to enjoy the natural beauty of the Fox River and to celebrate community activities such as the Waterfest concert series. To build upon these riverfront activities, the project team has recommended the following enhancements:

- Enhance riverfront pedestrian accessibility by constructing a public promenade along the river's edge.
- Expand the existing riverfront park eastward to Board Street and create recreational and development opportunities by constructing a band shell and by attracting restaurants and other shops.
- Expand the convention center to attract larger venues and integrate the expansion into the riverfront park.
- Relocate the surface parking lot behind the convention center to the Wisconsin Public Service site. Also, expand the proposed new surface parking lot to accommodate new development and visitors coming to the new riverfront park.
- Increase boat berthing along the river's edge.
- Create a development opportunity on the south side of the 200 block of Ceape Avenue.
- Expand the existing surface parking lot on the north side of the 200 block of Ceape Avenue.
- Provide pedestrian linkages across the N. Main Street bridge.
- Provide streetscape enhancements throughout the riverfront park area.



Riverfront Park

5.3 N. Main Street

N. Main Street is the historic center of Oshkosh rich in architectural character. It contains 62 contributing buildings, 10 noncontributing buildings, and one contributing object (Soldiers' Monument). The earliest buildings date back to the 1870's. The recommendations highlighted below build on the history of N. Main Street, reinforce the enhancement and maintenance of the public realm, and focus on retaining existing business and attracting new business to downtown.

- Maximize riverfront linkages and pedestrian connectivity to the downtown, riverfront, and surrounding community.
- Create development and redevelopment opportunities.
- Increase downtown residential development by adding more apartments and/or town homes along the western side of Division Street between W. Parkway Avenue and IDA Avenue. Also, by creating residential development opportunities on the upper floors above retail / commercial uses.
- Enhance the streetscape environment by introducing traffic calming measures, reducing the scale of the street (with expanded pedestrian sidewalks and improved crossings at major intersections, and tree planting.
- Establish a façade improvement program to assist business with renovations that comply with the new downtown design guidelines.
- Create addition surface parking areas behind the buildings located along 400 and 500 blocks of N. Main Street.
- Create pedestrian connections between surface parking lots located behind buildings along N. Main Street.
- Explore the feasibility of attracting a grocery store to the downtown.
- Create a new major public plaza/park on the Walgreens' site.
- Promote the redevelopment of the 100 block. The new development should reinforce the character of N. Main Street.
- Improve pedestrian accessibility along the N. Street Bridge.



N. Main Street

5.4 E 9th Avenue and Pioneer Drive Development Zone

The E 9th Avenue/Pioneer Drive area is one of the primary development/redevelopment sites within the study area. The site's boundaries are defined by S. Main Street, Fox River, Pioneer Drive, and E 10th Avenue. Its proximity to downtown and its adjacency to the Fox River create an ideal setting for residential, commercial, and office development opportunities. Due to this development/redevelopment potential, the "Oshkosh Partnership Committee" and the consultant team created the following development recommendations:

- Maximize development along the riverfront by abandoning that portion of Pioneer Drive immediately adjacent to the Fox River to facilitate development and redevelopment opportunities (e.g. a mix of residential, commercial and office uses).
- Enhance riverfront pedestrian accessibility by constructing a public promenade along the river's edge. The promenade should serve as a link between the N. Main Street bridge and Pioneer Inn.
- Enhance pedestrian access along the N. Main Street Bridge to link south side development / redevelopment to downtown.
- Provide alternative access to the Pioneer Inn (perhaps through an extension of Ninth Avenue east to reconnect with a remaining portion of the existing Pioneer Drive).
- Explore the feasibility of expanding the Pioneer Resort Marina to attract more boaters to downtown Oshkosh.



***E 9th Avenue and Pioneer Drive
Development Zone***

6.0 Organizing for the Future

The Downtown Design and Development Plan illustrates the vision for the future of Downtown Oshkosh. It should be looked upon as a long-term development strategy that involves an incremental approach and a key partnership between the public and private sectors. The public sector should be the initial investor, providing seed projects to “jump start” the private development. The private sector, however, becomes the economic engine in Oshkosh. As infrastructure is upgraded and installed, the reliance on the public sector seed money becomes less important as the economy of the private sector takes over.

Before the Oshkosh Partnership Committee and the consultants initiated the goal setting process, the project team established the following mission statement: **Establish Downtown Oshkosh as a great place for all visitors by making it a great place for community residents first.** The mission statement is the baseline for the Downtown Action Plan and capitalizes on the opportunities that became evident throughout the process. The needs of Downtown Oshkosh are addressed in nine critical focus areas:

- a. Maximize economic development and land use opportunities within Downtown Oshkosh and along the Fox River
- b. Create a special place to celebrate community life
- c. Celebrate the city’s cultural heritage and enhance its civic image
- d. Provide safe, efficient and convenient vehicle and pedestrian transportation and circulation throughout the City and make downtown user-friendly
- e. Maximize riverfront linkages and pedestrian connectivity to the downtown and surrounding community
- f. Create open spaces and recreational activities and promote environmental preservation
- g. Enhance and maintain the public realm
- h. Increase downtown residential development
- i. Establish mechanisms to make plans happen

6.1 Maximize Economic Development and Land Use Opportunities Within Downtown Oshkosh and Along the Fox River

This economic development goal for Oshkosh is twofold. Existing Downtown Oshkosh businesses are important to the future of the community and have been a mainstay to the success of the downtown for many years. Retaining these businesses as they grow and expand becomes particularly important as Oshkosh continues to develop. Attracting new businesses is also an important goal to encourage the continued growth of the downtown.

- a. Create and strengthen public/private partnerships to facilitate development
- b. Strengthen existing/emerging activity anchors
- c. Develop specific plans and market evaluations for target redevelopment sites in the Downtown Oshkosh
- d. Initiate and/or provide assistance for the redevelopment of target sites
- e. Provide assistance to older industries and heavier commercial businesses in areas proposed for redevelopment to relocate into planned industrial and business parks
- f. Work with individual industries in Downtown Oshkosh and in residential neighborhoods, to investigate opportunities for the phased relocation of industries from older outdated facilities to new plants in industrial parks
- g. Continue to stabilize and fill in both existing sub-commercial corridors along Oregon and Ohio Streets in the south downtown area
- h. Promote development efforts that maximize the waterfront amenity and create linkages within the community connecting the waterfront to downtown, surrounding neighborhoods and the region
- i. Preserve ground-floors along North Main Street for predominately commercial and retail uses
- j. Create a marketing plan that focuses on marketing the downtown, business retention and attraction, and promoting diverse economic development

6.2 Create a Special Place to Celebrate Community Life.

Public gathering places become the heart of activity for Downtown Oshkosh. These places are where people congregate and socialize creating a lively atmosphere for the downtown. They are complemented by recreational opportunities for more active participation in events and concerts in the community.

- a. Convert the Walgreen's site into a public plaza/park to create a public gathering space in the heart of downtown
- b. Extend the park behind the convention center to the east allowing for more recreational facilities along the river and to expand the Waterfest Concert series seating capacity
- c. Coordinate efforts with the University of Wisconsin-Oshkosh to link the Downtown Plans with the University's master plan to expand public access to the riverfront
- d. Promote the expansion of marinas and riverfront boat berthing areas

6.3 Celebrate the City's Cultural Heritage and Enhance its Civic Image

Celebrating the city's cultural heritage and enhancing its community image involves the sense of pride that a community feels for itself. The image is also how a community portrays itself to the outside world of visitors and potential investors. Oshkosh is fortunate in that its rich heritage lends itself to crafting a themed community image.

- a. Preserve and enhance the historic buildings to attract quality tenants and customers
- b. Promote civic, cultural and heritage attractions
- c. Create a Pleasure Craft/Recreational Boating and Fox River Heritage Corridor Museum
- d. Develop historic preservation design-development guidelines/ordinance
- e. Educate the community on the importance of Oshkosh's heritage
- f. Work with the City of Oshkosh and Winnebago County to support ongoing efforts to enhance public accessibility to governmental services in the central downtown area

6.4 Provide Safe, Efficient and Convenient Vehicle and Pedestrian Transportation and Circulation Throughout the City and Make Downtown User Friendly

This planning endeavor originated with an effort to better understand the parking and circulation implications of Downtown Oshkosh. These strategic initiatives relate to both the addition of new parking and the enhancement of vehicle and pedestrian circulation in the downtown. Other initiatives focus on making Downtown Oshkosh a place people enjoy visiting. Simple improvements can contribute to the success of downtown and make it a place people want to live, work, and play.

- a. Expand the downtown's parking resources by increasing surface parking, creating structured parking, and promoting shared parking
- b. Implement a wayfinding signage system that directs motorists and pedestrians to parking resources and attractions from Highway 41 to Downtown Oshkosh and throughout the downtown. This can be achieved through a variety of ways such as a trail blazer system, signage, and maps.
- c. Create a people-friendly, traffic-calmed Main Street to stimulate investment
- d. Enhance crosswalks at key intersections
- e. Provide downtown directories
- f. Encourage business owners and employees to park behind businesses
- g. Provide public restrooms
- h. Continue to improve parking resources behind existing buildings through a cooperative partnership with private property owners for joint development and management of these resources
- i. Promote transportation accessibility to Downtown Oshkosh
- j. Create pedestrian linkages between N. Main Street and the parking lots located behind the buildings that flank N. Main Street
- k. Study the one-way street system to see if they can be converted back to a two-way system. This will increase accessibility to businesses and calm traffic

6.5 Maximize Riverfront Linkages and Pedestrian Connectivity to the Downtown and Surrounding Community

In order to open the Fox River to the community, development and pedestrian linkages need to be created. These linkages should also be extended throughout the community linking downtown with adjacent neighborhoods, activity centers and attractions.

- a. Create opportunities for pedestrian linkages to the riverfront to provide greater access to this community amenity
- b. Extend the WIOUWASH Recreation Trail into Downtown Oshkosh
- c. Develop a system of local trails, pedestrian ways and bicycle routes that will connect downtown into the regional trail system
- d. Negotiate public access to the riverfront as part of joint public/private development agreements
- e. Integrate the proposed UW-Oshkosh master plan with the downtown action plan

6.6 Create Open Spaces and Recreational Linkages and Promote Environmental Preservation

Well-defined and useable open space and recreational areas contribute greatly to the livability of a community. While individual open space and recreational amenities provide much needed resources, linking these amenities into an open space/greenway network strengthens them into a comprehensive system.

- a. Create an open space network that enhances the riverfront open space and promenade
- b. Link existing and proposed parks, recreation facilities, open space amenities and other attractions via an open space/greenway network
- c. Create pedestrian/bicycle linkages to the WIOUWASH State Recreation Trail

6.7 Enhance and Maintain the Public Realm

Residents and visitors to Oshkosh's downtown should feel a sense of completeness, soundness, and strength. Downtown should feel "whole". Think of the desired image for people to have as they pass through downtown and the atmosphere that will compel them to stay or return.

- a. Improve N. Main Street streetscape environment
- b. Encourage the appropriate use of large shade trees and small ornamental trees
- c. Create major gateway statements at primary and secondary gateways that lead travelers to Downtown Oshkosh and direct them throughout the downtown
- d. Provide adequate buffering and screening between residential uses and industrial and commercial land uses
- e. Incorporate landscaping, street tree planting, sidewalks and other beautification enhancements along major corridors and parking resources
- f. Create and implement a façade enhancement program
- g. Encourage developmental opportunities in Downtown Oshkosh in a manner consistent with the historical character of the district; discourage the use of suburban site planning and development practices (e.g., relating to street frontage and associated parking considerations)
- h. Modify the signage ordinance to minimize excessive signage and to prohibit signs that are not in scale with the urban fabric and/or architecturally compatible with the historic character of downtown

6.8 Increase Downtown Residential Development

Downtown Oshkosh already has a rich fabric of residential development directly adjacent to downtown. This fabric should be maintained and enhanced around downtown to further embrace the small-town character of the community while providing living opportunities in a variety of housing types.

- a. Increase the variety of downtown housing alternatives (e.g., inclusion of apartments, townhouses, and small-lot single family detached homes, etc.)
- b. Promote residential development on the upper floors above commercial/retail uses to encourage 24 hour activity on the streets
- c. Revitalize Downtown Oshkosh neighborhoods to attract new residents
- d. Encourage the development of multi-family housing in areas convenient to employment centers, shopping, services, bus routes, and recreational amenities
- e. Encourage "market rate" riverfront housing in Downtown Oshkosh
- f. Promote residential infill
- g. Stabilize neighborhoods in Downtown Oshkosh by continuing housing code enforcement, blight removal, and housing rehabilitation programs

6.9 Establish Mechanisms to Make Plans Happen

Oshkosh is fortunate to have an active, concerned group of citizens working to improve the community; long-time business owners who have committed to downtown; and downtown pioneers paving the way for a new era of downtown investment. Coordination and focus will be a key to future success.

- a. Research, apply and obtain local, county, state and federal funding resources to assist in the implementation of the Downtown Design and Development Plan
- b. Work with local institutions on funding strategies such as a low interest loan pool
- c. Designate personnel to handle downtown and community development
- d. Educate public and private leadership
- e. Establish a lead organization and clearly define groups' roles and responsibilities

6.10 Conclusion

These nine strategies become the rallying call for economic development recruitment efforts. These are all essentially physical improvements to Downtown Oshkosh. Implementing the concept requires significant policy and programmatic commitments beyond the physical changes that will be essential to the success of the plan. These are discussed in the following sections of the report.

7.0 Implementing the Vision

In Chapter 6, various goals and objectives were highlighted to assist in the implementation of the Downtown Design and Development Plan. In this chapter, the implementation strategies are categorized into short, medium and long term initiatives (e.g. 0 to 5 years, 6 to 10 years and 11 years plus). Of course, these prioritizations may change as different situations and opportunities arise. This listing, however, is intended to guide decision makers who are considering improvements and investments in the coming years.

7.1 Introduction

The successful revitalization of downtown Oshkosh will involve a combination of public and private initiatives of the character and quality that are set forth in this section. While it can often be difficult to discern the dividing line between public and private initiatives, a comprehensive set of recommendations of the sort presented here are indicative of the types of combined effort that will be required for the ultimate success of these efforts.

A concerted, focused effort, of the sort envisioned here can create a catalytic influence on public and private investment. A forward-looking sense of momentum can thus be created through the use of strategic opportunities for immediate improvement, coupled with a longer-term plan for subsequent renewal and reinvestment.

The following three over-arching policy initiatives will help ensure the ultimate success of these efforts – Planning, Marketing and Regulation.

Planning: Continue to build upon the momentum created through this planning process by developing new and ongoing (broad-based) planning efforts. Integrate downtown planning efforts with those taking place in other adjacent and related sections of the city and surrounding region. One final outcome will be the formal approval of the Downtown Design and Development Plan as an update to the City's 1993 Comprehensive plan.

Marketing: Build on past efforts to have a renewed emphasis on integrated, coordinated downtown marketing/promotion efforts. Use that effort to develop a comprehensive marketing plan that focuses on promoting the downtown (eliminating the vacant storefronts and improving the streetscape and facades), business retention and attraction, and promoting diverse economic development. A key component of this plan is the development of a specific targeted effort to recruit new businesses to locate to the Downtown area. In developing this plan, Oshkosh may wish to consider developing a model similar to one used in Neenah to have a central business group or organization acquire the right of first refusal to acquire properties as they become vacant to help facilitate orderly business transition within the Downtown area.

Regulation: Create and implement design/development guidelines for the downtown and integrate appropriate provisions in the zoning ordinance to ensure that improvements are undertaken in a manner that reinforces the quality of buildings and architecture in the area. Review existing zoning requirements to promote redevelopment and improvements along the

Fox River. Review current parking regulations to help facilitate redevelopment and cooperative use of existing parking resources.

7.2 Part One: Public Improvement Initiatives

A. Short-Term Public Improvement Initiatives (0 to 5 years)

1. Market Plaza – Establish a new major public greenspace to unify the center of downtown by purchasing and converting the former Walgreen's site into a public plaza/park. This plaza will be designed for alternative uses and will incorporate the existing statute and sundial.
2. Main Street Environment – Enhance the streetscape environment of N. Main Street. This can be done by calming the traffic, reducing the scale of the street (with expanded pedestrian sidewalks and improved crossings at major intersections), tree planting and by adding an 8-10 foot median with trees (in selected sections from the Fox River to Algoma Boulevard). Another important aspect will be the establishment of a façade improvement program to assist business with renovations that comply with the new downtown design guidelines.
3. Riverside Park & Promenade – Increase public access to the Fox River through an expansion of the existing Riverside Park (eastward to Broad Street) and through the construction of a band shell and other improvements to be used for the Waterfest Concert series and other similar public events. Facilitate riverfront pedestrian access (thus encouraging other associated redevelopment, including the possible addition of restaurants and other shops) through the development of plans for the construction of a public promenade alongside the river, eventually from the UW Oshkosh campus to the expanded Riverside Park. (During the 0-5 year period, the promenade from Main Street to the expanded Riverside Park should be constructed; the rest of the promenade from Main Street to the UW Oshkosh campus should be built over a 6-10 year period.) Part of this plan includes the acquisition of the Hooper Building for redevelopment.
4. Convention Center – Encourage enhanced convention and trade show business through the design and implementation of a significant expansion to the Convention Center. This new investment must be consistent with other goals to improve public access to the river and an expanded Riverside Park.
5. Pioneer Inn Access/South River Promenade – Abandon that portion of Pioneer Drive immediately adjacent to the Fox River to facilitate redevelopment, expanded public access to the river, and the creation of a riverfront pedestrian promenade on the south side of the River to compliment the development on the north side. Provide alternative access to the Pioneer Inn (perhaps through an extension of Ninth Avenue east to reconnect with a remaining portion of the existing Pioneer Drive). In developing the promenade, the initial effort should be focused on creating an attractive walkway from the bridge at South S. Main Street to the Pioneer Inn.
6. Signage – Encourage more visitors to the downtown area through improved signage.

7. Downtown Maps – Help individuals locate businesses within the downtown area through the development of maps and signage for vehicular and pedestrian use.
8. Marion Road/Pearl Avenue – A sense of momentum and visible public improvement can be established by successful efforts to redevelop the former Radford/Universal Foundry sites. As part of these efforts, the City should continue to purchase the targeted residential properties in the Redevelopment Project area and solidify commercial and recreation oriented uses for the area.
9. Parking – Develop additional public parking on the westside of the 500 block of N. Main Street, north of Church Avenue.
10. Division Street – Continue implementation of redevelopment project activities.
11. Re-Examine/Remove One Way Roads – Improve traffic flow, access to downtown and visibility of commercial enterprises by carefully re-examining all downtown traffic flow patterns with the goal of seeking to remove all of the existing one-way matched pair streets.

B. Medium-Term Public Improvement Initiatives (6 to 10 years)

12. Mercury Marine – Improve riverfront access and appearance by undertaking the redevelopment of the Mercury Marine properties into residential, recreational or other uses, as consistent with the redevelopment plans for the Marion Road Redevelopment Project (i.e., the former Universal Foundry and Radford sites).
13. Parking – Develop additional public parking on the 200 block of Ceape Avenue and west of State Street.
14. North Riverfront Promenade – Develop the pedestrian promenade along the river from Main Street to the UW Oshkosh campus. (This completes the promenade from the campus to the expanded Riverside Park.)
15. Fox River Heritage Center and Recreational Boating Museum – Fox River Assess the feasibility of constructing a major public-access facility adjacent to the Fox River.
16. City Hall – Maintain a downtown location for City Hall.
17. Pedestrian Access to Main Street – Improve pedestrian access to parking and Main Street commerce by developing new walk-throughs along N. Main Street.
18. Old WG&R Building – Acquire and remove the old WG&R building to expand surface parking areas to meet the needs of downtown businesses.
19. Boat Traffic – Increase the number of finger piers and parallel boat berthing spaces along both banks of the Fox River. This shall be an incremental and ongoing process that will follow new development/redevelopment adjacent to the riverfront. (Note: This effort will require a combination of public and private investment.)

C. Long-Term Public Improvement Initiatives (more than ten years)

21. Develop Northside Trail – Develop a trail from an expanded Riverside Park at the south end of Broad Street to Winnebago County Park north of Snell Road. The trail to follow Broad Street and the Wisconsin Central Railroad corridor.

22. Parking – Raze the residential buildings on the west side of Jefferson Street to expand surface parking behind the commercial buildings. Relocate J&R Auto Service and remove the existing building in order to increase the surface parking spaces that are needed behind the buildings to the west of the 400 block of N. Main Street
23. Pedestrian Crossing – Improve the pedestrian connection across the Wisconsin, Jackson and N. Main Street bridges.
24. Access – To increase accessibility to the downtown area.

7.3 Part Two: Private Development Initiatives

A Short-Term Private Development Initiatives (0 to 5 years)

- 25. 100 Block – Redevelop the 100 N. Main Street
- 26. T&J Manufacturing – When T&J Manufacturing is relocated to the industrial park south of downtown, the site should be surveyed (and an environmental assessment conducted) to redevelop the site for mixed-use.
- 27. Morgan Manufacturing – An effort should be made to determine the appropriate redevelopment opportunities for this key river-front parcel.
- 28. King Clift Auto/Grocery – Convert the King Clift Auto dealership property into surface parking and renovate the adjacent building to the south into a grocery store.
- 28. Pioneer Inn – Explore the feasibility of making an expansion to the Pioneer Resort Marina to attract more boaters to downtown Oshkosh.
- 29. Park Plaza – Park Plaza should be re-energized as a major downtown facility that operates in a way that advances the needs/interests of other commercial activities. The riverfront area, in particular, should be redeveloped to take advantage of expanded public access to the riverfront (and the promenade) and that maximizes the interconnection between the downtown area and the Fox River. Restaurants, shops and other entertainment-related uses should be explored for the ripple impact they have on other related uses (hotel, convention center, Riverside Park, etc.).

B Medium-Term Private Development Initiatives (6 to 10 years)

- 30. 500 Block – Infill vacant sites along east side of the 500 block of N. Main Street.
- 31. Redevelopment – Create a redevelopment opportunity at the northwest corner of N. Main Street and Parkway Avenue (Household Rentals).
- 32. Miles Kimball – Consolidate the Miles Kimball property located between Seventh and Ninth Avenues and the property to the north and then convert it into a mixed-use redevelopment opportunity.
- 33. Bridgeview – Expand the Bridgeview Center office development.
- 34. Performance Marina – Enhance the Performance Marina property to attract more boaters and boat storage.
- 35. Pedestrian Access – Create pedestrian connections/pass-throughs along N. Main Street to provide better pedestrian access to the current parking areas located behind the buildings on N. Main Street.

C Long-Term Private Development Initiatives (more than ten years)

- 36. Parking – Upon completion of the new parking deck on the 200 block of Ceape Avenue, create a redevelopment opportunity on the southwest corner of Otter Avenue and Court Street.

37. Boat Works – Enhance, expand and dredge the marina behind Boat Works Inc.
38. Town Motel – Raze the Town Motel and create a mixed-use development opportunity that will support the commercial activity along Division Street and complement other downtown needs.
39. Jefferson/Parkway – Create an infill residential opportunity at the northeast corner of Jefferson Street and Parkway Avenue.
 40. 600 Block – Infill the city owned property located on the west side of the 600 block of N. Main Street

7.4 Oshkosh's Downtown Future: Conclusion

Downtown Oshkosh has a bright future. This Downtown Design and Development plan is only the beginning. It presents a blueprint for continued growth and development in Downtown Oshkosh that respects the small town character and rich heritage of Oshkosh. The plan presents ways to involve the community in the downtown and encourage tourists to visit. The plan is long term in its vision and requires a continuation of the partnership between the public and the private sector. Oshkosh's civic and business leadership is committed to action as evidenced by the plan itself and the projects and programs that have already been completed and are currently underway. It is the hope that these initial investments will pave the way for more long-term investments in Downtown Oshkosh.