
CHAPTER 10: IMPLEMENTATION

INTRODUCTION

A smart growth comprehensive plan serves a community by establishing priorities for the future, evaluating available resources, and providing a means for dealing with change. The purpose of the planning effort is to develop a plan that will guide both public and private decisions. In order to follow the plan as described in the preceding chapters, it is necessary to implement the goals, as outlined on a continual basis. If a plan is to be successful it must be implemented meaningfully and aggressively. This chapter prescribes a specific series of ongoing efforts and actions to be completed by the City.

ROLE OF THE PLAN

All land controls governing the City must be consistent with the adopted comprehensive plan¹. The City's Plan Commission is responsible for ensuring this plan is used as a guide to update and/or replace ordinances to reflect the goals of this plan. When the Plan Commission reviews any petitions for development, the plan should be reviewed; any recommendations for future development must be based on the identified goals, objectives, actions and proposed land use patterns within this plan. If the Plan Commission must ultimately make a decision that is inconsistent with the plan, the plan should be amended to reflect the change in policy.

RESPONSIBILITY

Elected Officials

Elected officials must make their decisions on criteria regarding how development will affect the entire community, as well as how it will influence a specific site. As a result, elected officials make complex decisions based upon the comprehensive plan, the goals of the applicant, technical advice from staff, citizen input from advisory boards, and their own judgment on the specific development. The comprehensive plan provides much of the factual information an elected official will need for decision making. Elected officials must familiarize themselves with the contents and overall goals of the plan in order to ensure the plan remains viable.

Plan Commission

The powers and duties of planning commissions have been established by Wisconsin Statutes². The City Plan Commission is the primary entity responsible for implementing and updating this Comprehensive Plan. As such, the Plan Commission must promote good planning practices within the City. Commission members should be knowledgeable about the contents, visions, goals, objectives and actions of the comprehensive plan. Moreover, the Plan Commission must promote active citizen participation in future planning efforts, and should strive to keep the citizens and elected officials informed of any technical issues and proceedings regarding current planning issues. The Plan Commission is responsible for periodic amendments to the

¹ Wisconsin State Statutes 66.1001.

² Wisconsin State Statutes 62.23 and 60.62.

comprehensive plan so that regulations and ordinances are in compliance with the plan. Likewise, the Plan Commission must review all new ordinances to verify they are compliant with the goals, objectives and actions of the comprehensive plan. The following principles should be used in making decisions

As the City considers the implementation of the Comprehensive Plan, it is seeking to find better ways to utilize and apply the plan's vision, goals and objective statements to the day to day development-related decisions that occur. A set of ten (10) general principals have been developed to aid in such reviews. Ideally, while every development decision would strictly incorporate or adhere to each and every goal or objective statement in the plan, it will be very difficult (if not impossible) to do so, as certain conflicts (or 'trade-offs') might exist. These principles can help the process by forcing the contemplation of broad measures of success as they apply to the impacts of land use change across all elements of the Comprehensive Plan. Individual plan elements that the principle may be applied to are listed in parentheses.

In short, development decisions should consider the positive and negative impacts of effects on each of the principles listed below. Does the decision contribute positively in any way to the existence, enhancement, or improvement of this principle's arena? Furthermore does the action have short or long term impacts within the context of each principle?

1. **Identity** [Placemaking / Sense of Place] (housing, economic development, transportation, community facilities, recreation, cultural resources)
2. **Community** [Sense of belonging] (housing, transportation, community facilities, recreation, cultural resources)
3. **Diversity** (population, housing, economy)
4. **Equity** (population, housing, services, recreation, economic development, natural resources)
5. **Efficiency** (public services, transportation)
6. **Sustainability** (environment, economy, housing)
7. **Resiliency** (environment, economy)
8. **Mobility** (transportation, housing, recreation)
9. **Health** (housing, transportation, community facilities, natural resources, recreation)
10. **Collaboration** (all elements)

CONSISTENCY

Internal Consistencies

The comprehensive plan was developed sequentially with supportive goals, objectives and actions. Utilizing the City's public participation process and information contained in the background chapters as a basis, key issues were identified for each of the nine elements of the plan. Using these issues, along with factual information regarding natural features, historical population and housing data, population and housing projections, and an analysis of existing infrastructure, goals, objectives and actions for each comprehensive planning element were developed. The identified goals, objective and actions expressed in this plan were used to prepare the Future Land Use Map (Map 4-5). To maintain internal consistency, any amendment to the plan should be accompanied with an overall review of all nine elements and their associated goals, objectives and recommendations.

Beginning on January 1, 2010³, if a local governmental unit enacts or amends any of the following ordinances, the ordinance shall be consistent with that local governmental unit's comprehensive plan⁴:

- Official mapping ordinances enacted or amended under Wisconsin State Statutes 62.23 (6).
- Local subdivision ordinances enacted or amended under Wisconsin State Statutes 236.45 or 236.46.
- County zoning ordinances enacted or amended under Wisconsin State Statutes 59.69.
- City or village zoning ordinances enacted or amended under Wisconsin State Statutes 62.23 (7).
- City zoning ordinances enacted or amended under Wisconsin State Statutes 60.61 or 60.62.
- Shorelands or wetlands in shorelands zoning ordinances enacted or amended under Wisconsin State Statutes 59.692, 61.351 or 62.231.

External Consistencies

Not only is it important to maintain internal consistencies, but the City should also be aware of other planning documents and their relevance to the City's comprehensive plan. An attempt should be made to maintain consistency with these plans if possible. Some examples of these plans can be found in Appendix D:

MONITORING PROGRESS

It is the responsibility of the Plan Commission to monitor the progress of implementation utilizing the Action Implementation Tables that are found at the end of this chapter. The progress of plan implementation should periodically be reported to the City Council. Additionally, the Plan Commission should annually review the goals, objectives and actions and address any conflicts which may arise between the elements of the plan. While it is the responsibility of the Plan Commission to monitor progress, others may also check progress including community members, City staff and citizen groups.

In order to assist the Plan Commission with the monitoring of the plan, it may be necessary to develop and implement a variety of informal tools and techniques. Items for consideration may include:

- creation of development review 'checklists' to assist with determining a proposal's consistency with the comprehensive plan;
- integration of plan actions into a 'performance-based budgeting' initiative;
- development of an annual 'work plan' for the Plan Commission;
- placing the comprehensive plan as an item on every Plan Commission meeting agenda so that either the public and/or Plan Commission members can discuss items related to the plan, or to use the time to evaluate implementation progress;

³ Wisconsin Act 372 delays the consistency requirement until January 1, 2012 for local governments who applied for but not received a comprehensive planning grant from the WDOA. It also gives WDOA discretionary authority to grant consistency extensions to grant local governments who have received a comprehensive planning grant.

⁴ Wisconsin State Statutes 66.1001(3).

- developing articles for the City newsletter which focus on certain recommendations or strategies within the plan and calling for public input or volunteers to work on an item; and
- designation of an official “Comprehensive Planning Day” within the City and have activities or workshops related to this subject so as to build awareness (perhaps associated with the month of October which is the American Planning Association’s formal “Community Planning Month.”

UPDATING THE PLAN

A comprehensive plan must be updated at least once every ten years⁵. However, it is strongly recommended that the Plan Commission annually review both the implementation schedule and current planning decisions to ensure compliance with the overall goals of the plan and continued consistency with the overall vision of the community. This annual review should also be used to determine if a “major” plan amendment is required.

The comprehensive plan is a dynamic document. The plan should be updated when new demographic, economic, and housing data are released by the U.S. Census Bureau. It is anticipated that the land use element will likely require updating over the course of the plan due to growth and change that the City may experience. Other elements are less likely to need updates. Furthermore, as community values change, some goals, objectives and actions may no longer be relevant. The update to a plan should take less time than the full comprehensive planning process, but should include public participation.

ADOPTING THE PLAN OR UPDATE

As directed by Wisconsin State Statutes 66.1001(4), any plan commission or other body of a local governmental unit authorized to prepare or amend a comprehensive plan shall adopt written public participation procedures that foster public participation, adopt a resolution by a majority vote of the entire commission or governmental unit. The vote shall be recorded in the official minutes of the plan commission; the resolution shall refer to maps and other descriptive materials that relate to one or more elements of the comprehensive plan.

The City Council and Plan Commission may spend time reviewing, revising and requesting revisions to the recommended plan. The City Council shall draft an ordinance adopting the plan and publish a class 1 public notice 30 days prior to the hearing on the proposed ordinance to adopt the final “recommended plan”. The City Council must provide an opportunity for written comments to be submitted by the public and there must be a response to those comments. In addition, a public hearing must be held on the ordinance. By majority vote, the City Council must approve the ordinance. One copy of the adopted comprehensive plan, or an amendment to the plan, shall be sent to the following:

- Every governmental body that is located in whole or part within the boundaries of the local governmental unit (county, utility districts, school districts, sanitary districts, drainage districts).

⁵ Wisconsin State Statutes 66.1001(2)(i).

- The clerk of every local governmental unit that is adjacent to the local governmental unit that is the subject of the plan that is adopted or amended.
- The Wisconsin Department of Administration (email notification required only).
- East Central Wisconsin Regional Planning Commission.
- The public library that serves the area in which the local government unit is located.

LAND USE PLANNING CONTROLS

Although zoning and subdivision ordinances are the two most commonly utilized land use planning tools, there are several key tools which can be utilized to ensure that new development occurs in an organized and desired fashion. The City may wish to modify existing or establish new ordinances which regulate new development.

Zoning

Comprehensive plans and zoning ordinances perform differently. A comprehensive plan is a “guide to the physical, social, and economic development of a local government unit” and that “the enactment of a comprehensive plan by ordinance does not make the comprehensive plan by itself a regulation.”⁶ Comprehensive plans provide a vision for 20 years while zoning ordinances have an immediate impact on land use decisions. In order to rectify this difference, re-zoning is completed on an ongoing basis in a manner that is consistent with the overall vision of the plan. The timing of rezoning is dependent on market forces, political climate, and the accuracy of the plan’s predictions.

The Plan Commission and City Council must continually ensure that any future zoning changes are consistent with the comprehensive plan. Several actions can be taken to ensure that zoning decisions are made that accommodate the preferred future land uses as indicated on the Future Land Use Map (Map 10-1).

- Compare intended future land uses with existing zoning. Amend current zoning to reflect the intended future uses for all areas within the City.
- Encourage local citizens and elected officials to actively participate in ongoing City meetings regarding all zoning and planning issues.
- Amend existing ordinances and develop new ordinances which are reflective of the goals, objectives and actions of all elements in the City’s comprehensive plan.

Official Maps

Cities, villages, and towns which have adopted village powers have the authority to develop an official map⁷. An official map is a diagram which delineates the current and future roadways such as local streets, highways, historic districts, parkways, and parks. Additionally, an official map may delineate railroad right-of-ways, waterways (only if included on a comprehensive surface water drainage plan) and public transit facilities. Furthermore the map may establish exterior lines of future streets, highways, historic districts, parks, parkways, public transit facilities, waterways, and playgrounds.

⁶ 2009 Wisconsin Act 379.

⁷ Wisconsin Statutes 62.23(6).

Official maps serve several important functions which ensure that future land use decisions will remain compliant with the comprehensive plan.

- Future costs for land acquisitions for city/village/town streets and other delineated features are lowered or minimized because the land will remain vacant.
- Future subdivisions of land will be streamlined because future streets have already been established; developers will be required to adhere to guidelines set forth within the official map unless it is amended by an ordinance.
- Potential home and land buyers can be readily informed that land has been designated for specific public uses.
- Acceptable route(s) for a potential by-pass for a major state highway can be delineated. Local governments can preserve sensitive environmental features (i.e. trout streams) while establishing a preferred corridor for a by-pass.

The City should ensure that its official map is current and consistent with the comprehensive plan.

Sign Regulations

Many communities are interested in regulating signage for local business in order to preserve a rural atmosphere and “community character.” Restrictions are especially important in major transportation corridors, historic downtowns or neighborhoods, or other culturally or environmentally significant areas. As signs have become increasingly larger and bolder due to illumination, roadways have become more cluttered and communities have become less distinctive.

Erosion and Stormwater Control Ordinances

Local communities may adopt a construction site erosion control and stormwater management ordinance. The purpose of these ordinances is to protect surface water quality and minimize the amount of sediment and other pollutants in stormwater runoff from construction sites to lakes, streams, and wetlands.

Historic Preservation Ordinance⁸

As development continues to modernize the appearance of an area, the use of an historic preservation ordinance can help a community protect and enhance key cultural and historical features. A historic preservation ordinance can designate local landmarks and protect these properties by regulating new construction, alterations or demolitions that affect them. More information is available on the Wisconsin Historical Society’s webpage at <http://www.wisconsinhistory.org/>.

Design Review Ordinance

Design review can accompany many different development aspects and will assist communities in achieving an identified look and character expressed within the individual vision statements. These ordinances, however, need to be based upon well-defined sets of criteria. Signage,

⁸ Historic Preservation Ordinances are regulated under *Wisconsin Statutes 62.23 (em)*.

lighting, exterior building material types, structural guidelines, colors, and other aspects will have to be specifically identified within any ordinance.

Building/Housing Codes

The Uniform Dwelling Code promotes health, safety, and general welfare; protects property values; and provides for orderly, appropriate development and growth in the communities. The enforcement of the uniform dwelling code along with enforcement of other local codes can help ensure properties are adequately maintained and that property values are protected.

Floodplain Ordinance

The City regulates all areas within the City that would be covered by the regional flood or base flood. In some instances, it may be important to readjust the floodplain boundaries in specific areas. In order to do so, local communities must follow these steps:

- 1) Contract with an engineering firm to conduct hydrologic and hydraulic engineering studies and modeling to calculate the floodplain for the specified area. It is recommended that 2 foot contour intervals be utilized.
- 2) Submit the recalculated floodplain boundaries to the WDNR and FEMA for review.
- 3) If approved, amend existing zoning maps to reflect the re-calculated floodplain boundaries.

Subdivision Ordinances

Wisconsin State Statutes regulate the division of raw land into lots for the purpose of sale for building development. A subdivision ordinance is related to the zoning ordinance in that it regulates the platting, or mapping, or newly created lots, streets, easements, and open areas. A subdivision ordinance can help implement the comprehensive plan and must be consistent with and conform to the local comprehensive plan goals. Furthermore, subdivision ordinances can incorporate construction standards and timelines for completion of community facilities such as transportation networks or curb and gutter systems.

Lighting Controls/Ordinances

As development pressures occur, communities discover that not only are the natural features being altered, but also the scenic views of the night sky are being diminished. Both yard lighting and signage can change the character of a community as significantly as new development. This is especially true in areas where new lighting has become over-excessive in new commercial or industrial districts. Direct lighting or glare can and should be regulated in order to maintain community character.

Currently, lighting and its evening glare is one of the chief complaints residents have in many communities across this state and nation. Many light manufactures have responded positively to complaints about the increased amounts of light pollution. There are many examples of development and lighting structures which have reduced scatter light through new non-glare technologies. Many light manufactures have light cutoff shields that will remove glare, thus increasing the light's effectiveness and reducing its overall energy consumption. Other lights may direct light at ground height only. Since non-glare lighting and other similar technologies are similarly priced to current lighting practices, communities should consider developing

lighting ordinances which not only reduce light pollution, but also improve energy consumption and costs.

CONSISTENCY WITH OTHER PLANS

Several plans have been adopted since the 2005 Comprehensive Plan update. It is not the intent of this Plan to replicate those documents within the framework of this update but those that have been adopted are incorporated by reference into this Comprehensive Plan update. Plans being incorporated by reference into the Comprehensive Plan will be reviewed for consistency and have the same force as the Comprehensive Plan. Should there be any conflict between any of the listed plans below and the Comprehensive Plan language will take precedence unless amended.

Capital Improvement Program

The annual CIP includes projects related to street, water, sanitary, sidewalk, stormwater, parks, major equipment purchases and property improvements that will occur each year and also plans projects for the next four years. The recommendations as identified in the Plan should be compared on an annual basis when preparing and adopting the CIP. Where applicable, implementation actions of this Plan should be included in the CIP.

University of Wisconsin-Oshkosh Campus Master Plan

At over 120 acres and being one of the City's largest employers, the UWO Campus is a major presence in the Central City that significantly impacts its neighbors and the city. The UWO Campus Master Plan, originally prepared in 1998 and updated in 2003, outlines the future plans of the campus. The updated plan has several land use related impacts including the construction of a parking ramp, closing of Algoma Boulevard, the reconfiguration of High Avenue and Pearl Avenue, and the addition of parking.

Comprehensive Outdoor Recreation Plan (CORP)

The Comprehensive Outdoor Recreation Plan was adopted by the Common Council in 2003 and updated in 2011, and most recently in 2018. The plan is a formal document designed to assist the city in the development of park and open space amenities to provide for the need of residents. The plan provides a means for identifying, analyzing, promoting, and responding to changes in society, both present and future. As the CORP has planning and development implications, development proposals, official mapping, subdivisions, and zone changes will be reviewed for consistency with this Plan.

Pedestrian and Bicycle Circulation Plan

The "Pedestrian and Bicycle Circulation Plan" was adopted in 1998 and updated in 2011 and is currently being updated. The Plan inventories existing bicycle and pedestrian facilities, which includes existing trails, sidewalks, and the policies that affect these facilities. The plan includes a twenty-year facilities plan, recommended revisions to the Zoning Ordinance, and priority

improvements for arterial streets throughout the city. This Plan is currently in the process of being updated.

Imagine Oshkosh, A Master Plan For Our Center City

The Imagine Oshkosh Plan or Central City Investment Strategy, adopted by Council in 2017 is a policy guide and action framework to elevate the Center City and provides recommendations, strategies, and policies to maintain and improve the broader downtown area and represents a comprehensive update to the Downtown Action Plan of 2000.

The Imagine Oshkosh Plan stands as a long-term vision and comprehensive investment strategy for Center City, directing growth, development, and infrastructure investment. In addition to guiding the City's elected and appointed officials and staff, Image Oshkosh is a resource for businesses, not-for-profits, developers, and other important community stakeholders.

ONE Oshkosh Our Neighborhoods Engage Strategic Plan

ONE Oshkosh (Our Neighborhoods Engage) is intended to bring together public and private resources to invest in neighborhoods through property improvements and stronger relations among neighbors. In 2016, City staff worked closely with Greater Oshkosh Healthy Neighborhoods, Inc. (GO-HNI), Habitat for Humanity – Oshkosh, Winnebago/Oshkosh Housing Authority, ADVOCAP, Inc. and local resident leaders to identify roles and responsibilities that seek to strengthen neighborhoods and achieve positive outcomes in four areas: Image, Market, Physical Conditions and Neighborhood Management. Efforts have led to the development of an overarching brand (ONE Oshkosh) and the following Strategic Plan which is intended to promote collaborative efforts among agencies to collectively work towards implementation of the Common Council's Strategic Plan Goal - Strengthen Neighborhoods.

IMPLEMENTATION GOALS

IMPLEMENTATION SCHEDULE

The goals established in the implementation schedule should be applied over the planning period which begins in 2018 with the adoption of the comprehensive plan and runs through the planning period. They represent priorities for the City. Supporting objectives and actions developed with the goals provide more detailed and readily measurable steps toward reaching each goal, while actions used to ensure plan implementation.

Due to the nature of comprehensive planning, goals, objectives and actions of each particular element are interrelated. To ensure that implementation of the plan is achieved in a timely fashion, landmark dates have been set for each recommendation. During periodic reviews, the Plan Commission should verify that these deadlines have been met and consider additional recommendations to better achieve the stated goal, if necessary. Specific landmark dates have been established to ensure that individual recommendations complement one another in their

implementation. The landmark dates have been reviewed by the public, the Plan Commission, City Staff and the City Council to assure that they are feasible expectations.

The goals found below are a summary of the items found in chapters 2 through 9.

Priority/Timeline

The plan should be implemented over a period of 20 years. The following is a listing of the priorities ranging from high priority (1) to low priority (4).

Land Use

Type	Reference	Content	Priority	Timeframe	Lead	Secondary
Goal	LU1	Provide sufficient land area with adequate services to meet projected land demand for various types of land uses.	1	Ongoing	Plan Commission	Planning Services Division
Goal	LU2	Encourage the efficient and compact utilization of land.	2	Ongoing	Plan Commission	Planning Services Division
Goal	LU3	Encourage compatible land use development.	2	Ongoing	Plan Commission	Planning Services Division
Goal	LU4	Encourage redevelopment to be oriented toward the waterfront and increase public access where appropriate.	2	Ongoing	Economic Development Division	Redevelopment Authority and Planning Services Division
Goal	LU5	Maintain and preserve the viability of existing neighborhood development.	2	3 - 5 Years	GO HNI	Planning Services Division
Goal	LU6	Promote environmentally sensitive and responsible utilization of land, incorporating permanent open space and natural resources.	3	6 - 10 Years	Plan Commission	Planning Services Division
Goal	LU7	Ensure ongoing communication regarding land use issues and activities.	1	Ongoing	Planning Services Division	Plan Commission

Economic Development

Type	Reference	Content	Priority	Timeframe	Lead	Secondary
Goal	ED1	Leverage the collective assets of the broader region for increased economic prosperity within the City of Oshkosh.	3	6 - 10 Years	GO EDC	Economic Development Division

Goal	ED2	Promote and support the diversification of the industrial and manufacturing employment base in order to have a more resilient local and regional economy.	1	Ongoing	GO EDC	Economic Development Division
Goal	ED3	Have a strong core of stable employers within the City of Oshkosh.	1	Ongoing	GO EDC	Economic Development Division
Goal	ED4	Support the growth of entrepreneurship activities and new companies within the City of Oshkosh.	2	Ongoing	GO EDC	Economic Development Division
Goal	ED5	Promote Oshkosh as a regional economic center within the larger Fox Valley / I-41 Corridor market.	2	Ongoing	GO EDC	Economic Development Division
Goal	ED6	Develop the physical facilities, within designated Economic Activity Zones, and other parts of Oshkosh, which support economic development linking Oshkosh to the regional and global network.	3	6 - 10 Years	Economic Development Division	GO EDC
Goal	ED7	Promote destination tourism for individuals, or group activities such as conferences, recreational activities, and special events.	2	3 - 5 Years	Convention and Visitors Bureau	Economic Development Division
Goal	ED8	Support programs designed to enhance and develop workforce skills and productivity	1	Ongoing	GO EDC	Economic Development Division
Goal	ED9	Increase the economic and social opportunities within the downtown, central city and waterfront areas.	2	3 - 5 Years	Economic Development Division	GO EDC
Goal	ED10	Strengthen and improve major entryways into the City as well as other commercial and retail corridors within the City.	4	11 - 20 Years	Plan Commission	Planning Services Division

Goal	ED11	Maintain and improve the quality of the City's neighborhoods	3	6 - 10 Years	GO HNI	Planning Services Division
Goal	ED12	Celebrate the overall high quality of life and sense of place that the City of Oshkosh and surrounding region have to offer.	4	Ongoing	Economic Development Division	GO EDC
Goal	ED13	Continue to improve the city's overall aesthetic quality.	3	Ongoing	Plan Commission	Public Arts and Beautification Committee
Goal	ED14	Ensure ongoing communication regarding Economic Development issues and activities.	1	Ongoing	Economic Development Division	GO EDC

Housing

Type	Reference	Content	Priority	Timeframe	Lead	Secondary
Goal	H1	Develop policies and programs to create housing products to address unmet needs as market conditions evolve.	1	1 - 2 Years	City Council	Planning Services Division
Goal	H2	Maintain or rehabilitate the City's existing housing stock.	2	Ongoing	Planning Services Division	GO HNI
Goal	H3	Enhance environmental quality, promote good design, and eliminate and lessen land use conflicts throughout the community.	3	6 - 10 Years	Plan Commission	Sustainability Advisory Board
Goal	H4	Ensure ongoing communication regarding housing issues and activities.	1	Ongoing	Planning Services Division	GO HNI

Transportation

Type	Reference	Content	Priority	Timeframe	Lead	Secondary
Goal	T1	Provide efficient and well-designed collector and arterial streets and highways.	1	Ongoing	Department of Public Works	Traffic and Parking Advisory Board
Goal	T2	Increase efficiency and "reduce friction" on principal arterial streets, which form the primary circulation system.	2	Ongoing	Traffic and Parking Advisory Board	Transportation Department
Goal	T3	Maintain efficiency of the regional highway system for high speed intracity transportation.	2	Ongoing	Metropolitan Planning Organization	Department of Public Works
Goal	T4	Ensure adequate parking is available throughout the City.	3	Ongoing	Traffic and Parking Advisory Board	Transportation Department
Goal	T5	Provide quality public transit and paratransit services.	2	Ongoing	GO Transit	Transit Advisory Board
Goal	T6	Provide facilities for pedestrian and bicycle circulation.	2	Ongoing	Pedestrian and Bicycle Advisory Committee	Planning Services Division
Goal	T7	Maintain adequate and efficient aviation facilities serving the Oshkosh area.	3	Ongoing	Winnebago County	Aviation Committee
Goal	T8	Promote and maintain efficient freight rail serving the Oshkosh area.	3	Ongoing	GO EDC	Economic Development Division
Goal	T9	Encourage the establishment of passenger rail service in the Oshkosh area.	4	Ongoing	Metropolitan Planning Organization	Plan Commission
Goal	T10	Ensure ongoing communication regarding transportation issues and activities.	1	Ongoing	Metropolitan Planning Organization	Planning Services Division

Utilities and Community Facilities

Type	Reference	Content	Priority	Timeframe	Lead	Secondary
Goal	UCF1	Expand and maintain utility and community facilities and services provided by both public and private entities that support economic and residential development.	1	Ongoing	City Council	Department of Public Works
Goal	UCF2	Design facilities and services for an adequate level of service, based on standards for population and demand for those facilities and services.	1	Ongoing	City Council	Department of Public Works
Goal	UCF3	Promote neighborhoods designed to include pedestrian- and bicycle friendly facilities and public gathering places.	2	3 - 5 Years	Plan Commission	Pedestrian and Bicycle Advisory Committee Parks Department
Goal	UCF4	Promote growth and redevelopment of property included within the service areas of the existing infrastructure and service system.	2	3 - 5 Years	Plan Commission	Planning Services Division
Goal	UCF5	Utilize environmentally sensitive methods and systems.	2	3 - 5 Years	Public Works	Planning Services Division
Goal	UCF6	Ensure ongoing communication regarding Utilities and Community Facilities issues and activities.	1	Ongoing	Public Works	Planning Services Division

Agricultural, Natural and Cultural Resources

Type	Reference	Content	Priority	Timeframe	Lead	Secondary
Goal	ANC1	Promote the development of urban agricultural programs and activities.	3	6 - 10 Years	Sustainability Advisory Board	Planning Services Division
Goal	ANC2	Protect and preserve wetlands, shorelands, and other environmentally sensitive areas.	2	3 - 5 Years	Plan Commission	Sustainability Advisory Board
Goal	ANC3	Protect aquatic and wildlife habitat when managing development in proximity to environmental corridors, riparian areas, and woodlands.	2	3 - 5 Years	Department of Public Works	Sustainability Advisory Board
Goal	ANC4	Protect and develop passive and active recreation resources (e.g. parks, trails, hunting and fishing opportunities).	3	6 - 10 Years	Advisory Parks Board	Parks Department
Goal	ANC5	Promote an aesthetically pleasing natural environment throughout the city.	1	Ongoing	Plan Commission	Parks Department
Goal	ANC6	Promote the on-going viability of publicly and privately owned cultural resources.	3	6 - 10 Years	Museum Board	Landmarks Commission
Goal	ANC7	Create a strong and vibrant cultural tourism program.	2	3 - 5 Years	Convention and Visitors Bureau	GO EDC
Goal	ANC8	Promote and publicize cultural events and sites within the city.	2	3 - 5 Years	Convention and Visitors Bureau	GO EDC
Goal	ANC9	Encourage preservation and protection of the historic built environment.	2	3 - 5 Years	Landmarks Commission	Plan Commission
Goal	ANC10	Maintain, improve, and increase public access to the waterfront.	1	1 - 2 Years	Plan Commission	Planning Services Division
Goal	ANC11	Continue to improve the city's overall aesthetic quality.	2	3 - 5 Years	Public Arts and Beautification Committee	Plan Commission

Goal	ANC12	Ensure ongoing communication regarding agricultural, natural and cultural resource issues and activities.	1	Ongoing	Landmarks Commission	Planning Services Division
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Intergovernmental Cooperation

Type	Reference	Content	Priority	Timeframe	Lead	Secondary
Goal	IC1	Establish mutually-beneficial relations with local public, parochial, technical and university educational systems.	1	Ongoing	City Council	City Manager
Goal	IC2	Establish mutually-beneficial relations with other jurisdictions.	1	Ongoing	City Council	City Manager
Goal	IC3	Adopt and maintain intergovernmental agreements with all surrounding towns.	1	1 - 2 Years	City Council	City Manager
Goal	IC4	Ensure ongoing communication regarding intergovernmental issues and activities.	1	Ongoing	City Council	City Manager