

A Neighborhood Master Plan for the Broadway District





A

Neighborhood Master Plan

For the

Broadway District

Prepared for:

The Design Committee of On Broadway, Inc.

Green Bay, Wisconsin

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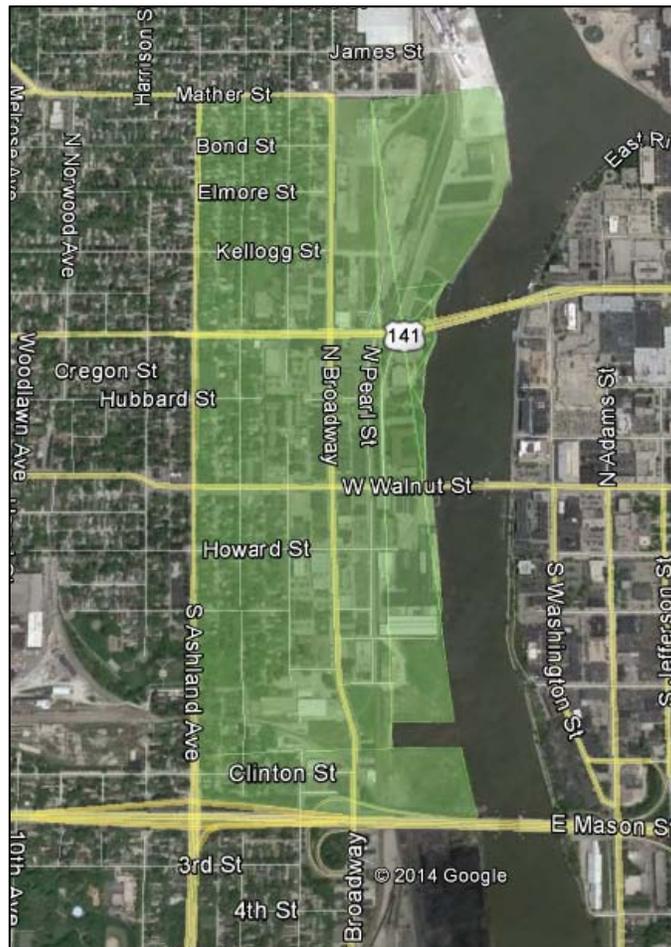


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I. INTRODUCTION

The Neighborhood Master Plan for the Broadway District’s Main Street Program in Green Bay, WI identifies challenges and opportunities for the Broadway District. It is the product of research, revision, and strategic planning conducted by the On Broadway, Inc. Design Committee Members: Dr. Marcelo Cruz, Charles Lucht and University of Wisconsin-Green Bay students: Erin Hoff, Matt Smits, Pang Vang, Rebecca Ellenbecker, Sadie DiNatale, and Sarah Gehrke between January to May of 2014. The recommendations of this plan will address guidelines that will aid in planning for the neighborhood. The Broadway District is bounded on the west side of the Fox River extending from the river to Ashland Avenue, and from the Mason Street bridge on the south end to Mather Street on the North.



A. MISSION AND GOALS OF THE NEIGHBORHOOD MASTER PLAN

The purpose of this plan is to guide the Broadway Main Street Program in creating, maintaining, and promoting an engaged, sustainable, diverse, and accessible district that will attract people and strengthen community. This plan will emphasize the integration of neighborhoods within the district as well as accentuate the need for mixed use places. As a result, the Broadway District will strengthen its economic opportunities and become a regional, cultural draw. These goals are intended to promote diversity by enticing residents, business owners, customers, and



regional visitors into the district to live, work, play, and visit. Thus, this plan’s mission is to encourage a desired aesthetic for the district that will support a diverse range of activities for the engagement of everyone.

As consistency is an important component in accomplishing this plan’s mission and goals, a solid understanding of the planning process becomes imperative.

B. PLANNING PROCESS

This Neighborhood Master Plan updates the Master Plan for the Broadway District prepared in 2007. The updated Neighborhood Master Plan will remain organized into the five physical elements and two social elements that were previously identified with the original plan. By remaining consistent with this organization, the Broadway District will be able to continue with the progress it has made thus far.

I. Objectives

In guiding the planning process of the Broadway District, this plan adheres to three key objectives:

- Utilize the seven elements, five physical and two social, that were previously operationally defined as these elements will help guide the analysis and documentation of this planning process.
- Provide On Broadway, Inc. (OBI) with an enhanced guide of recommendations for the district’s development
- Strengthen and integrate the Neighborhood Master Plan with the mission and goals of the AuthentiCity Master Plan

II. Previous Plans for the District

The Broadway District has been an integral part in prior planning initiatives. The following is a list of prior planning initiatives:

- AuthentiCity Master Plan. City of Green Bay, Green Bay, 2014
- Visioning Exercise of 2005 conducted by On Broadway, Inc.
- The 2004 Market Analysis conducted by On Broadway, Inc.
- Downtown Green Bay Design Plan. Gould Evans Goodman Associates, L.C., Kansas City, May 1997.
- Broadway District Redevelopment Study. HNTB. Milwaukee, May 1993.

The AuthentiCity Master Plan for Downtown Green Bay is the most current plan that incorporates the Broadway District. AuthentiCity’s objectives strive to expand the economic base of downtown (to improve its competitive position in the global marketplace), continue to develop downtown and its surrounding neighborhoods into livable places, improve accessibility to increase choices for getting to and around



downtown, and preserve and expand upon the unique features that make Green Bay's downtown an authentic place to live, work, play, and visit. This plan will thus serve as a viable document as its goals and objectives share comparable philosophies with those of the Broadway District in that it promotes an accessible, sustainable, and engaging community for everyone. As a result, Authenticity will assist the Broadway District by establishing a framework from which to proceed.

The 2004 Market Analysis and 2005 Visioning Exercise utilized various surveys conducted by OBI to better understand business and consumer preferences (see Appendix B and C for details). Public and business owner feedback suggested a strong desire to have liveable, walkable places. This desire includes expanded green space, bike trails for connectivity, more options for recreation, aesthetic streetscape designs to compliment businesses and residential areas, more retail and dining options, and parking spaces within walking distance of destinations.

The Downtown Green Bay Design Plan conducted by the Gould Evans Goodman Associates and the Broadway District Redevelopment Study conducted by HNTB identify the Fox River as the main focus of the redevelopment efforts for the district. HNTB's plan identified four elements: The Riverfront; The Broadway Commercial Core; The North Industrial Area; and Public Access, Linkages, and Public Space. The Evans/Goodman's plan, which was incorporated into the City of Green Bay's Smart Growth 2022 Comprehensive Plan, focused on the riverfront as the unifying feature of the downtown with emphasis on neighborhood development inspired by urban village concepts. In this plan, three urban villages or central places were created: the East-side Urban Village centering on the Town Square, the Entertainment Village, and the Broadway Village. Major features for the Broadway Village were mixed-use development and mixed use infill (pedestrian oriented development).

The planning initiatives mentioned above will aid in guiding and reinforcing the Neighborhood Master Plan in order for it to maintain consistency and relevance. The Broadway Village concept (which identifies the riverfront and Broadway commercial core as assets) suggests mixed-use and pedestrian oriented development. This is reaffirmed by the objectives of AuthenticCity which is further reinforced by public and business owner feedback which preferences expanded green space, bike trails for connectivity, more options for recreation, aesthetic streetscape designs to compliment business and residential areas, more retail and dining options, and parking spaces within walking distance of destinations. By incorporating these ideas, the Neighborhood Master Plan for the Broadway District will become a resilient document to support and encourage a diverse range of activities for the engagement of everyone.

III. Organization of the Neighborhood Master Plan

A district which supports a diverse range of activities for the engagement of everyone is composed of both physical and social dimensions. These two dimensions have been emphasized in previous plans for the district and will accordingly be emphasized in the Neighborhood Master Plan. For organizational purposes, these 2 dimensions were further systematized into 5 physical elements and 2 social elements. Although these elements are organized as separate entities, they should not be seen as mutually exclusive, but on the contrary, should be seen as integrated, achieving an urban cohesion, to the district.



Accordingly, the Neighborhood Master Plan is organized as follows:

- Physical Dimensions:
 - Element 1: Maintain and Enhance the District’s Streetscape for Pedestrians, Cyclists, and Transit Users
 - Element 2: Waterfront and Neighborhood Connections
 - Element 3: Define and Encourage Open and Civic Spaces
 - Element 4: Historic Preservation
 - Element 5: Encourage Fine-Grained, Mixed-Use Design

- Social Dimensions:
 - Element 6: Support Viable Businesses
 - Element 7: Neighborhood Revitalization

C. BROADWAY DISTRICT COMMUNITY PROFILE

As this district is in a state of transition, the goal to encourage diversity, sustainability, and accessibility for the engagement of everyone requires a reliable understanding of the district as a community. The community profile gives us an understanding of the dynamics of the neighborhoods in the district.

A Community in Transition

The Broadway District (bounded on the west side of the Fox River extending from the river to Ashland Avenue, and from the Mason Street bridge on the south end to Mather Street on the North) is a community that has been in constant transition. This section of the Neighborhood Master Plan is designed to present a detailed representation of the community through selected decades. By analyzing the changes the community has undergone in terms of population, racial/ethnic diversity, age characteristics, educational attainment, key employment areas, income, poverty, housing characteristics and finally modes of transportation, we can assess the District’s strengths and weaknesses. This profile will focus on the 1970, 1990, and 2000 censuses and the 2010/2012 information gathered from the US Census Bureau’s American Community Survey (ACS).

The population of the Broadway District in the 1970s was approximately 6,200 individuals. The District lacked diversity in the 70s, with 96% of the population being Caucasian. During this time period nearly 40% of the residents were under the age of 19. This vital information presents evidence that the Broadway District was rich of families with children. Those of working age (20-65) composed approximately 50% of the population, while the remaining 10% were seniors. Despite approximately 60% of the population being over the age of 20, the high school completion rate of the district was only around 26%. Of the 26% receiving a high school education, only 5% went on to obtain a college degree. The two major industries that employed the community were manufacturing (43%) and whole retail trade (21%). This can be compared to the city of Green Bay as a whole, in which only 27% of the population worked in manufacturing. Accordingly, the Broadway District truly was the manufacturing district for the city in the 70s. In the 1970s nearly a quarter of individuals within the Broadway District drove to work, 6% walked, and 2% utilized public transportation.



During the 1970s, economic indicators of the District were exceedingly similar to that of Green Bay as a whole. The median annual household income of Green Bay was approximately \$10,000 while the District was slightly lower at \$8,000. Unemployment was at its lowest for the District during this time and mirrored Green Bay at approximately 4% with only 2% of households (both within the district and the surrounding city) considered below poverty level. Homeownership within the district varied to that of Green Bay. Of the 2,000 housing units in the district, 44% were owner occupied. Compared to Green Bay as a whole, 65% of the housing units were owner occupied. During this time, there were only 52 vacant housing units within the Broadway District that were listed either for sale, or for rent.

In 1990 the Broadway District experienced significant changes that are still affecting the District today. The population of the district declined 10% to approximately 5,600 individuals. Accordingly, while the overall population of the district was declining, diversity was increasing. The non-white population increased from making up only 4% of the district in 1970, to 20% in 1990. Individuals 19 years of age and younger declined by nearly 10% while the senior population remained approximately the same. The decline of individuals under 19 and the lack of change in the senior population made the district more of working age. Additionally, educational attainment began to rise. Approximately 30% of the adult population obtained a high school diploma and those with a college education rose to 10%. The service industry now accounted for 22% of the workforce, retail accounted for 30%, and manufacturing declined drastically from 43% to 20% between 1970 and 1990. Driving as a means of transportation to work increased to 30% whereas walking decreased to 2% and public transportation remained the same at 2%.

The Broadway District in 1990 began to show drastic economic disadvantages when comparing the district to Green Bay as a whole. The average median income for the city was approximately \$31,000. The Broadway District was half of that at around \$15,000. It was during this period that the Broadway District saw its largest income gap between itself and the city. Unemployment in the district increased from 4% to 10%, while Green Bay remained consistent with the 1970 level at 4% unemployment. The poverty level increased drastically within the district as 32% of families were now considered at or below the poverty level in this decade while Green Bay was at 7%. Homeownership in district declined from 931 individuals owning their own homes in 1970 to 742 people owning their homes in 1990. Moreover, vacant housing units increased tripling to 190 units.

Moving forward to 2000, population continued to decline, as only 5,000 individuals resided in the Broadway district. Nevertheless, while population overall decreased, the population continued to become more diverse during this period. The Caucasian population in 2000 was down to 70%. Asian Americans accounted for 15% of the district, Native Americans 7%, and African Americans 3%. The population of individuals under the age of 19 continued to decline from 32% to 28%. In this time period, the senior population also began to decline from 11% to 8%. This shows an increase in working age (20-65) individuals, as they made up 64% of the population. There is a notable decrease in high school graduates in 2000, from 30% in 1990 to 21% in the year 2000. College graduates on the other hand increased from 10% in 1990 to 19% in 2000. This can be attributed to the District's children growing up and moving through the elementary, high school, and finally college education systems. The service industry accounted for 26% of the workforce in 2000, retail accounted for 25%, and manufacturing remained the same at 20%. These industries combined make up over 70% of the district's workforce. Regarding transportation to work, there was a slight increase to 31% of individuals driving to work, while walking declined to 2% and public transit as a mode of transportation to work remained the same.



Economic indicators tell us that the Broadway district in 2000 remained similarly disadvantaged to that of the previous decade (1990). Unemployment was at 10% in 2000. Nevertheless, the income gap between the district and Green Bay remained wide, but it began to close slightly, with the average median household income for the city only \$12,000 more than the Broadway District. Median household income by race/ethnicity varied greatly in this decade. The median income of the Caucasian population was at \$31,000, for American Asian's it was much higher at \$44,000, the population of American Indian's was at \$20,000 and the population of African American's was at approximately \$15,000. Homeownership slightly continues its downward trend, moving from 742 residents owning their homes in 1990 to only 700 residents owning their homes in 2000. Vacancy continues to rise to over 200 housing units, up from 190 units in 1990.

In 2010, the population of the Broadway district declined further to 4,500. Despite the continued decline in population, there is a small increase in the Caucasian population increasing from 70% in 2000 to 73%. While the Native American population declined by 1% to 6%, the African American population increased by 5% up to 8%, and the Asian American population decreased by a significant 11% down to 4% over the last decade. The population under the age of 19 is at an all-time low. Only one quarter of the district is under the age of 19. The senior population has also significantly declined to 2%. Thus, 73% of the district was now between the economically active ages of 20 and 65. There have been significant changes in educational attainment as well with 80% of the district obtaining a high school education. Nevertheless, the amount of college graduates has declined significantly from 19% in 2000, to only 10% as of 2010. The district's manufacturing history has been replaced by the service industry as of 2010. Only 24% of the district's population continued to work in the manufacturing field, while 28% made up the service industry, with only 10% of the district was working in retail. A significant amount of individuals were driving to work, increasing from 31% in 2000 to 70% in 2010. The population that walks to work increased in 2010 to 5% and public transit as a mode of transportation to work remains unchanged since the 1970s.

Although the income gap is still wide, it did improve significantly since the previous decade. The median income in the Broadway District, in 2010, was approximately \$33,000 with the Green Bay median income at approximately \$42,000. Again, it is important to keep in mind the variance in income among different ethnic groups. While the Caucasian population's median income was \$35,500, the African American population's income was half of that, at around \$18,000. The median income for Native American and American Asian population was above Green Bay's median income at approximately \$48,000. Unemployment at 16%, however, continues to be a problem in the district as one quarter of individuals are considered at or below the poverty level. Owner occupied housing units continued to decline at 688 which shows a drop of 54 units in the last decade. The number of housing units sitting vacant is at an unprecedented high moving from only 52 in 1970 to over 300 as of 2010. These economic indicators suggest a polarized community with better median incomes yet a high unemployment rate with more people living below the poverty line.

The District from 1970 to 2010 suggests a community in transition in various ways. Initially, it is apparent that the population within the district as a whole is in decline. Individuals who grew up and lived in the Broadway District have moved away as they obtain higher education, seeking other opportunities outside of the district. It is important to consider that although the population declines, diversity increases. It thus becomes equally imperative to consider these ethnic demographics not only by the cultural richness they contribute to the community but also as an opportunity to enhance economic equality for all individuals. Nearly 50% of families were once supported by the manufacturing industry. As manufacturing has been transitioning out of the district so have families. As employment diversifies between retail, service, and manufacturing, it



is young singles and couples without children who are attracted to the district, but not at rates that will sustain the original population. Accordingly, it becomes a top priority to engage families back into the district and to re-establish the district's population. By attracting families into the district, vacancy rates will decrease and home occupancy rates will increase leading to a more sustainable community. Seniors also have declined significantly over the years and it is important to consider them throughout the Neighborhood Master Plan, especially in the near future as the "Baby Boomer" generation ages and retires. The Neighborhood Master Plan for the Broadway District recognizes the diversity of its neighborhoods. The Plan will make recommendations to assist the district in its transition back to a more sustainable, accessible, diverse, and engaging community.



II. A Neighborhood Plan for the Broadway District

A. ELEMENT 1

MAINTAIN AND ENHANCE THE DISTRICT'S STREETSAPES FOR PEDESTRIANS, BICYCLISTS, AND TRANSIT USERS

I. Definition

Streetscapes are the visual elements of a street. If designed well, streetscapes will maximize the district's value as an urban amenity for public enjoyment. Maintaining and enhancing the Broadway District's streetscapes will produce the kind of sustainable environment that will engage individuals to utilize the street and take pride in the district. Creating a recognizable and unifying streetscape theme will promote a sense of place to ensure everyone feels welcome and safe. Streetscapes should strive for creating complete streets that support and accommodate pedestrians, cyclists, and transit users.

II. Objectives

- Design the district's streetscapes in such a way that ensures arterials, corridors, connection routes, and walkways are identifiable and welcoming.
- Use the district's streetscape to effectively link commercial, recreational, and residential areas of the Broadway District in such a way that unifies the eclectic mix of architecture and character of the district and without detracting from its historical nature.
- Support and encourage pedestrian traffic, cyclist traffic, and transit use.

III. Recommendations

- Trees will be used to their maximum advantage as they are primary welcoming, unifying, and identifying elements of the streetscape. Trees create a salient, environmental symbol that will help individuals distinguish between various areas within the Broadway District.

The location of trees should never conflict with any type of signage or storefronts. Lighting from the signage of businesses will, when possible, enhance the trees.

Tree type or species should be distinct to the street in which they are identifying. Trees planted on Walnut and Dousman (district's arterial streets) should be different than the tree types planted on Mather and Clinton (district's corridors) and also dissimilar from Bond, Elmore, Kellogg, Howard, School, Bridge, Arndt, and Hubbard (district's connection routes). Accordingly, tree type/species on arterial streets, corridors, and connection routes should all be distinguishable from each other and additionally distinguishable from the trees of public spaces and residential areas.

A natural arch of vegetation (that does not obstruct traffic or interfere with vision angles) should be enabled along connection routes. This will provide appropriate traffic calming effects in areas with high levels of pedestrian and cyclist activity



The image on the left illustrates the current Broadway Street streetscape. Trees are used as an aesthetically pleasing element in the district.



The image to the right illustrates a streetscape in Melbourne, Australia. Melbourne has used their trees to serve as a vegetative arch, calming traffic and creating natural shade on the streetscape.

- The visual uniformity of streetscapes within commercial areas of the district should be enhanced. Business infill should be constructed with setbacks of ten to twelve feet from the curb. Maintaining a setback of this length will increase sidewalk widths giving pedestrians a consistent and safe path to utilize. To further enhance visual uniformity in the district's commercial areas, ensure all sidewalk amenities (i.e. trees, planters, and street furniture) are placed within five feet of the street from the curb. This strategy will allow businesses to put out chairs and tables for customers if they desire. The channel of space provided between buildings and sidewalk amenities will additionally promote a vibrant, spacious area for pedestrians to utilize.

- Sidewalk amenities should be extended into the streetscapes along the existing Leicht's Park and the existing riverfront areas. Amenities such as bench seating should be placed along the river walk and sidewalk. Benches or street furniture along the riverwalk should face towards the river and the benches along the sidewalks should face toward each other to promote social interaction.



The images on the left, taken within the Broadway District's commercial area, illustrate street amenities placed at the appropriately recommended distance from building setbacks. These pictures provide evidence that businesses will utilize additional space to set out particular amenities that will engage potential customers while also sustaining ample room for pedestrian sidewalk access.



- Maintain the mini-LED tree lighting scheme along Broadway Street. This will provide a distinct, unifying theme of the district's commercial core during the night without detracting from the character or historical significance of the area. The lighting scheme should be extended from the traditional lighting ceremony start day (beginning of the winter season) to the last farmer's market festival. Extending this identifying aspect of the district will engage pedestrians within the district without being a dangerous distraction to motorists. Further, the extension of the lighting scheme will still allow 6 weeks of routine maintenance to occur.

LED lighting is inexpensive, long lasting, energy efficient, affordable, comes in many colors, and has minimal maintenance. The inexpensive and affordable aspects of LED lighting make it a sustainable option for the district. Power for LED lighting is supplied by conduit and electrical lines that have been installed underneath the sidewalk.

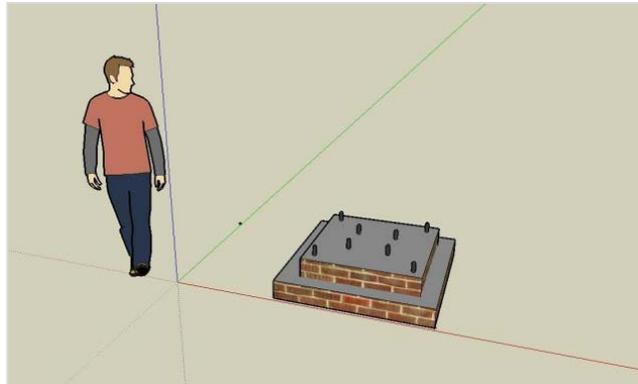
- Art pedestals will be placed at five visually appropriate areas to serve as entrances into the commercial areas of the district. This will let people know they are entering a distinct area of the district. The proposed locations are portrayed in the map below:



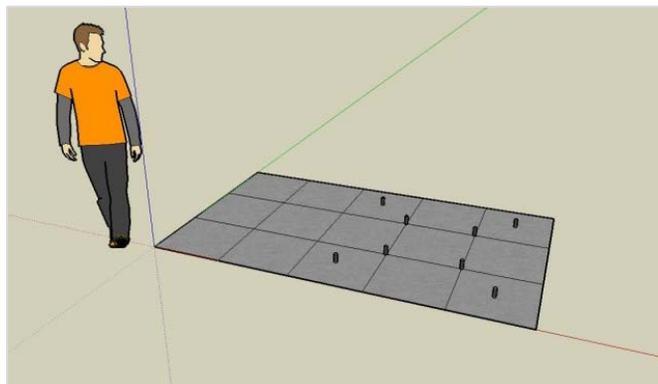
The entrances in which each art pedestal marks are:

- o The district’s northern entrance into the commercial core (at the intersection of Broadway and Mather Street),
 - o The entrances at the district’s main arterial streets (Dousman and Walnut),
 - o The entrance at the heart of the district at the intersection of Broadway and Hubbard, and
 - o The district’s southern entrance at the green space on the very southeast side of Broadway Street
- Art pedestals should be designed in various sizes and styles and should be flexible for various types of artwork to be placed on them. They should be perpendicular with the sidewalk and either elevated or at ground level depending on the site’s topography.

Elevated pedestals (right) will have a 12 in. base height and will be 4 ft. wide by 4 ft. long. There will be one step that goes inward 6 inches from the base and up an additional 6 inches in height. This step in height should be 3 ft. wide by 3 ft. long. Mounting bolts and anchors will be installed and properly protected from damage when no artwork is installed. The pattern of the mounting bolts will be 2 ½ x 2 ½ feet. There will be an inner mounting bolt pattern on all pedestals. The inner pattern will be 1 ½ x 1 ½ feet. This pedestal will require a frost wall, approximately 4 ft. down, to prevent the shifting of the pedestal. The pedestal and the mounting bolts will be engineered to accommodate for varying sizes and weights of artwork and weather conditions.



Ground level pedestals (right), will utilize the sidewalk with no additional height established (until art is installed). The pattern of the mounting bolts will be 4 x 4 ft. and the inner pattern will be 2 ½ x 2 ½ ft. The mounting bolts will be engineered to accommodate for varying sizes and weights of artwork and weather conditions.

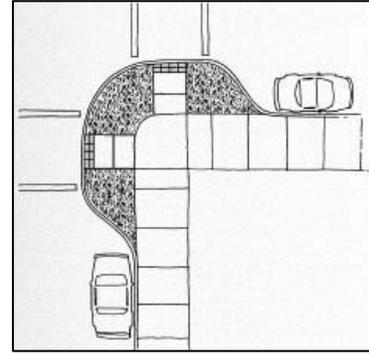


- Displays of public art, other than the art on top of art pedestals, should be continued to be promoted within the district. Utilitarian art on the top of old parking meters or murals on building sides will cohesively add contrast to the district’s commercial streetscape (as long as it is not overused). The over use of public art will create a sense of clutter along

the street while proper utilization of public art will contribute to the eclectic nature of the district.

Displays of public art will additionally serve as an alternative to the district's current use of banners on city utility poles. Much like the use of the LED lighting scheme at night, art displays will remind people in the district that they are in a unique place of the city.

- To facilitate safe accessibility for pedestrians, streetscape linkages need curb extensions at intersections (right) and mid-block areas at the north and south entry points of the district. By designing for curb extensions, vehicular traffic would not be able to turn as fast and pedestrians would have a larger area to use. Pedestrians will be more apt to use the streets if they're safety is being encouraged by streetscape design.



Sidewalks should be designed to accommodate handicapped, pedestrian, and other various types of non-motorized traffic (i.e. wheelchairs and strollers).

- Streetscape design should also encourage the presence of cyclists in the district as cyclists offer a sustainable mode of transportation that is pollution free, space saving, and health improving. Streetscape designs that draw attention to cyclists on the street are imperative. Currently it is illegal for cyclists to bike on sidewalks but dangerous for cyclists (of diverse abilities) to bike on the street. The implementation of bike lanes will promote bicycling as a safe, sustainable option in the district. Bike lanes should be appropriately marked or given a buffer zone to discourage the use of bicycles on sidewalks and cars on bike lanes. Painted bike lanes to delineate bike paths would be best as it is less obtrusive and more visually pleasing than vertical, 3-dimensional signs.



The image to the left illustrates the recommended barrier between bicyclists and pedestrians meant to discourage cyclists from utilizing the sidewalks instead of bike lanes. Width of barrier may vary according to available space.



The image to the left illustrates an example of proper signage for bike lanes. The signage is clearly visible to cyclists and motorists, increasing safety of all streetscape users.

- There is currently a strong need to have several bike racks spread across the district. Bicycle racks placed at various, highly-visible locations throughout the district will encourage cyclists to utilize the district, as proper accommodations will be provided. An extremely viable place to implement bike racks would be near transit stops as bus stops are evenly spread throughout the district and function well. Implementing bike racks near transit stops would support the transit system as well as the individuals who utilize both transit and cycling as modes of transportation.

Bike racks should be designed in a utilitarian nature but offer an artistic flare. Bike racks should all encompass similar design elements to maintain bike rack consistency. This will allow cyclists to easily scope out the location of identifiable bike racks.

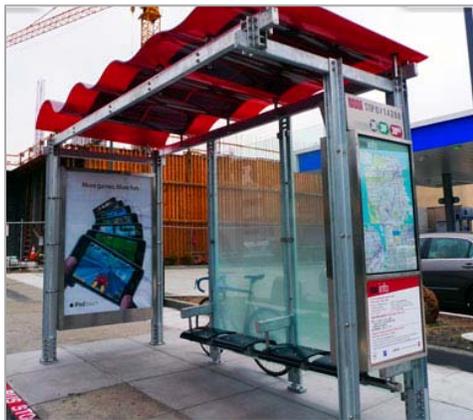


The images above portray bike racks that have already been implemented in Green Bay's downtown. Getting creative with bike racks is an easy way to get people engaged in cycling for choice.

As delineated in the map below, bus stops in the district are well placed; they are evenly spread throughout the district and function well. The implementation of bike racks near bus stops will further support multi-modal transportation in the district. Thus, placement of bike racks will be accomplished in three phases in order to accommodate the needs of cyclists in a timely, economically sustainable fashion. The three phases are illustrated in the map below. A description of each phase follows.



- Phase 1: The first phase of bike rack placement will be in highly visible locations in the district's core business center. This will include current bus stop locations. This will promote visibility to transit stops and allow transit users and cyclists to effortlessly switch their mode of transportation (enhancing their accessibility within the district).
- Phase 2: The second phase of bike rack placement will be at entrance points of the district and the Larsen Green. These locations will allow cyclists coming from various areas outside of the district to store their bikes and continue on into the district. The bike rack location at the Larsen Green will prepare for future development of this space and around the northern end of the district.
- Phase 3: The third phase of bike rack placement will be at parks and future development locations in the far southern end of the district. As revitalization is desired and expected around the boat slip and the current green field at the southern end of the district, therefore, the encouragement of bicycle traffic will be beneficial.
- Proper bus stop shelters (example below) should be incorporated into the streetscape to further encourage sustainable transportation links. Bus stop shelters should be designed with proper lighting and safety features to promote its use. Equipping bus stops with proper resources regarding bus routes and district destinations will increase accessibility and knowledge of the district's destinations and unique assets. This accessibility can be further enhanced by implementing Wi-Fi hot spots around bus shelters.



The images on the left illustrate an existing bus shelter located in San Diego, CA. This particular bus shelter incorporates photovoltaic wave panels on the top for green electricity to power lights and Wi-Fi. These shelters incorporate way finding signage, bus routes schedules, and other informational resources.



- The locations for bus stop shelters, illustrated below, were chosen specifically as they provide optimal accessibility for transit users. The shelters should be placed in phases, much like the bike racks. The first phase of placement will be at the most visible locations in the district. This placement will further encourage the use of the shelters and the use of the transit system in the district. The second phase of placement will expand accessibility throughout the district as shelters will be placed near the Larson Green to accommodate for future development in this area.

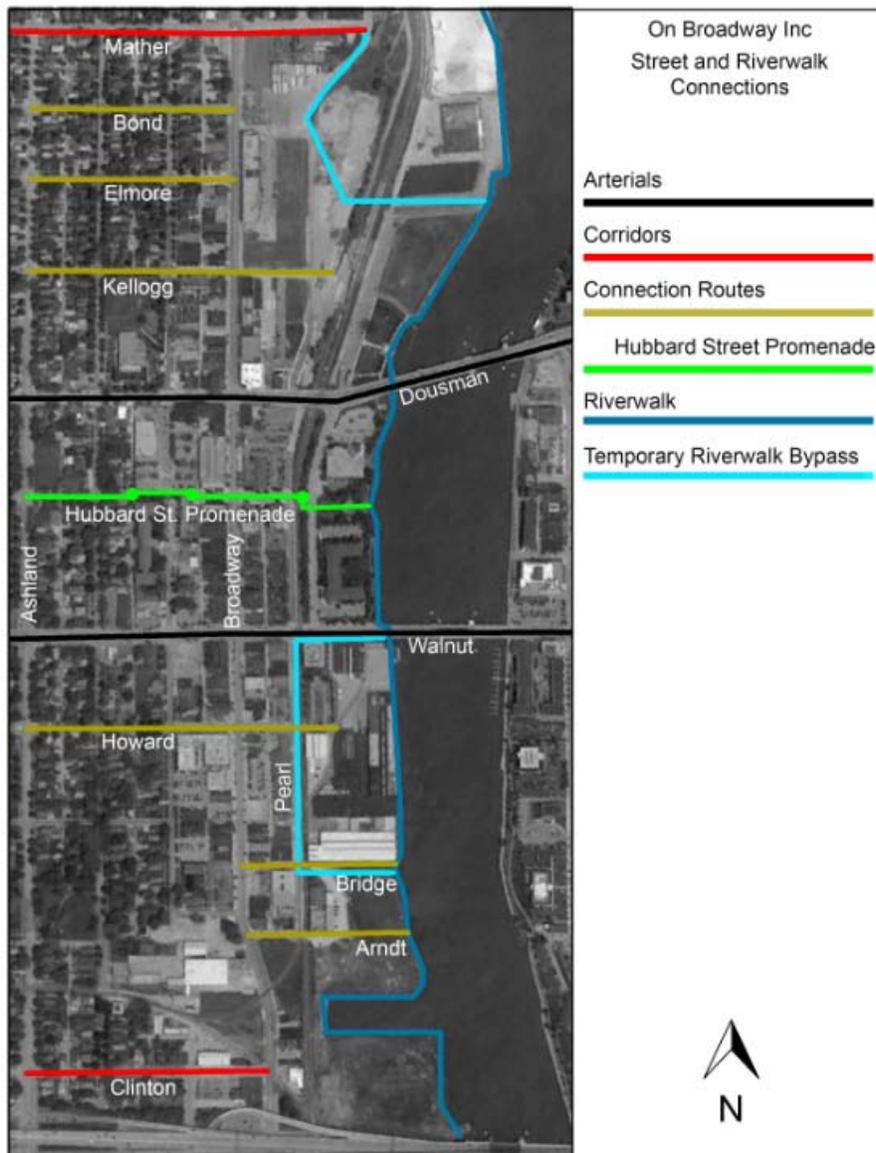


B. ELEMENT 2

WATERFRONT AND NEIGHBORHOOD CONNECTIONS

The element of Waterfront and Neighborhood Connections serves to connect the district's neighborhoods to the Fox River waterfront by focusing on promoting accessibility for pedestrians, cyclists, transit users, and vehicular traffic. Connecting the district's neighborhoods to the Fox River will strengthen the waterfront as an asset to the community which is currently neglected and underutilized. Additionally, promoting the waterfront as an engaging destination point will enable people to enjoy human energy, peace and quiet, and an escape to nature within an urban environment.

Connections to the waterfront will be designed by the identification and enhancement of a street hierarchy (arterials, corridors, connection routes, the Hubbard Street Promenade, and the Riverwalk) which can be viewed in the map below.



This element additionally emphasizes 5) way finding signage and 6) transit routes as they are both necessary and important linkages to connect neighborhoods with the waterfront.

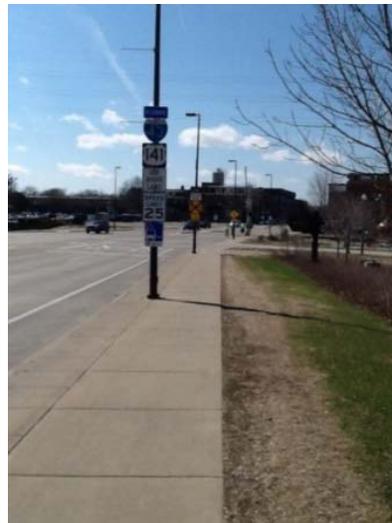
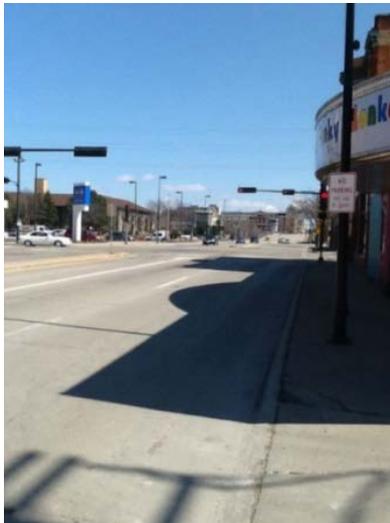
Accordingly, the organization of this element is unique in that each component of the street hierarchy system, along with way finding signage and transit routes, employs their own distinct set of objectives and recommendations.

B1. ARTERIALS

I. Definition

Arterials are major thoroughfares, and need to be treated as such. Arterials are primary access paths that connect the district to the City of Green Bay as a whole (running east and west of the Fox River). Arterials have the ability to move traffic into and through the district. Current arterial streets in the district are depicted below and are:

- Walnut Street (bottom left image)
- Dousman Street (bottom right image)

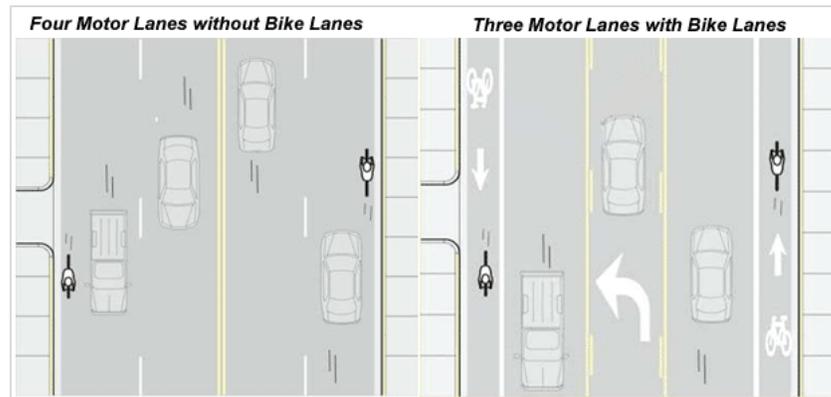


II. Objective

- Create engaging and sustainable arterials as complete streets to move people into and through the Broadway District.
- Make arterials safe and accessible for all users including pedestrians, cyclists, transit users, and those that utilize vehicular transportation.
- Connect the waterfront and riverwalk with the arterials, so that it becomes fully accessible from any direction, including the opposite side of the river.

III. Recommendations

- Reconfigure arterials with a road diet as Dousman and Walnut Street are not often used for commercial traffic. A road diet would eliminate one vehicle travel lane in each direction, which would provide room to implement a bike lane (as bicycles are not permitted on sidewalks) and a green median/turn lane to ease traffic (example below).



Implementing a road diet on Dousman and Walnut will allow these arterials to be complete streets where room permits. The benefits of complete streets are diverse; complete streets reduces vehicular accidents, increases safety of cyclists, generates transportation options, improves air quality by adding greenery to an urban environment, promotes traffic calming effects, and enhances the overall aesthetic appeal of the street.

- Ensure that the intersections of arterial streets (near bridge) and the Riverwalk are fully functional so that anyone (including pedestrians, cyclists, people with handicaps, and people utilizing other modes of non-motorized transportation) are able to easily transition from using an arterial path to using the Riverwalk and vice versa.
- Trees should be incorporated at equally spaced intervals and should be consistent in variety. This creates a continuous, even rhythm that visually engages and guides the visitor into and through the district.
- Use a lighting scheme that is visually attractive, enhances safety, and gives a welcoming feel. Ensure that the lighting scheme employed on arterial streets is distinct and different than the lighting scheme utilized on Broadway Street, residential areas, corridors, connection routes, and public spaces so that individuals can begin to differentiate between street hierarchies. Utilizing antique street lamps would be an appropriate way to engage individuals. It would also add a cohesive element to compliment the historical nature of the district. Dousman Street already employs an antique streetlight scheme. This should serve as a model for lighting along the Walnut Street arterial as well.

B2. CORRIDORS

I. Definition

Corridors for the Broadway District are primary access paths that connect the district's neighborhoods to Broadway Street (the main commercial area in the district) and to the riverfront. Corridors run parallel to arterial streets but do not extend across the Fox River. The district's corridors are:

- Mather Street
- Clinton Street

II. Objective

- Create engaging and sustainable corridors to move people into the Broadway District and to the riverfront.
- Make corridors safe and accessible for all users including pedestrians, cyclists, transit users, and those that utilize vehicular transportation.

III. Recommendations

- Ensure that the streetscapes of corridors are distinct and unique to the district. Design corridors to encompass distinct foliage so that individuals can identify the differences between arterials, corridors, connection routes, and public spaces. Encourage aesthetically pleasing ground landscaping with foliage and trees that are shorter in stature (images below). This will give a prominent distinction to the northern and southern ends of the district, enabling these corridors to become distinct edges. The variety and style of foliage should promote engaging and welcoming feelings to guide people into the district. Further, design corridors to encompass distinct lighting which should illuminate the street and enhance the ground landscaping.



- Add, adjust, and update public transit infrastructure, such as bus stops and shelters as needed to enhance access, identification, and usability. Transit infrastructure is important along corridors as these streets make up northern and southern entrances into the district.

- Although Mather Street is considered a truck route, commercial traffic in the Broadway District has been a concern. A recommendation of weight limits will cut back on some of the heavier truck traffic which degrades the road surface, contributes to higher noise levels, and creates vibrations which affect the local businesses and residences. Weight limits of truck traffic are proposed at 20 tons, rather than the current standard of 40 tons. Working with local businesses, that utilize the services of commercial trucks, will be an important step in making this goal a reality. The image to the left portrays a standard weight limit sign.



B3. CONNECTION ROUTES

I. Definition

Connection routes are secondary access paths that will be utilized the most by neighborhood residents. These routes require continued revitalization to encourage their function of moving people into the district. Proposed connection routes are:

- Bond Street
- Elmore Street
- Kellogg Street
- Hubbard Street
- Howard Street
- Bridge Street
- Arndt Street

II. Objective

- Create engaging and sustainable connection routes to neighborhood residents into the core of the Broadway District and riverfront
- Promote friendly streets, which invite and welcome pedestrians, cyclists, transit users, and vehicles alike

III. Recommendations

- The streetscapes of all six connection routes should be redesigned to utilize the same distinct and identifying trees and street lighting. The type or style of these identifying elements used on connection routes must be differentiated from that which is used in arterials, corridors, and public spaces. This will enhance path distinction.
- Extend the connection routes to the riverfront for full access to the riverwalk. Emphasis on the Hubbard Street Promenade is crucial (detailed in the following section on page 27), but other connection routes such as Bond Street, Kellogg Street, Howard Street, and Bridge Street are future projects that will open the neighborhoods and commercial district to the riverfront.

Bond Street will form an excellent northern connection for the riverwalk. Both Bond Street and Kellogg Street can continue their streetscapes through to the railway. Once at the railway, a non-motorized crossing with visual signals can serve as access points to the riverwalk.

Once the riverwalk is extended south of Walnut Street, access from Howard Street and Bridge Street should be implemented, using the same features as Bond and Kellogg Streets. This means non-vehicular crossings with visual signals will be access points to the riverwalk. An alternative option for Howard and Bridge Streets would be to create a traffic cul-de-sac, while continuing non-vehicular rail crossings to the riverwalk.

- Extend sidewalks to 10 – 12', where possible, for accessible pedestrian usage. Introduce "sharrows" (shared lanes for cyclists, vehicles, and transit) to enable multi-modal movement and access.

B4. Hubbard Street Promenade

I. Definition:

Hubbard Street is an essential connection route and has received its own section in that the connection route will additionally serve as a unique public space (named the Hubbard Street Promenade). The Hubbard Street Promenade is an accessible and functional walkway. This Promenade is utilized by non-motorized traffic for the purpose of bringing people to the waterfront. This walkway will be a distinct environment that will create a link between neighborhoods and open spaces. Its multi-use facilities and activities will engage residents, visitors, and shoppers.

The proposed location of the Promenade is illustrated below.



II. Objective

- Turn Hubbard Street into a non-motorized, pedestrian friendly linkage between the Broadway neighborhoods and the waterfront.
- Attract the local community and visitors to utilize this walkway (as a destination as well as an access path to the riverfront) by promoting diverse activities and sustainability through an interactive streetscape design.

III. Recommendations

- Redevelop the street utilizing aesthetically pleasing street infrastructure patterns such as brick bordering, patterned concrete, or interesting paint schemes. This will entice people to use this path as a destination point and identifies the Promenade as openly accessible to non-motorized forms of transportation.



The images above portray design options that help to make the Hubbard Street Promenade an engaging and desirable pathway to take. The image on the left depicts a portion of the eye catching paint scheme from the Indianapolis Cultural Trail. The image on the right depicts a pergola walkway in Tatton Park in Cheshire, England.

- Make sightlines to the commercial district starting near St. Patrick's Parish, followed by sightlines from the commercial district to the river. Create a small central green space near the parking lots on Hubbard Street, to open the sightline and promote pedestrian and cyclist accessibility. This will mean widening the path into the existing parking lot directly south of the retail store along Dousman Street.



The images to the left illustrate the current sightlines along the Hubbard Street Promenade near the parking lots.

The removal of trees is not advocated because it is imperative to maintain the integrity of the existing mature trees along the Promenade from Maple Avenue to Broadway Street. The sidewalk on the north side of Hubbard Street from St.

Patrick's will be the beginning point of the promenade, to be continued in a meandering line along the north side of Hubbard to Broadway. The course of the walkway should meander through the parking area north of the fence line, utilizing small perennial landscaping materials to create a cohesive and continuous walkway. Landscaping techniques should be utilized to design the course of the walkway.



The rendition on the left illustrates a possible landscaping solution for the promenade, near the parking lots. For instance, a variety of landscaping materials could be utilized to differentiate the promenade from the parking lots themselves.

- Extend the Promenade into the district's commercial area on Broadway Street. Enable a sight line from the commercial district to the Fox River. Utilize sidewalk planters to continue the landscaping element of the walkway through the commercial district. The sidewalk planters will guide users through the walkway in the correct direction towards the riverfront.



The image on the left illustrates how the use of landscape planters can be utilized on sidewalks to further promote optimal sight lines within the promenade.

- Improve the rail crossing at the east end of the promenade so that it is both aesthetically inviting and physically suited for all modes of non-vehicular transportation and all physical abilities. Widen and enhance the rail crossing at the east end of the walkway before Veterans Memorial Park. Cut back

landscape berms on both sides of the walkway at the rail crossing to enable sightlines to the river and downtown skyline. Integrate a standard, safe rail crossing complete with crossing signals and retractable barrier to warn and alert walkway users.



The image above and to the left illustrate the current shape of the rail crossing at Hubbard Street in the Broadway District. The image above and to the right portrays an example of a properly designed rail crossing.

Additionally, ensure that the rail crossing is properly lit at night so that people using the crossing are safe and visible at all times of day. Continuing the lighting scheme utilized throughout the promenade will create continuity across the rail crossing. Ground lighting around the crossing will also enhance the continuity of the promenade.

- Continue the small perennial landscaping used around the parking lots west of the commercial district. By keeping a standard landscape, the promenade user will know that the walkway continues east of the commercial district to the riverfront.
- Design an overlook at the end of the promenade in Veterans Memorial Park where the public can absorb the views of the downtown skyline.
- Make streetscape improvements to increase quality-of-life and safety. Utilize distinct and unique street lights to give the promenade its own sense of identity. Lighting, such as the example below, will promote the promenade as a unique asset from the western end of Hubbard Street to the riverfront.



The image on the left illustrates a possible street lighting style that has the ability to be placed on grass or in landscaped areas. Placing this style, or a similar style, of lighting in the Promenade will allow people to easily identify when they are located in the Hubbard Street Promenade.

Lighting in the promenade should additionally ensure that street furniture is well lit and visible. Street furniture should also not be hidden by foliage. This will promote the promenade as both an aesthetically pleasing and a safe destination point at all times of day and night.

B5. RIVERWALK

I. Definition

The riverwalk is a non-motorized walkway placed along the west side of the riverfront for the recreational use of everyone. The proposed Riverwalk will extend the length of the Broadway District, from the Larsen Green Development in the north to the boat slip development in the south.



The images above illustrate portions of the current riverwalk located on the west side of the Fox

II. River. Objectives

- Attract and engage people to utilize the Riverwalk as a destination.
- Promote the riverfront as a sustainable asset for the local community, visitors, and non-motorized forms of transportation.

III. Recommendations

- Promote the Riverwalk as a destination by integrating the pathway with public spaces. This will add connectivity to public access areas and increase recreation and leisure options for the local community and visitors.
- The Riverwalk design should be kept natural (i.e. durable, maintenance-free materials that blends in with the natural surroundings) and follow the topography of the river through design elements and usage of proper materials. Unlike the hard edge that is created by the CityDeck on the east side of the river, the natural edging on the west side in the Broadway District is distinct and should be the model continued both north of Dousman Street and south of Walnut Street. However, a hard edge should be implemented at the boat slip at the south end of the district as this can be anchored directly to the boat slip so that recreational boat use or fishing is not only encouraged, but easily accessible.

- The riverwalk should encourage cross-river usage on the district's arterials: Dousman and Walnut. This access will connect the Riverwalk with the existing CityDeck and Fox River Trail on the east side of the Fox River.
- The riverwalk should utilize temporary bypasses around the warehouse complex (below) between Walnut and Bridge Streets, as well as the lime company in the north of the district. The temporary bypasses can be incorporated into the existing streetscape as separate bicycle and pedestrian lanes. These bypasses can act as immediate linkages to preserve the continuity and connectivity of the riverwalk. As future development permits, the riverwalk will follow the topography of the river, but should incorporate the temporary bypasses permanently to give users options.



The image on the left illustrates the route to be utilized as a temporary bypass around the K&K Warehouse complex.

- Separate the grade crossings of the riverwalk by building a trail tunnel underneath the river crossings at the Walnut and Dousman Street bridges. A temporary fix would entail the creation of a traffic yielding pedestrian crossing at Walnut and Dousman Streets.



The images above show two possible strategies for safely getting pedestrians and cyclists across the river. The image above and to the left portrays the ideal solution of a tunnel underneath the bridges. The image above and to the right portrays a traffic yielding setup for people to cross the river on street level.

- Emphasize views of the city skyline along the riverwalk (below) to attract the user’s attention to the built environment directly across the river. Incorporate an overlook area (i.e. at the end of the Hubbard Street Promenade) to create a viewing location of the downtown skyline.



- Create a small boat launch for non-motorized activity, such as kayaks or canoes. Additionally, incorporate transit and engaging activities through the use of river taxis. The river taxis will give river access to pedestrians from the Broadway District to numerous points along the east side of the river and downtown.
- Increase the width of the Riverwalk so that it provides ample room for both cyclists and pedestrians. The riverwalk should ensure ample space and amenities are also provided to support and encourage the safety of people of all ages, genders, and abilities. Continue the natural topography of the Riverwalk a safe distance from the edge of the river for continuity of character.
- Incorporate lighting that will enhance the Riverwalk’s design at night to encourage pedestrian use and safety. To maintain continuity of the Riverwalk, the current lighting scheme will be extended along the entire path from the boat slip in the south to the northern node near Mather Street.

B6. WAYFINDING SIGNAGE

I. Definition

Way finding signage are easily identifiable markers located in arterial streets, corridors, connection routes, and walkways. These features serve as guide maps for the district. This signage will help people find out where they are located within the district and how to get to particular areas, destinations, and landmarks within the district.



The image to the list shows multiple examples of way finding signage that can be incorporated throughout the district.



II. Objective

- Geographically unite the entire Broadway District pathway system and district destinations.
- Utilize recognizable cues, guidance, and symbology to provide a visual connection along all corridors, connection routes, and walkways.

III. Recommendations

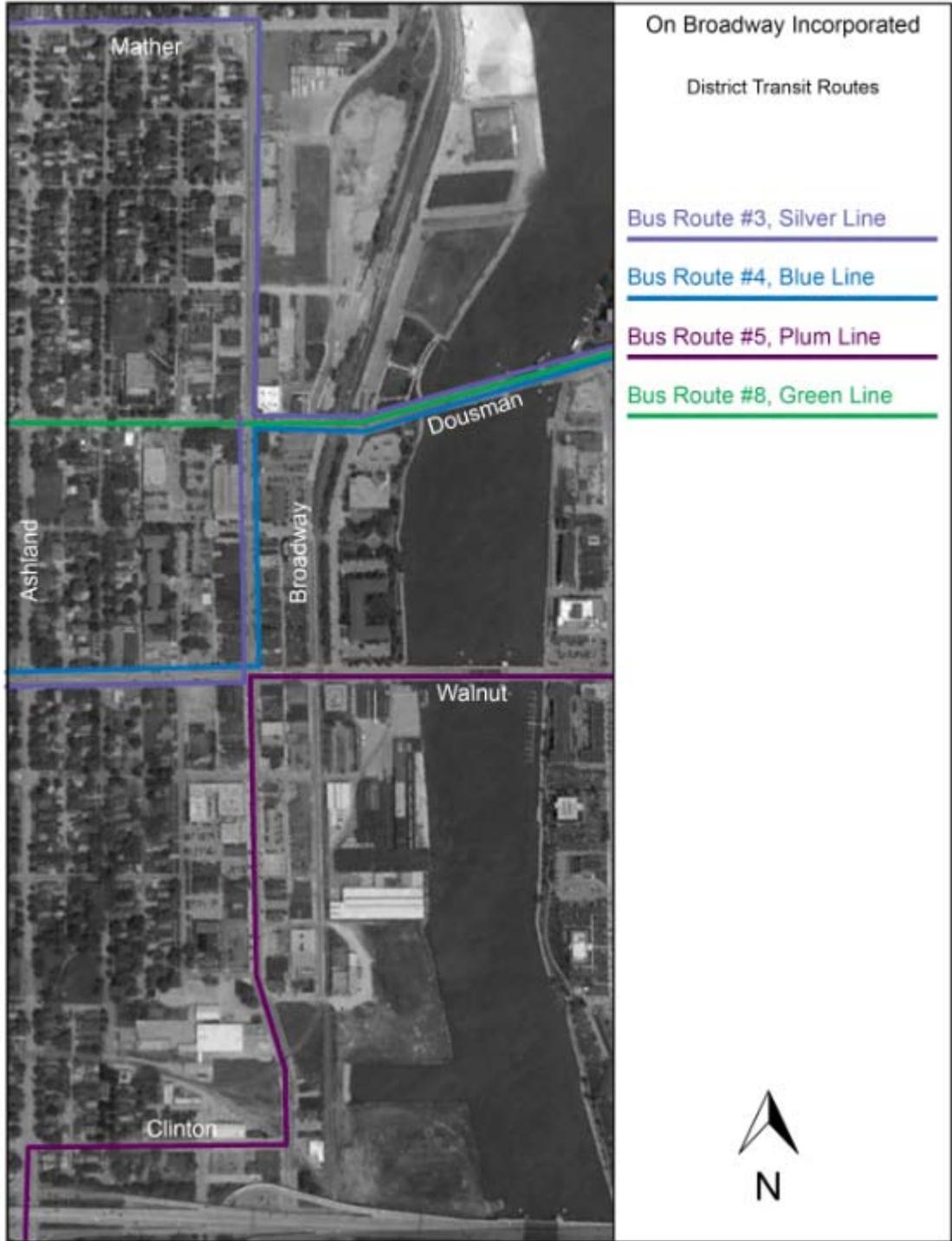
- Identify and locate placement for way finding signage that will direct visitors and the local community to the riverfront, commercial areas, public spaces, as well as other significant destination points in the district. Way finding signage should be located along the edges of the district, throughout the district, and at important nodal points. Signage on the Walnut and Dousman Street bridges are essential, as is signage at the southern entrance along Broadway and the northern entrance on Mather Street. Way finding signage along the Hubbard Street Promenade will not only highlight the importance of this linkage, but direct users into important locations throughout the district. Riverwalk way finding signage is also important because it motivates Riverwalk users to meander into the district as well as noting an important link across the river to the CityDeck and Fox River Trail.
- Way finding signage should be easily recognizable and utilize familiar visual cues and symbology. Signage should conform to one design pattern utilized for the entire district so that people easily detect the signage from a distance.
- Way finding signage should be designed as easy to read maps that will identify a person's location in relation to the rest of the pathway system. Arterial streets, corridors, connection routes, and walkways should be represented as distinct paths to help people distinguish the diverse functions and levels of accessibility. This can be accomplished by a color coding system.
- Way finding signage must be appropriately lit to allow for readability in all conditions.

B7. TRANSIT ROUTES

I. Definition

Public transit encompasses a number of advantages and should be treated as a beneficial feature of the district. Public transit is a utilitarian device, seen every day by all members of the community, and is accepted into the urban scene as a sustainable mode of transportation. Unfortunately however, public transit is consistently placed on the backburner, as negative perceptions of transit use and transit users degrade transit viability as a whole. Redirecting negative perceptions by improving the district's transit routes thus becomes imperative.

Current transit routes through the district are well designed to reach all areas of the district. These routes should be maintained in their current format. A map of the transit routes can be viewed below.



Nonetheless, transit routes are designed to promote the use of public transportation through the Green Bay Metro Transit System and they are currently not achieving their purpose. Thus,



assessment of current transit times is important, and will be further addressed in the recommendations.

II. Objectives

- Encourage people to use transit whether they are utilizing it for need or by choice.
- Address current transit route time schedules to enhance accessibility through public transportation.

III. Recommendations

- Work with transportation planners to extend bus hours through the district. Make a uniform start/stop time with extended hours so that the district's residents can utilize transit lines later in the evening/night. Currently, the bus routes have hard to understand time schedules that do not conform to one another.
- Currently the only bus line that provides half hour service is the Green Line (Line 8). It is recommended that the Silver (Line 3), Blue (Line 4), and Plum (Line 5) lines incorporate half hour schedules as well to increase the viability and usability of the transit system. The Silver (3) and Blue (4) lines, through the Broadway District, do allow for a half hour timetables, however it is differentiated by inbound and outbound routes, and not synchronized with specific routing. As many potential and current transit users have widely varying personal schedules for commuting, shopping, and going to work, the current schedules are somewhat outdated.
- Currently, the bus schedules start at a very early time before 6AM, and serve morning commuters amply. Unfortunately, later schedules are less practical. The Blue (4) and Green (8) Lines are the only lines that provide service until 9:45PM. It is highly recommended that the Silver (3) and Plum (5) lines extend their hours for later riders. The Plum (5) line has a considerable gap in service during the midday hours. The service should be extended between the hours of 10AM and 2PM.
- Weekend service is also a challenge. Many people use the transit service on the weekend as well as during the week. The Blue (4) and Green (8) Lines are the only lines that currently provide service on Saturdays. Saturday service should be extended to the Silver (3) and Plum (5) Lines as well. Sunday service is not currently provided on any of the routes listed above. Incorporating a limited service on Sunday would round out the total viability of the system through the district.
- Alternatively, a low fare or free circulator service that connects the Broadway district to downtown and other points east of the river would help move pedestrians who are hesitant of crossing the river. This service would be especially helpful on Friday and Saturday evenings when many residents and visitors are enjoying the district and downtown. This would help mitigate the usage of personal vehicles especially when people may be inebriated or incapable of driving while enjoying the nightlife the area has to offer.

- A circulator route through the district and the downtown area could also make the district more attractive to future residents as they would not need to drive from one side of the river to the other.



The images above illustrate examples of small circulator buses that could run between the Broadway District and the east side downtown area.

- Incorporate a route map, schedule, and a transit map of the Green Bay Metro system in each bus shelter along the transit routes. Way finding signage may be incorporated into these shelters when they are in close proximity.
- Consider creating or rearranging existing bus stops near the Larsen Green development once it begins, as well as current future plans regarding the north anchor of the district to make access more convenient for individuals. Create more bus stops in the southern area of the district as it is less served than the northern area. Once development of the southern anchor begins to take off, there will be a greater need for bus stops to service transit users.



C. ELEMENT 3

IDENTIFYING PUBLIC SPACES AND THEIR LINKAGES

Identifying public spaces as well as their linkages to each other is important for the success in promoting diverse, sustainable, engaging, and accessible areas of interaction in the district. Accordingly, the organization of this element is separated into two distinct sections: “Public Spaces” and “Public Space Linkages.” By organizing this element in such a way, a more appropriate set of recommendations can be addressed.

C1. Open and Civic Spaces

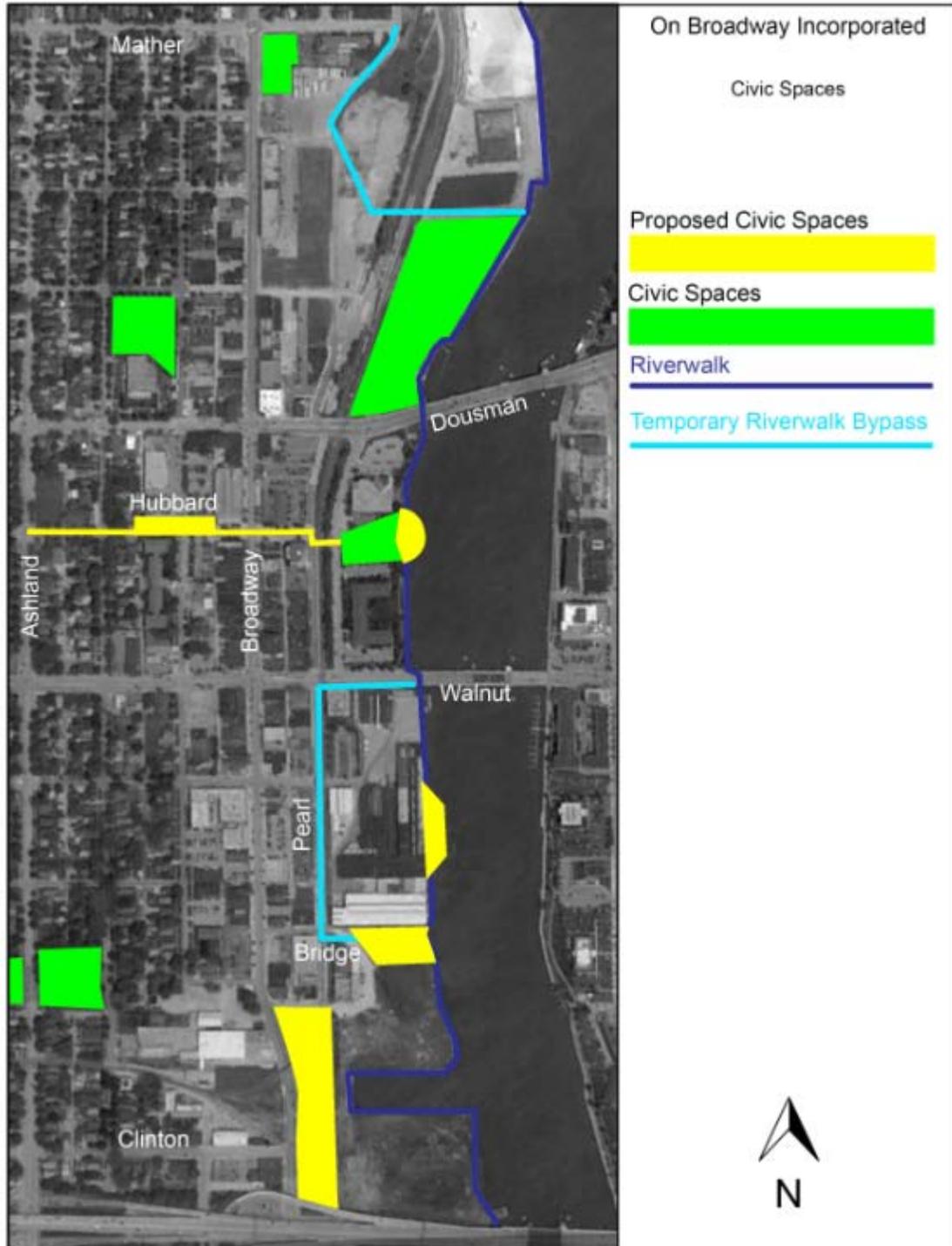
I. Definition

Viable public spaces are open areas within an urban environment. They are meant to be utilized by the public for recreation or leisure as they serve as a platform to promote successful public interaction and a satisfying break from everyday living. The most successful public spaces are those that are designed with people in mind; if a place engages people and draws them back on a consistent basis, the public space is considered successful and, therefore, sustainable. For this to occur in the Broadway District, its public spaces must be designed to be freely accessible and engaging to all people.

The following civic and open spaces in this district that currently exist or are proposed in the district include:

- o Riverwalk: located along the edge of the Fox River from the north end of Leicht Memorial Park to the south end near the Boat Slip
- o Leicht Memorial Park: located between Walnut Street and Kellogg Street in the northern end of the district along the Fox River
- o Fort Howard School Park: located between Chestnut Street and Maple Street on Kellogg Street in the northern end of the district
- o Seymour Park: located off of Maple Street in the southern end of the district
- o Hubbard Street Promenade: located on Hubbard Street from Ashland Avenue to the Fox River
- o Boat Slip: located in the southern end of the district on the Fox River near Clinton Street
- o The Engineer Warehouse & Dock: located on Pearl Street and the Fox River between Walnut Street and Bridge Street

The map below delineates where the existing and proposed public spaces are located



II. Objectives:

- Create and maintain engaging public spaces along or near the waterfront that are designed to facilitate optimal accessibility to the Fox River.

- Create and maintain engaging public spaces that are flexible in their designs in order to enable a variety of freely accessible, potential uses over time for the local community and visitors to enjoy.

III. Recommendations:

- Development of the Riverwalk as a public space should be completed and should extend the entire length of the district along the Fox River. The intent of creating continuous access along the river is to allow this public space to further serve as a linkage to other public spaces and destination areas in the district. The completed Riverwalk will promote sustainable transportation alternatives, an access point to the Fox River, and an engaging setting for everybody.



The images above illustrate natural looking river walks, wide enough to accommodate a variety of non-motorized transportation uses. These images offer development options that could be utilized in completion of the Riverwalk on the west side of the Fox River.

- Maintain and secure civic access along the natural topography of the Fox River waterfront. The future, large development project areas in the district near the Fox River (including the Larsen-Green, The Engineer Warehouse & Dock, and the Boat Slip) should create a public space. Each project area is ripe for development and is large enough to incorporate public space.
- The Boat Slip development area on the southern end of Broadway, in particular, should be developed with the capability of handling at least 2,000 people for public events on the waterfront. Planning for potential large crowds in the district is an imperative move that will enable the district to sustainably support city-wide and/or regional draws.
- Develop Hubbard Street into an engaging public space that incorporates a soft pathway to smooth the transition from the Hubbard Street residential area to the Broadway Street commercial area to the riverfront. The Hubbard Street Promenade should have wide paths to provide access for cyclists and pedestrians and to encourage residents of the district to shop in commercial districts and utilize the river

walk. Foliage utilized should be distinct to the Hubbard Promenade and serve as a marker as a central location in the district.



The image above illustrates a pergola walkway in Tatton Park in Cheshire, England. This aesthetically pleasing idea is one option to give this public space a sense of place and further establish it as a destination point.

- Develop a lookout point at the end of the Hubbard Street Promenade overlooking the Fox River. This will bring people to the Fox River, promoting it as an asset, and the location will become a destination point for both residents of the district and visitors to enjoy.



The image above and on the left illustrates an observation deck overlooking the Mississippi River in New Madrid, Missouri. The image above and on the right illustrates the Ouchita riverwalk observation point in Monroe, Louisiana. These images illustrate only two of the many styles of observation/look out points that could be implemented at the end of the Hubbard Street Promenade.

- Implement interactive fitness stations along the Riverwalk and in public spaces adjacent to the Riverwalk such as in Leicht Park. Fitness stations would encourage healthy lifestyles and serve as an additional reason to attract people to the waterfront (further developing the Fox River as an asset to the district and Green Bay

as a whole). The images below depict some fitness station options that have been implemented in other communities.



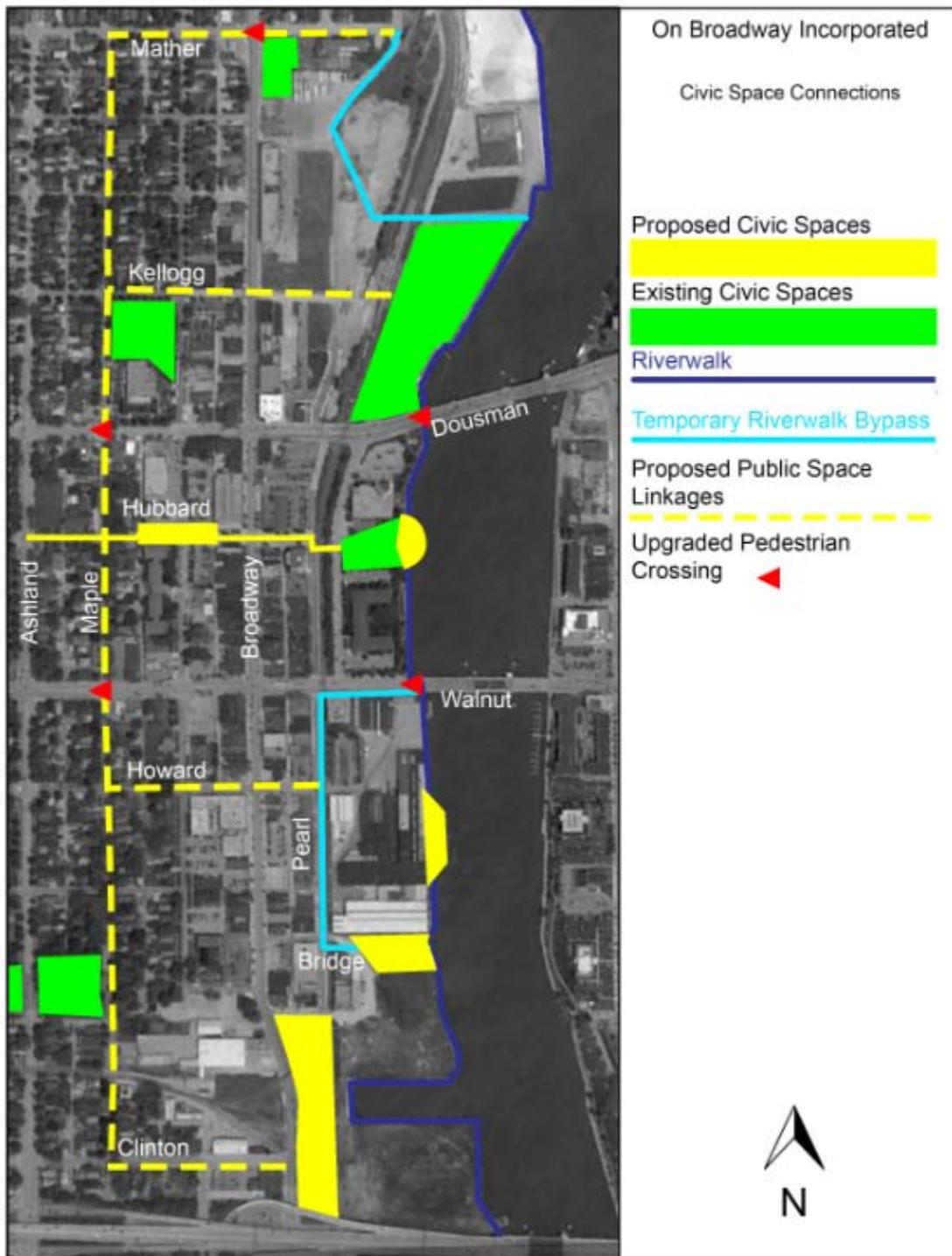
- Add water features in the public spaces on the north and south end of the waterfront to serve as contrasting elements to the waterfront. Water features will soften loud, city noises such as trains and vehicles. This will enable a more relaxing environment to be enjoyed by all users. Additionally, water features are a great way to activate public spaces with low activity levels.
- Build a deck and dock, along the proposed Riverwalk in the Boat Slip development area. The deck and dock development would provide access for boaters to enter the Broadway District from the Fox River. This deck/dock area will additionally serve as a freely accessible space for cyclists and pedestrians. In addition, this development will provide a much needed linkage along the Riverwalk.
- All public spaces should be designed to accommodate the accessibility of all individuals including individuals with handicaps, pedestrians, cyclists, and other various types of non-motorized traffic (i.e. strollers, walkers, wheelchairs).
- Street furniture and other amenities within public spaces need to be placed in aesthetically pleasing and functional locations. Street furniture in public spaces should face toward each other to promote social interaction unless located along the Riverwalk, in which case, street furniture should be oriented toward the Fox River. Vibrant, unique styles of street furniture should be utilized differently in each public space. This will allow each public space to develop its own unique, identifying style which will promote options for individuals.

C2. Open and Civic Space Linkages

I. Definition

Public space linkages are a set of pathways that enable each public space to be part of an interconnected system. These linkages promote access to all residents and visitors of the district.

The map below portrays the linkages that connect public spaces to each other as well as where each public space is located for context.



The recommended linkages create a loop in the district that connects public spaces to the Riverwalk and its temporary bypasses. The interconnected linkage system utilizes the Riverwalk/temporary Riverwalk bypass as its eastern link, Mather Street at its northern link, Maple Street as its western link (which is the unifying street that extends the entire length of

the district), and Clinton Street at its southern link. In addition, Kellogg Street and Howard Street will serve as interior links as will the Hubbard Street Promenade. This system will ensure proper accessibility to all public spaces in the Broadway District.

II. Objectives:

- Develop appropriate pedestrian and cyclist linkages that form an interconnected system between all public spaces in the district to encourage diverse, sustainable use.

III. Recommendations:

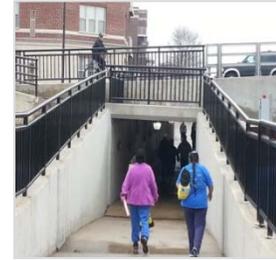
- Create an interconnected system of linking pathways for pedestrians and cyclists to public spaces, the riverfront, the Hubbard Street Promenade, and the district's neighborhoods and commercial areas. Public space linkages should be designed to accommodate the accessibility of all individuals including pedestrians, cyclists, individuals with handicaps, and other various types of non-motorized traffic (i.e. strollers, walkers, wheelchairs).
- The streetscape design of linkages should promote visibility of public spaces. Linkages should be well lit at night in order to allow safe usage at all times of day and night.
- Appropriate way finding signage providing direction to various public spaces in the district should be implemented. This will make getting from one public space to another an easy process.



The images above portray various styles of way finding signage that serve to promote user-friendly ease of access. Once a way finding signage style is chosen, it is important to stick with that style as consistent signage will support familiarity within the district.

- The linkages between civic spaces should be connected to regional transportation and recreational paths such as the East River Hiking Trail and Fox River Recreation Trail. Enabling proper linkages that interconnect with transit stops and the East Side Downtown Parking Ramps will further enhance accessibility to public spaces by catering to pedestrians, cyclists, transit users, and the automobile.

- Create an accessible connection for pedestrians and cyclists to cross the Dousman and Walnut Street bridges. Ideally, a well-lit tunnel for pedestrians and cyclist to utilize should be implemented under the Dousman and Walnut Street bridges. This idea is similar to the tunnel development on the East Side of the Fox River (left).



A short-term solution to utilize before tunnels are implemented is a highly visible crosswalk. This crosswalk should include the installation of a yellow flashing light and an easily detectable crosswalk (left) to remind drivers to yield to pedestrians and cyclists on the Riverwalk. Each of these solutions will provide a safe experience for all individuals to have optimal access to the Riverwalk.



- Implement highly visible pedestrian crossings to promote safe accessibility for individuals utilizing the interconnected linkage system. Proposed locations for highly visible pedestrian crossings are located at:
 - 1) The Walnuts Street Bridge
 - 2) The Dousman Street Bridge crossing
 - 3) The Dousman and Maple Street intersection
 - 4) The Walnut and Maple Street intersection
 - 5) The Broadway and Mather Street intersection
- Create a wider pathway with enhanced lighting at night to cross over the railroad tracks on Hubbard Street. The Hubbard Street linkage connects the Broadway District community with Veteran's Memorial Park on the Fox River. A wider, well-lit linkage will provide enhanced pedestrian and cyclist accessibility.

D. ELEMENT 4

HISTORIC PRESERVATION

I. Definition

Historic buildings are a unique asset to contribute to the character of the Broadway District. There are two types of historic buildings that exist within the Broadway District: those that are officially registered and those that are not but possess historical merit. Buildings that have been registered meet one or more of the following guidelines:

1. Exemplify or reflect the broad cultural, political, economic, or social history of the nation, state, or community;
2. Are identified with historic personages or with important events in national, state, or local history;
3. Embody the distinguishing characteristics of an architectural type or specimen inherently valuable for a study of a period, style, method of construction, or of indigenous materials or craftsmanship;
4. Are representative of the notable work of a master builder, designer, or architect who influenced his age;
5. Have yielded, or may be likely to yield, information important to prehistory or history.
6. Yield it's significance within the past 50 years or more.

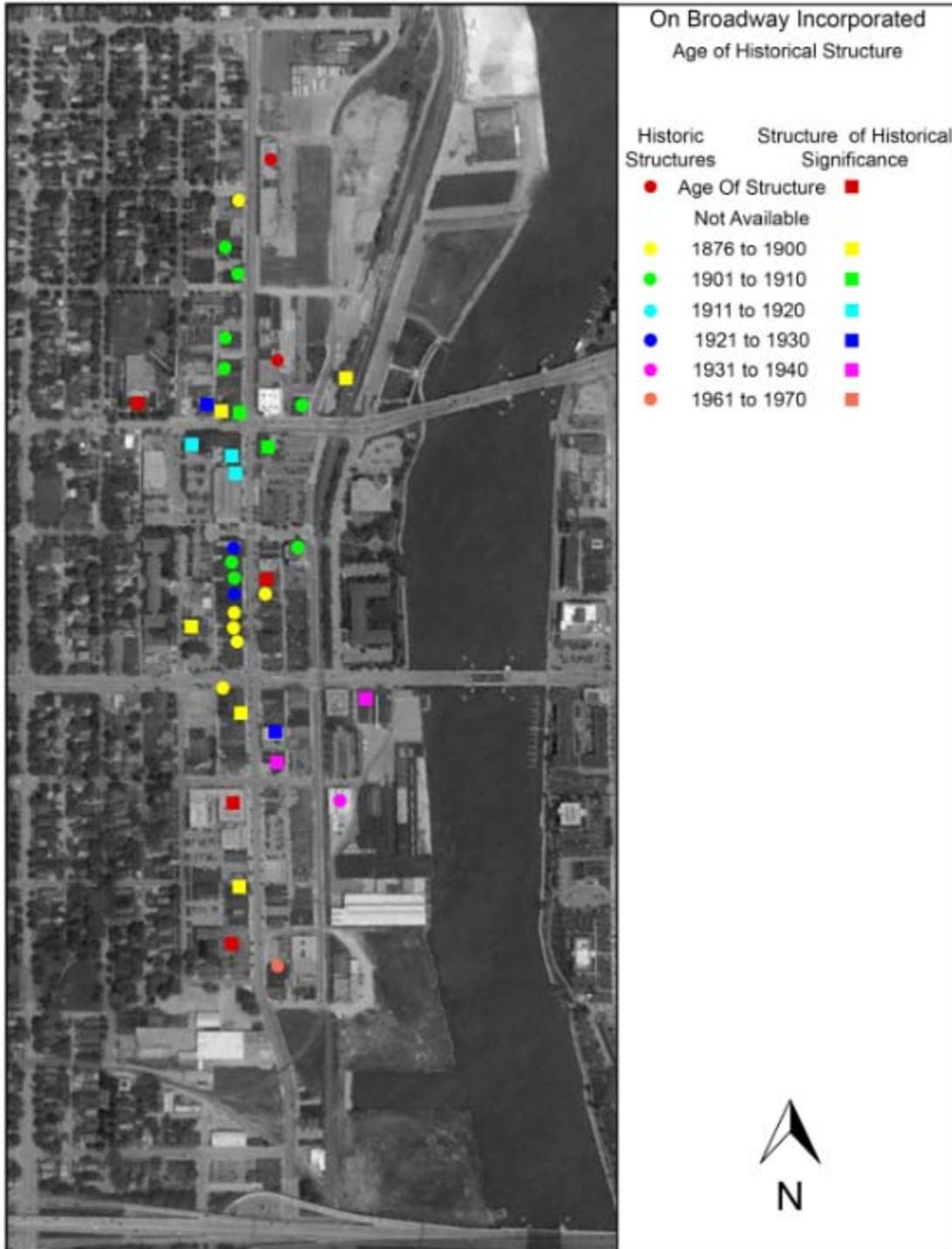


The image on the left illustrates on of the many historic buildings in the district. The unique architectural style gives the district a unique sense of identity and an authentic style.

Non-registered buildings have the opportunity to be officially registered, but have not been for various reasons. Some of those reasons may include (but are not limited to): property owners unaware of the benefits of registering historical buildings, required preservation maintenance is not cost effective, or information on the actual building is missing making it difficult to declare whether a particular building meets one or more of the required criteria (listed above).

Historic buildings are valuable whether they are officially registered or not. Therefore, the registration of buildings with significant historical merit should be highly encouraged. These buildings preserve the rich history of the Broadway District and offer rare architecture not found elsewhere. By encouraging proper preservation, improving educational opportunities, and promoting the district's historic structures as a destination, this unique asset can remain existent in the district for many generations to appreciate and use.

Accordingly, the map below portrays the location of all of the district's significant buildings of historical merit.



The map above reveals some interesting patterns. The first pattern suggests a significant time gap of building development in the district. Many of the historic buildings in the district were



built in the late 1800s to early 1900s. After the 1920s there was a significant decrease in construction until buildings began to pop up again about 20 years later. This time gap between the district's developments was due to the decrease in readily available materials to construct buildings during World War 2. The second pattern suggests a large clustering of historical buildings (many of which were built in the early 1900s) along Broadway Street. This indicates that the district was a tight knit and stable community during that time period as they were able to provide sustainable access to diverse goods and services.

II. Objectives

- Preserve historic buildings within the Broadway District in such a way that promotes a cohesive urban fabric with future building design and development. Restore historic buildings in such a way that does not damage the historical integrity of the site or ignore existing contextual requirements.
- Educate the public about the district's history. Identify significant historic buildings and create ways for people to engage themselves with these buildings. Educate property owners of their historically significant buildings and the benefits of registering their buildings.
- Take advantage of the spatial concentration of structures of historical merit in the commercial area of the Broadway District.

III. Recommendations

- Continue to encourage preservation of officially registered buildings. Ensure that preservation achieves a design coherence which is important in creating a sense of unity in the district.
- Continue to preserve and facilitate the registration of the district's historic buildings which are not already registered but still incorporate significant historical merit. These buildings should also strive for a design coherence to continue the District's sense of unity.
- Signage of historic buildings should promote cohesion with the signage of adjacent buildings. Building signage should not demote the historical significance of buildings or cover or hide the historical merit of adjacent historic buildings. Signage that publicizes buildings as historical, or reveals information about the building's history, should do so without taking away from the architectural style of the building.
- Develop site plan review requirements with a partnership between the Historic Preservation Commission (HPC) and the City of Green Bay Planning Department.
- Achieve a Certified Local Government (CLG) status for historic preservation (for the City of Green Bay) in order to be able to pursue future preservation activities that are consistent with federal and state standards.

- On the Green Bay Historic Preservation Commission website, add additional information and resources in the Designation Procedure tab. The information added should inform property owners of the requirements for buildings to be declared historically significant. Additionally, include information that explains the benefits of registering historic buildings, while reiterating the importance of historical preservation.
- Expand the Wi-Fi network so that it could be accessed in hotspots throughout the district. Implementing Wi-Fi hotspots around bus shelters throughout the district would promote convenience and accessibility to individuals looking for quick information about the district's historic buildings. It would contribute to a larger economic opportunity as it would link visitors to the local businesses inside the historic buildings.
- Develop a webpage (specific for the Broadway District) that opens up when visitors sign into the district's Wi-Fi. This webpage can include buildings officially registered and buildings with strong historical merit but without official registration. Allow this webpage to present stories, pictures, and an interactive map of historic structures within the district to enhance the economic and educational opportunities of "History as a Destination".
- An alternative to a Wi-Fi webpage would be to develop a free Broadway District app that can be utilized in the same way. This promotes multiple options for people to access historic building resources such as information about historic destinations and virtual historic tour guides.

Either option of the webpage or app, mentioned above, would enable educational access to the local community and visitors. It has the additional opportunity to promote economic opportunities such as: attracting individuals to various businesses in the district, allowing businesses to advertise on the webpage/app, and help market special or on-going events/activities in the district.

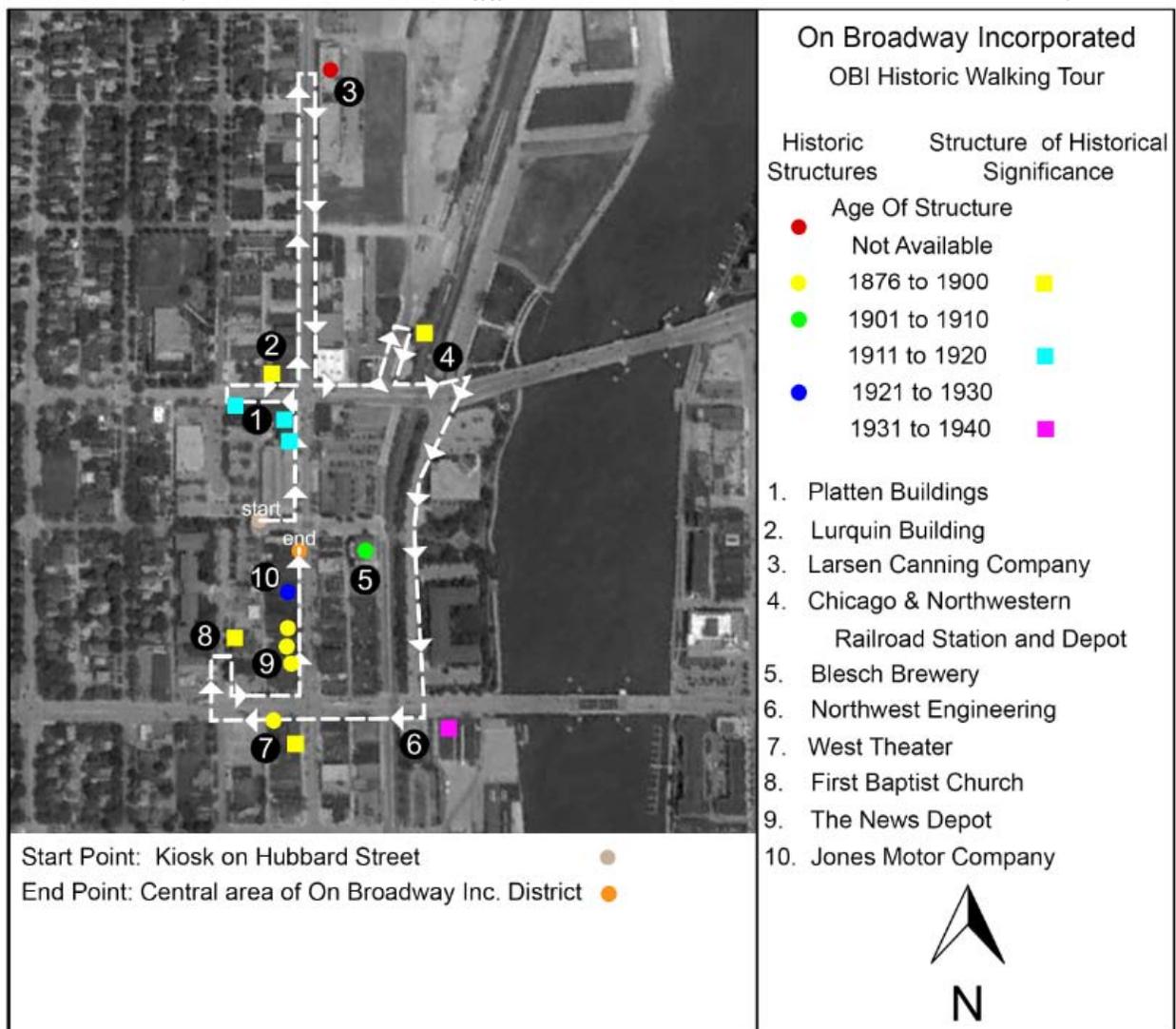
- Another way to distribute information is to create a kiosk. The kiosk design recommended would appropriate an overgrown tree. It should be placed in a public space and should allow individuals to take brochures and other informational literature regarding the district as they please. This would additionally serve as an engaging landmark to integrate into the district as it would attract residents and visitors and promote environmental sustainability.



The images above portrays a repurposed kiosk serving many functions as it can provide information and resources, be utilized as a landmark, and serve as an element of contrast within a public space.

- Create an official Broadway District Historic Walking Tour. This tour should promote significant buildings of historical merit, should be interactive, and should explain the history in an engaging way. There are currently many historic walking tours for the Historic District but they either only incorporate some historic buildings, incorporate buildings outside of the district, or are not interactive or engaging. The official Broadway District Historic Walking Tour should be advertised on the Wi-Fi webpage, free Broadway District app, and on all other informational sites specific to the Broadway District. This official tour map should also be placed in all kiosks or literature holders throughout the district.

The map below delineates a suggested route that the official tour could encompass.



The proposed Broadway District Historic Tour, illustrated above, begins on Hubbard Street (at the proposed kiosk location) and progresses north on Broadway Street where the individual taking the tour encounters a cluster of historic buildings (Platten buildings and Lurquin Building) at the intersection of Dousman and Broadway. The



tour continues north on Broadway to the Larsen Canning Company historic building where pedestrians will then turn around and move south to next experience the historic Chicago and Northwestern Railroad Station and Depot. The tour then introduces the individual with a historic building (Blesch Brewery) near the Hubbard Street Promenade followed by three more historic buildings along Walnut Street (Northwest Engineering building and the West Theater buildings). At the end of the tour the individual finds her/himself back on Broadway Street surrounded by another clustering of historic buildings (First Baptist Church, West Depot, and Jones Motor Company). The tour will then end in the commercial core at the intersection of Broadway and the Hubbard Street Promenade where the individual's journey in the district need not end upon the tours completion.

The recommended tour route above is only a suggestion to begin the discussion of the implementation of a historic walking tour specific to the Broadway District. The tour need not be limited to only 10 significant historic buildings but on the contrary, should be as comprehensive of the district's history as possible. The route suggested is also not set in stone as alterations may occur to connect individuals with additional historic buildings not yet delineated in the tour map.

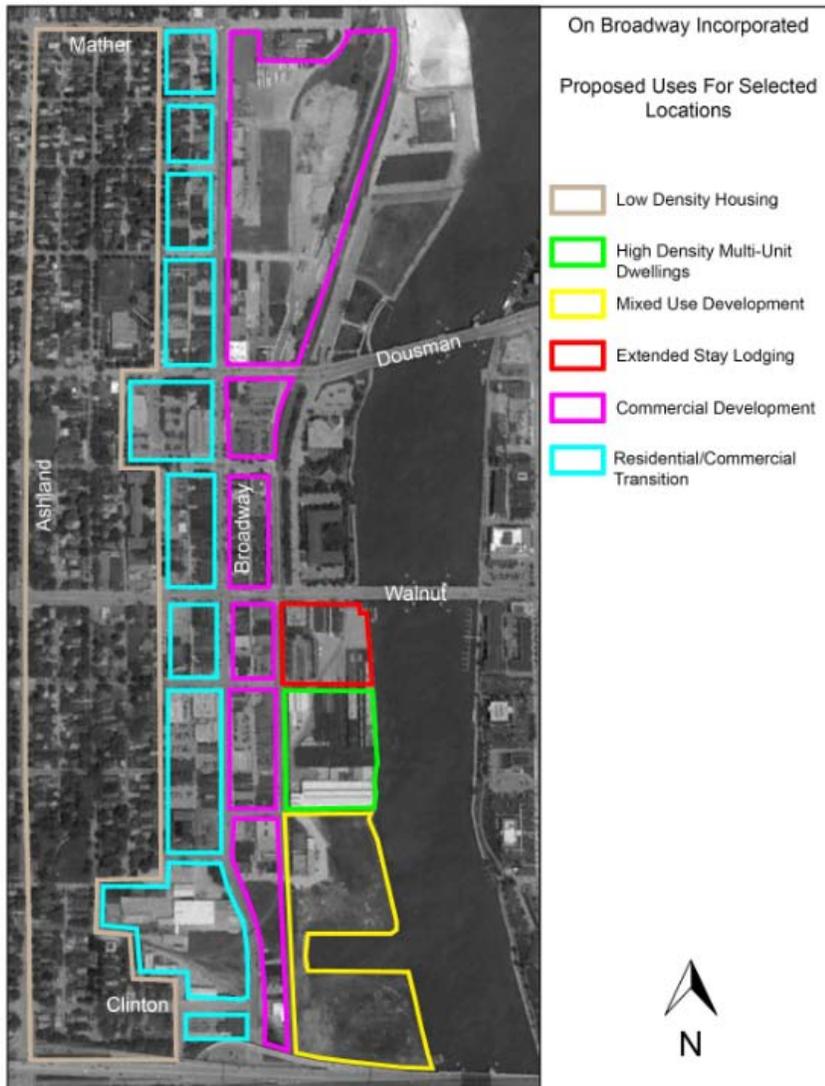
E. ELEMENT 5

ENCOURAGE FINE-GRAINED, MIXED-USE DESIGN

I. Definition

Encourage a fine-grained, mixed-use design in the Broadway District so that retail, commercial, residential, and public spaces are all concentrated with close proximity of each other. Fine-grained, mixed-use design, as a concept, promotes small blocks in close proximity, with each block incorporating numerous buildings of diverse uses. Building setbacks are minimal and there are virtually no vacant lots or surface parking. This development strategy slows traffic and makes people want to linger. Additionally, this strategy will promote an accessible and sustainable live/work environment which will attract diverse people into the district.

The map below delineates the proposed land use locations to foster sustainable fine-grained, mixed-use development. The recommendations of this element will clarify the importance of this proposed layout.





II. Objectives

- Encourage fine-grained, mixed-use development (of retail, commercial, residential, and public spaces) in order to achieve a physical integration of diverse uses.
- Promote the sustainable practice of placing multiple uses in one space. This will engage the local community, maximize available land use, and promote lifestyles with smaller commutes.
- Incorporate a variety of housing types that fit the needs of diversifying demographics in the district, with a housing layout that promotes social interaction.
- In the commercial areas of the district, attract viable businesses that cater to the specific and diverse needs of the district's residents, the metropolitan area of Green Bay, and the entire region of Northeastern Wisconsin. Acknowledge the current geographic locations of businesses (with differing clientele draws) and understand how this relates to the needs of the district.

III. Recommendations

- Continue expansion of commercial infill around Larsen Green so that the entire stretch of Broadway Street is strengthened with fine-grained, mixed-use development. Infill should support and sustain the local needs of the district while also engaging the metropolitan and regional area.
- New development should be fine-grained (dense and multi-functional) but should strive to maintain the human scale of the district; therefore, buildings should be built no higher than four stories.
- Development along the waterfront and the surrounding public spaces near the waterfront should be utilized for social use and revenue generation. Ensure that new development along the river is adhering to proper height limits and bulk controls. This will enable the district to maximize on their view angles. This will additionally, promote the riverfront as a sustainable asset in that it will support multiple purposes (leisure, recreation, consumption, and community interaction).
- Fine-grained housing redevelopment and infill should be incorporated throughout the district. Housing should be maintained in the existing residential neighborhoods in the district's western edge. Housing should be supporting in the residential/commercial transition area and should further be supported above storefronts in the commercial area of the district. Additionally, housing options should be incorporated along the riverfront to promote unique and engaging housing options overlooking the Fox River.
- Using a variety of housing styles and types will increase options while sustaining the integrity of the neighborhoods; thereby mediating unforeseen impacts of uncontrolled gentrification.
- Traditional mixed-use developments (living units and apartments above storefronts or live/work units) along Broadway Street and the residential/commercial transition zone should be maintained and extended. This housing option offers a unique housing

option for people who enjoy living in vibrant, pedestrian friendly, downtown environments.

- Affordable single or multi-family detached units should be maintained within the district’s residential neighborhoods. The district’s residential neighborhoods are delineated on the map as “Low Density Housing” and bounded by Mather Street in the north, the Mason Street Bridge in the south, Ashland on the west, and Chestnut Street on the east. Maintaining this type of housing in this area will ensure that the neighborhood character that currently exists within the neighborhoods west of the railroad tracks is preserved. Converting historic, single-family homes into multiple dwelling units should be avoided as preserving historical homes of architectural merit will sustain the eclectic nature of the district’s neighborhoods.
- Affordable single or multi-family detached units, medium-density housing, and live/work units should be encouraged to locate within the district’s area of “residential and commercial transition”. On the map, this area is located between “Low Density Housing” (mentioned above) and “Commercial Development” and is bounded by Mather Street in the north, the Mason Street Bridge in the south, Chestnut Street in the west, and Broadway Street in the east. By encouraging the development of medium-density housing alongside a wide array of compatible businesses, the district will be able to ensure a functional and liveable transition between residents and consumers. Additionally, the district will be able to offer additional housing options, foster the development of small businesses and artisans, reduce work commutes, and provide the opportunity for home owners to work from home.
- Upscale, high density multi-unit lofts and apartments with height requirements (below) should be placed along the southern edge of the district, located near the river (east of the railroad tracks and south of Walnut Street. Geographically, this area is bounded by Howard Street in the north, Bridge Street in the south, S. Pearl Street in the west, and the Fox River on the east. This upscale, multi-unit housing development should be orientated toward the waterfront and open spaces. If possible, they should also be orientated towards Broadway to increase visibility to the street.



The images above illustrate some examples of upscale, multi-unit housing developments. The Broadway District should follow the lead of the buildings above, as they are shorter in stature, which would safeguard sightlines to the Fox River for properties west of the upscale housing developments.

- Extended stay lodging in the district should be explored as it is a viable redevelopment strategy. The most promising location for future extended stay lodging is along the southern edge of the district (bounded by Walnut Street in the north, Howard Street in the south, S. Pearl Street in the west, and the Fox River on the east). The building that currently sits in this location is the K&K Warehouse thus, this redevelopment strategy requires the acquisition of this property in the future. Promoting extended stay lodging options in this location will create an opportunity for the district to attract and engage visitors as the location sits along the riverfront and the building holds historic, architectural merit.
- Mixed-use development should be implemented in the southeastern corner of the Broadway District to promote the southern edge of the district as a sustainable and engaging destination point. The proposed location is bounded by Bridge Street in the north, the Mason Street Bridge in the south, S. Pearl Street in the west, and the Fox River in the east. Locating fine-grained, mixed use development in this area will maximize the land's value and will promote a variety of engaging activities in an area that currently lacks an effective draw.
- Acknowledge the current geographic locations of businesses (within the area of residential/commercial transition, commercial development) with differing clientele draws and create distinct clusters of mixed-use development. There is a strong concentration of commercial businesses locating along Broadway Street; this should be maintained and encouraged. This will strengthen local, metropolitan, and regional clientele draws while also sustaining diverse options in the district. Additionally this will serve to engage different populations enabling interaction as individuals explore and utilized the many options the district has to offer.



F. ELEMENT 6

SUPPORTING VIABLE BUSINESSES

I. Definition

Supporting viable businesses is a social element that reinforces the success of the district. When a district is supported by viable businesses the local community is able to sustain itself, diverse populations become engaged with the different options offered, and access to diverse goods and services is improved.

Many businesses that currently exist in the district cater to and generate a largely metropolitan and regional based draw at the expense of the local community. This is not viable as the local community is experiencing an unsustainable inaccessibility to their needed services. In order to correct this inaccessibility, and support the district's neighborhoods, it is important to attract a diverse range of businesses (that service varied clientele) to sustain both the local population and district visitors.

This element requires a geographical understanding of the nature and concentration (or dispersal) of the district's businesses with particular focus on their market (local, metropolitan, or regional). This understanding will help OBI recognize what services and products are lacking and what services and products are over utilized. By addressing the needs of the local community, we can create a vibrant commercial area where social interaction among diverse consumers is strengthened.

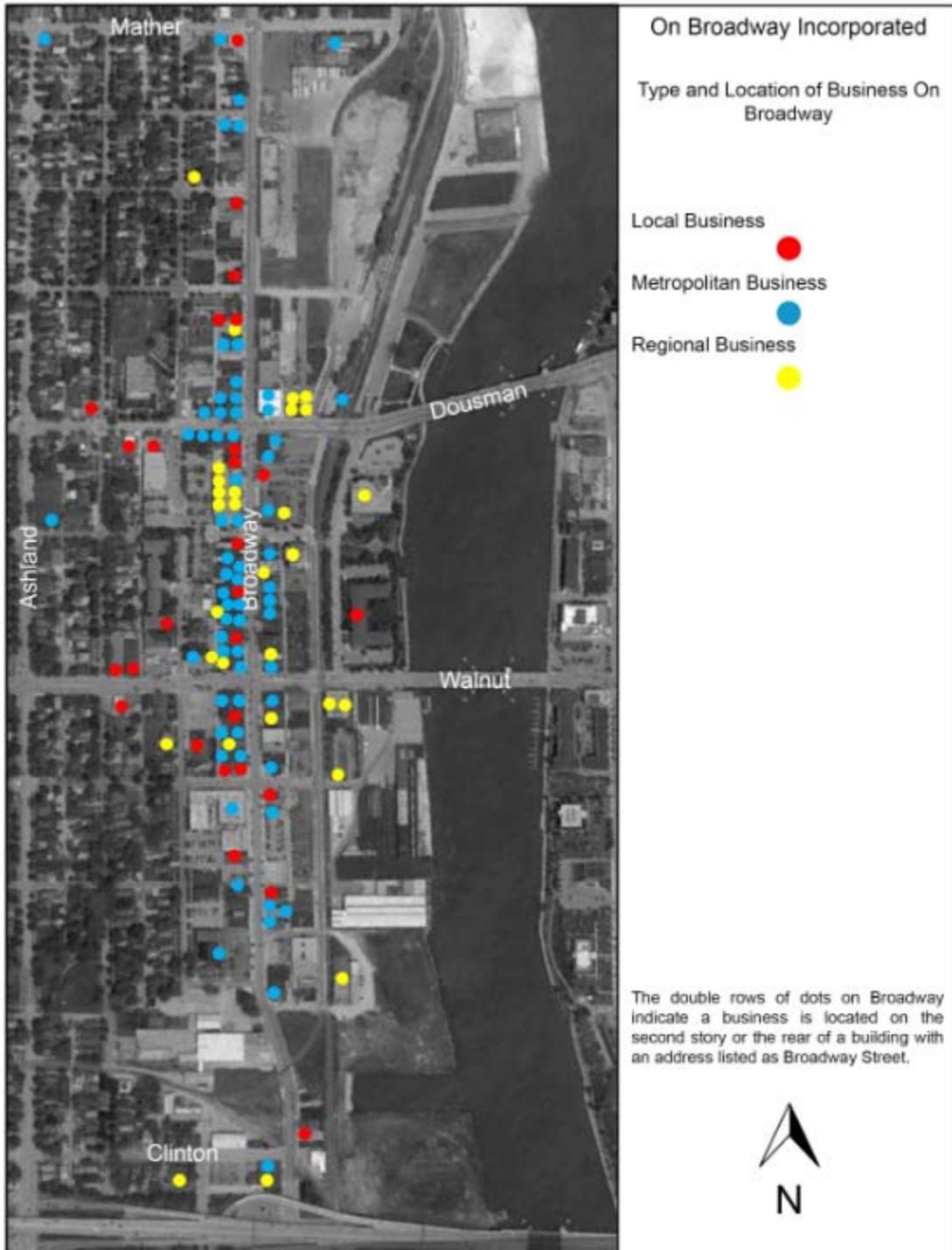
II. Objective

- Address the needs of the local community while maintaining the district's commercial area as a metropolitan and regional draw.
- Geographically understand and maintain the concentration of commercial services in the district. Guide businesses to locate where customers will have the greatest access and range of services, while providing businesses with the best opportunity to generate an economic profit.

III. Recommendations

The recommendations below were generated after the creation and analysis of an updated Business Study (prepared in April of 2014). This study, bases its framework off of the Viable Business Study done in 2006, which identifies the concentrations of businesses that provide services to three distinct markets: Broadway District neighborhoods, Green Bay's Metropolitan Area, and the region of Northeast Wisconsin. This study, along with the study created in 2006, can be reviewed in greater detail in Appendix B on page 62.

The map below delineates the three distinct markets of the district's commercial businesses.



The existing businesses of the district, with their identified markets, are delineated in the map above. The map portrays a district with 27 (23%) of businesses specifically supporting the local community, 93 (77%) of businesses catering to the metropolitan and regional markets. There are only 6 local businesses with in the commercial core (on Broadway Street and between Dousman and Walnut), which is only 15% of the businesses in the district's core. This inconsistency desperately needs to be corrected.



Accordingly, the recommendations to support viable businesses in the Broadway District are as follows:

- A market analysis that incorporates an updated business study for the district should be implemented and completed every three to five years. Having access to accurate and up to date market assessments will allow OBI to encourage or discourage future development appropriately and in sustainable locations (concentrated within the commercial area of the district). This will additionally allow OBI to access and address the needs of the local community with calculated accuracy.
- Business surveys directed specifically to the district's residents will serve a vital role. Knowing for certain the needs and wants (relating to business and service options) of the local community will bring residents out of their homes and into the commercial core of the district. Increasing the number of locals on the street will promote an engaging and vibrant commercial core and district. This will reinforce the district as an exciting and stimulating destination.
- Local business services are currently spread out throughout the district and, as of April of 2014, only 6 local businesses are located in the district's core commercial area (along Broadway and between Dousman and Walnut). Those 6 businesses consist of a mere 15% of all of the businesses in the core (along Broadway Street and between Dousman and Walnut). This pattern is not currently working for the district. Local businesses should be strongly encouraged to locate along Broadway and in the district's core. Locating local businesses within the commercial core will generate a busier street life as district residents will be able to walk to businesses to attain their daily needs. Re-establishing Broadway Street as a destination for local residents will additionally reinforce visitors to use the district's commercial core as an engaging destination point. A greater number of local business services also need to be encouraged throughout the entire district. As of April of 2014, there were 120 businesses in the district, and only 27 of them served the local community. This computes to a mere 23% of businesses serving the local community.
- Metropolitan (city wide) business services have located mostly in the district's core (along Broadway and between Dousman and Walnut). They account for 56% (23 businesses) of the commercial core's businesses and 53% (64 businesses) of all of the businesses in the district. Businesses that service the metropolitan area should be encouraged to locate further toward the district's northern and southern anchors. This will allow more local businesses to locate in the core. Metropolitan business services should also be encouraged to spread out toward the anchors of the district and around the intersections of Dousman and Broadway and Walnut and Broadway. This will enable visitors from all over greater Green Bay to come into the district for their needs only to be quickly met with the engaging street life of the commercial core (as mentioned above, this would be generated from local businesses locating in the core). Upon seeing the engaging environment, city-wide visitors will be more apt to continue walking up and down Broadway to see what else the district has to offer.
- Regional business services have also located in the core of the district. Of the district's 29 regional businesses, 12 buildings currently sit in the district's commercial core (along Broadway and between Dousman and Walnut). These regional businesses account for 24% of all of the businesses in the district, and 29% of the businesses in the

core alone. Locating these regional businesses in the core works, as it draws people from all over northeast Wisconsin directly into the heart of the district, thus increasing the likelihood that regional visitors stay a while to explore the rest of the district. Nevertheless, regional businesses locating in the district's core should be limited to allow additional local businesses to locate in the core generating an improved balance between various viable business markets. Encourage regional businesses to locate further toward the northern and southern anchors of Broadway Street as to promote Broadway's commercial core as a destination point for everyone.

- Encourage all businesses to provide a business layout that supports a sustainable, live/work community. Maintaining the concentration of fine-grained, mixed-uses in the district's commercial core will help reinforce this encouragement. Work with businesses to develop design guidelines that promote the accessibility of pedestrians, cyclists, and transit users. This will ensure that customers will be granted optimal access to and range of services and goods, generating higher economic profits for businesses and the district as a whole.
- Encourage businesses to concentrate or co-locate near public spaces and the riverfront. This will enhance the use of public spaces throughout the district, reinforce the riverfront as an asset to the district, and strengthen the district's commercial core as an accessible destination that provides a variety of options. Furthermore, supporting mixed-use areas (civic/recreational space near nodes of consumption) will fortify economic profits for businesses as the intermingling of people in particular areas will upsurge and intensify.



G. ELEMENT 7

COMMUNITY REVITALIZATION

I. Definition

Community revitalization in the Broadway District is the process of making sustainable, engaging, and accessible living places for all socio-economic and cultural groups residing in the district. This social element is meant to address the challenges and opportunities of the local community, as they are vital stakeholders in the district.

The local community is one that is in transition. With residency in decline and diversity increasing, it becomes imperative to utilize the character of the local community to enhance economic, social, and cultural viability for all residents. Successful community revitalization in the Broadway District recognizes the diversity of the district's neighborhoods. The recommendations below will serve to inspire, motivate, and support the local community and their livelihoods.

II. Objectives

- Encourage social interaction to promote trust among all socio-economic and cultural groups of the local community.
- Enrich the quality-of-life for the district's local community by promoting their health, happiness, and wellbeing.
- Stimulate community investment in the district's neighborhoods, commercial areas, and public spaces in such a way that the local community benefits.
- Foster civic participation and empower local residents to come together, get involved, and take pride in the Broadway District.

III. Recommendations

- Placemaking in the Broadway District to strengthen the connection between the local community and the places they share. Re-establishing the commercial core as a destination point for local residents and creating worthwhile destinations along the riverfront and throughout the district will stimulate social interaction by bringing the local community together. This is especially important when there are no events taking place to bring out the vibrant community. Involve local residents in the process of creating "place" to ensure that their voices are heard. This will help guarantee that the district's public spaces are promoting the happiness and well-being of the local residents by integrating their identity.
- Investing in the district's streetscapes and pathway systems as well as its residential, commercial, and public areas will engage residents and enhance their perceptions of their community. Investing in the district to create a positive

identity will empower local residents to get involved themselves in making their community a better place.



The distinct lighting along Broadway Street has served its purpose in enhancing perceptions of the district's commercial core. The lighting encourages residents to engage in their community, no matter the time of year or time of day/night.

- Fine-grained, mixed-use offers a win-win situation for local residents and businesses by combining retail, commercial, residential, recreational, and leisure activities within close proximity through infill development. This type of development redefines diverse, viable lifestyles by encouraging a walkable environment with an increased access to needs and services, natural and public spaces, and shorter distances to employment opportunities. By getting individuals to choose alternative options to the automobile and stimulating social interaction, the community will begin to revitalize itself.
- Invest in housing options throughout the district that vary in style, type, and affordability. By recommending a variety of housing types, the Broadway district will cater to all different types of residents without displacing anyone. It is through diversity of people and incomes, not the displacement of people that will enable the Broadway District to transition into a self-sustaining community. By attracting families, young professionals, seniors, college students, dual income couples without kids, and individuals of all socio-economic and cultural statuses, vacancy rates will decrease and home occupancy rates will increase leading to a more sustainable community.
- Affordability is a key component in mitigating the potential of neighborhood gentrification. Consumption drives not only the economic forces of a community but also influences its very identity. It is important to keep and encourage businesses that serve and accommodate the local community's needs and purchasing power. The notion of affordability is important in terms of accommodating for basic necessities such as grocery stores, pharmacists, restaurants, and retail.
- Engage, educate, and manifest a sense of ownership among the residents of the community by investing in the district's historic character. As historic preservation becomes a larger priority for the district, Wi-Fi hotspots and a kiosk of vital resources becomes imperative in promoting useful access to the district's history and current affairs. Creating innovative connections to destination points and historical landmarks will engage the community to take its history seriously. People often tune out opportunities that they have not been previously introduced too. Fostering viable ways to reach out to the community such as

implementing Wi-Fi, with an opening page that promotes an engaging historical tour of the district, will serve to introduce the local community to its story.

- Wi-Fi hotspots, around bus shelters, become equally important in fostering productive outlets for communication for transit users and everyone else. As seniors are in decline and young singles, young couples, and college students begin moving into the district, web access becomes imperative as it is so vitally connected to present day lifestyles (right). Wi-Fi will be a useful tool in attracting families into the district as well, allowing them to access information about events and options the district has to offer.



- There are two Neighborhood Associations that fall within the district's boundary: Fort Howard and Seymour Park (below). Encourage individuals to get involved in their local Neighborhood Association, which are grassroots organizations with the purpose of encouraging residents to have a voice in their communities. Educate individuals on the benefits of coming together with other neighbors to improve the common good of the neighborhood and accordingly, the district. Successful neighborhood associations will be able to facilitate community surveys, local community events, the search for local artists to help implement art pedestals and displays of public art, among many other that can benefit their neighborhoods and district as a whole.



The images above illustrate some neighborhood association ventures. The image above and to the left illustrates a neighborhood association involving children in the production of a prosperous community garden. The image above and to the right illustrates a neighborhood association participating in a neighborhood clean-up day.



III. APPENDICES

Appendix A: 2014 VIABLE BUSINESS STUDY

In May of 2014 a viable business study was redone, basing its framework off of the viable business study created in 2006. The original appendix for the 2006 Viable Business Study is located on the next page.

BUSINESS SERVICE CATEGORIES

Three business service categories were utilized to match the categories employed in the 2006 viable business study for the Broadway District. Each business category has its own specific market that draws customers from different geographical areas. These categories are:

- **Broadway Neighborhood Service Area:** pulls only from the neighborhood.
- **Metropolitan Green Bay Service Area:** pulls from the City of Green Bay and from the greater metro area.
- **Regional Service Area:** pulls from places outside the metro area – sometimes this can be international as well!

METHODOLOGY

A comprehensive list of businesses in the Broadway District was identified. Each business was then categorized upon its customer base (market). Next we ground-proofed each business on the aerial photograph and coded it using the categories defined above. Finally, we created a map that shows the spatial location of the three different customer bases (located in Element 6 on page 56).



Appendix B: 2006 VIABLE BUSINESS STUDY

BUSINESS SERVICE CATEGORIES PROVIDED BY OBI

During the Market Analysis, OBI studied the current business location trend and defined three distinct business service categories in the Broadway district, each having its own unique businesses that draw customers from different geographical areas. The three different viable business categories are as follows:

- **Broadway Neighborhood Service Area:** pulls only from the neighborhood.
- **Metropolitan Green Bay Service Area:** pulls from the City of Green Bay and from the greater metro area.
- **Regional Service Area:** pulls from places outside the metro area – sometimes this can be international as well!

METHODOLOGY

OBI provided our group with a list of businesses in the district and identified each business's customer base using the business service categories defined on the previous page. After the City of Green Bay Planning Department provided us with an aerial photograph of the Broadway District, we ground-proofed each business on the aerial photograph and coded it using the categories provided by OBI. Finally, we created a map that shows the spatial location of the three different customer bases.



Appendix C: 2004 Market Analysis Summary

NEEDS

The following issues were identified by members of the district as necessary for their desires and for the well-being of the entire community.

- **Parking:** Citizens identified a need for available and suitable parking as the most important need. People want to be within walking distance of their destinations. A result from an intercept survey found that 57% of those people interviewed on the street felt that parking availability was good. The results of the survey showed that 32% of consumers park within half a block from their destination, 28% near the entrance, and 19% park nearly a block away. Although nearly 43% of consumers did not believe that parking was a challenge at the time, 28% felt that parking was a minor challenge and about 25% believe parking is a major concern for the district. Parking, however, was identified as a possible concern of the business owners of the district. Twenty-eight percent of the business owners feel there is a minor challenge where parking is concerned while 25% feel there is a major challenge for parking concerns, and 43% do not believe parking is a challenge. One of our main concerns on the Design Committee will be finding open spaces for constructing an appropriate amount of parking for these business owners and/or consumers to use at their convenience.
- **Buying Locally:** Results of the surveys found that the majority of consumers feel Broadway is a part of downtown and, therefore, 80% of the respondents believe buying their consumables locally is important. About 75% of business owners strongly agree that the district is a great place for business and many feel that cooperating with and complementing other businesses in some way would be helpful and attract more customers to the district. Therefore, this commercial mix would help both consumers and business owners by bringing more customers into the district. Even though there is a strong incentive to buy locally, the survey also identified that 30% of business owners felt it would be important to have a Walgreens or other drug store available.
- **Civic Spaces:** Many of the residents of the district have identified the need for more events in the downtown area. In 2003, the survey calculated about 51% of consumers taking part in Art Street, 32% on Packer Weekends, and 28% for Celebrate Americafest. These numbers could obviously increase with an expansion of various events throughout the year. By opening up civic spaces for the utilization of these kinds of events, we can create spaces that could facilitate diverse community members. Once we incorporate some of the events into the geography of the district, the need for civic spaces becomes addressed.
- **Streetscape Design:** The physical streetscape of the district is a very important element in determining whether the district is liked or disliked by the community. Streetscape design includes elements such as lighting along the sidewalks and backsides of building. Lighting the backsides of buildings could be an important issue as people in the community might feel threatened if walking through areas with dark alleys. Lighting of the streets has a great deal to do with how safe people feel walking through the district, and with appropriate aesthetic lighting one will enjoy walking through the district and feel safe while doing it. Although 91% of people are found to feel safe walking through the Broadway district, even at night, the lighting and streetscape design is very important for the aesthetic atmosphere the district provides as well. Over 80% of people are satisfied with the cleanliness and about 85% are satisfied with the street amenities.



ASPIRATIONS

The following is a list of some of the aspirations the citizens of the district have; in other words the things they would like to see in the Broadway district in the future.

- **Expanded Green Space:** About 37% of consumers identified expanded green space as an admirable asset they would like to see developed in the district. Green spaces would be described as spaces for parks, trails, walkways and areas where people can gather during all seasons.
- **Bike Trail:** A bike trail would be a great asset for the community. Thirty-one percent of those interviewed would like to see one developed in the future. During the months of nicer weather, a lot of people in the district would like to get outside and enjoy the area. A bike trail would provide something for people to walk, bike or rollerblade on to get some exercise in their own community.
- **Boat Docks and Landings:** Many people of the district would like to see boat docks and landings developed in the district on the Fox River. Twenty-eight percent of those interviewed believe that boat docks and landings would be a desirable community asset and most likely would be something to bring the community together, both on the west and east side of the river.
- **Public Parking:** Although 57% of patrons believe that parking availability is good, it is still an issue others would like to see resolved. About one-quarter of business owners interviewed see parking as a major concern. Therefore, opening up more space available and utilizing it for parking would definitely be an aspiration for some of the business owners in the district.
- **Business Cooperation/Complementation:** The overwhelming majority of those interviewed believe that Broadway is an excellent place for business, including 75% of business owners. Many of the business owners are looking for ways to bring the businesses of the district together through cooperation and by complementing each other. Our role for designing the plan of the district could be to provide the necessary streetscape and building design for the appropriate businesses. Civic spaces for community events could help in bringing people of the district together as well.
- **Shopping/Dining:** The most prominent reason that consumers visit the Broadway district is for shopping and eating. Therefore, by providing a good variety of the kinds of businesses people would like to see in the district, it could help bring the community downtown. Some of the future businesses people aspire to see added to the district are clothing stores, ice cream and pastry shops and hardware/office supply stores. Thirty-seven percent of people would like to see women's clothing stores, 36% would like an ice cream shop, and about 29% want to see a pastry shop in the district. Also, about 30% of consumers believe it would be helpful to have a hardware or office supply store in the area.

EXPECTATIONS

Many members of the community have favorite things they currently like to do in the district and want to these things there in the future as well.



- **Parking:** Being able to park near their destination is the most prominent expectation of the citizens of the district. The only way the community is going to be attracted to the improved areas is if there is parking available nearby. Surveys show that about 88% of consumers only come to the district a few times a year and most travel on their way to somewhere else. Also, 52% of business owners recognized parking as the most important community asset they would like to see in the district. By improving parking convenience, we can probably attract more consumers to the district and help the businesses as well.
- **Shopping:** Shopping is one of the main reasons that some people come to the Broadway district. Fifty percent of people interviewed said they have been shopping in the district would like to return. If we develop a wider variety of shops, more people will want to come. The main shops that people identified as a future business they would like to see were women's clothing stores, a hardware store, an office supply store, a pharmacy, a flower shop and, finally, a men's clothing store. Thirty-four percent of consumers have no preference as to what day is best to do their shopping, which leaves many opportunities for businesses.
- **Dining:** Going to the Broadway district for dining purposes is the second most popular asset of the community. Restaurants came in the top percentage on a survey that asked people of the district which two types of businesses they would like to see in the district, along with a Walgreen's and other shopping places. Some of the different types of dining they would like to see added to the district are: 15% surveyed chose Italian, 6% a family restaurant or steakhouse and 5% chose Mexican or Chinese restaurants. Some of the more prominent food shops people want to see in the district are ice cream shops, according to 36% of consumers, and 29% would like to see a pastry shop.

STRENGTHS

The following lists a few of the items that those interviewed identified as being some of the strengths of the district. These are things that really do not need to be improved; however, they should be maintained in order to keep the district as involved as they currently are.

- **Safety:** In general, the majority of people in the Broadway district feel that the area is clean and safe to walk through, as well as 91% feeling safe even at night. People are not at all concerned about their safety or vandalism of property. In addition, 70% of business owners identified the police protection as outstanding.
- **Cleanliness:** Cleanliness is definitely not a problem in the district, as 80% of people are satisfied with the cleanliness and 85% with the street amenities. This is definitely one of the strengths of the district today.
- **Business:** Seventy-three percent of those interviewed feel that the district is a great place for businesses and events. The integration of public spaces and complementation of businesses could definitely open up more opportunities for other businesses and consumers to follow.