



For *Everyone*, By Design



Accessibility
Strategies Across
the Planning
Process

2026 APA-WI Conference | 10.09

Jacob Moser



Role:
Planner II

Learning Style(s):
Visual

Fun Fact:
Read 22 books
this year

Abigail Rose



Role: Senior
Planner & Designer

Learning Style(s):
Visual/Auditory

Fun Fact:
Dislikes chocolate
A LOT

For Everyone, By Design

Accessibility Strategies Across the Planning Process



How do you learn best?



Solitary

I like to learn on my own.



Auditory

*I like to listen
& talk it through.*



Social

I like to learn with others.



Visual

*I like to see pictures,
maps, & diagrams.*



Kinesthetic

I like to learn by doing.



Logical

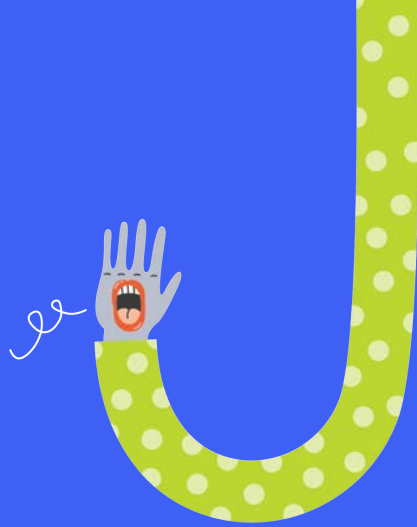
*I like to find patterns
& solve problems.*



Linguistic

I like to read & write.

**For Everyone,
By Design**



Brain Gains

What we'll discuss today!

**All
Together.**

**HOUSEAL
LAVIGNE** 



**Conveying a
Message**



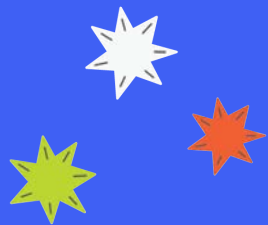
**Translation &
Interpretation**



**Graphic
Communication**



**Standards &
Regulations**



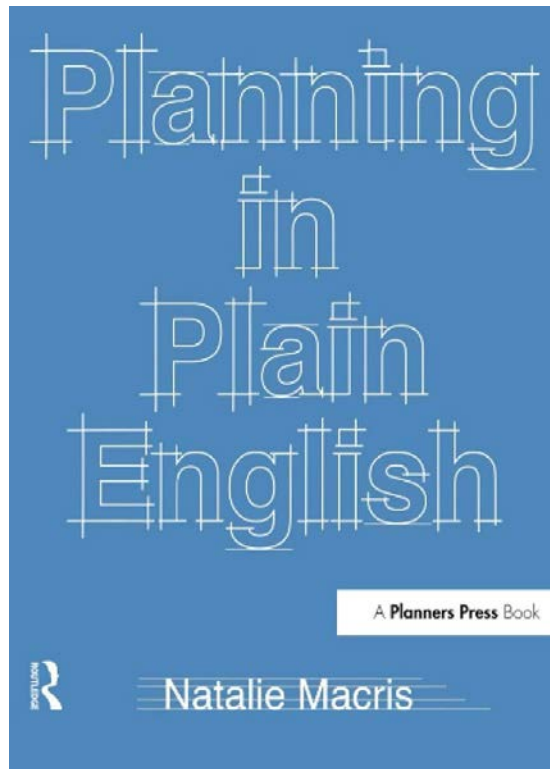
01

Conveying a Message

Fundamental Basics



- ★ **Communicate ideas and concepts clearly and effectively**
- ★ **Well-written, understandable**
 - ★ Avoid jargon, acronyms, and expressions
- ★ **Consider who you are writing for**
- ★ **Think about what needs to be conveyed**



Writing Simple Sentences



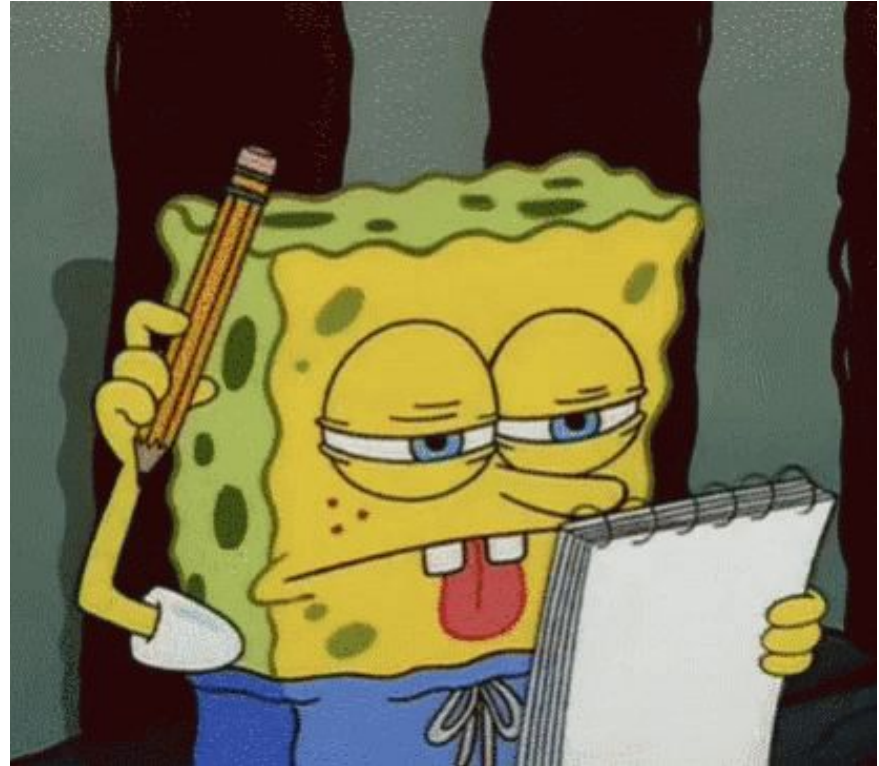
- ★ Put on your thinking 'cheese' hats
- ★ And, share with the room...



What is not working?



What would you change?



Exercise: Sentence #1



★ *Let's improve the sentence below!*

During public engagement opportunities, the stakeholders indicated a desire for increasing and improving cycling and pedestrian facilities near educational and recreational facilities.

Residents stated that the City needs better sidewalks and bikes lanes, so that families can choose to walk or bike to schools and parks.



★ *How did you rewrite it?*

Exercise: Sentence #2



The proposed CIP realignment requires upsizing the existing 24-inch CMP to a 42-inch RCP storm sewer main, paired with a 1.5% cross-slope adjustment, to mitigate localized sag-point surcharging during 10-year storm events along the ROW.



The Village is replacing the old drainage pipes under Main Street with larger concrete ones and slightly reshaping the road. This will prevent rainwater from pooling in front of driveways during heavy storms.

Exercise: Sentence #3



★ *Let's improve the sentence below!*

The Downtown Core District exhibits significant active frontage and high pedestrian throughput.

The Downtown has lots of store entrances and activities on the sidewalk, making it a busy spot for people walking around.

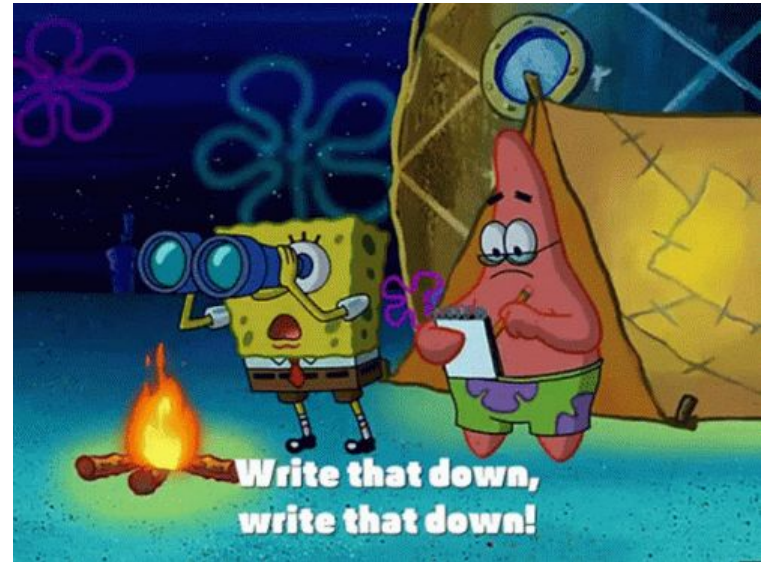


★ *How did you rewrite it?*

Content – Layout and Flow



- ★ We are storytellers
- ★ Transitioning into a digital world
- ★ Need to design documents to communicate effectively
 - ★ Writing concise sentences
 - ★ Adding emphasis to text
 - ★ Incorporating white space



PROGRAMS AND RECOMMENDATIONS

Support a Range of Quality Workforce Housing Options

The City will continue to support policies and programs that provide high-quality, workforce housing options throughout the community. The following strategies will be explored:

- **Promote the maintenance of existing neighborhoods:** Wauwatosa's unique existing neighborhoods are one of the City's greatest assets. Ensuring the long-term stability and maintenance of these neighborhoods is critical to the on-going health of the community. This can be accomplished through:
 - Using Community Development Block Grants, loans, or other programs described earlier in this chapter for housing rehabilitation and to promote more home ownership in older neighborhoods.
 - Ensuring that zoning standards (e.g., setbacks) do not discourage appropriate new home construction or additions.
 - Continuing ongoing maintenance of older neighborhoods through sidewalk replacement, street resurfacing, park equipment replacement, and sewer, water, and stormwater infrastructure, and other similar initiatives.
 - Consider updates to the City's property maintenance code to regulate both the outside and inside of all properties in the City. The City will also explore ways to systematically and uniformly enforce this code. Given the overall age of the housing stock in the City and the existing high level of investment in the City's neighborhoods, a comprehensive and well enforced property maintenance code will ensure the long-term integrity of neighborhoods, maintain property values, support home ownership, preserve historic character, and encourage on-going reinvestments.
 - Work with the Historic Preservation Commission and property owners to designate neighborhoods for historic preservation, as appropriate. Continue to bolster neighborhood identity through the installation of banners, informational signage and other unifying features (also see the Cultural Resources Chapter).
- **Support Multi-Family Housing Options:** Higher density housing has become an increasingly important component of the City's overall housing stock. Well-designed multi-family development provides alternative housing options for seniors, young professionals, students, and other residents who either cannot yet afford or do not wish to live in or maintain a single-family home. Multi-family housing should include both renter-occupied (apartments) and owner-occupied (condos, townhouses) options. Too often, community resistance to higher density housing is a

What is Live/Work Development?

Live-work development, sometimes called zero-commute housing, refers to mixed-use development projects that combine home with the workplace. Live-work projects can vary with respect to how closely workspaces and living spaces are integrated. This can depend on the character and scale of the surrounding neighborhood, the nature of the building site, and on the types of non-residential uses for which the units will be marketed. While many live-work projects allow for the workspace and living space to be combined within the same unit (e.g. artist's loft), spaces may also be designed so that workspace is separated from living space by a wall or a floor. Or, the spaces may be located in two separate structures divided by a courtyard or other short walking distance. Live-work projects can take the form of single-family homes, townhouses, or multi-unit buildings.

Such live-work projects allow for small business owners and self-employed individuals to focus on their business or career without having to sustain excessive overhead costs. Live-work developments also help create a collaborative and social atmosphere for people who work from home, an experience that can otherwise be quite isolating.

The most frequently cited live-work projects tend to be geared towards artists. However, the live-work arrangement can be appropriate for many other entrepreneurs and professionals.

The term "live-work" is also often used to refer to larger-scale developments or neighborhoods in which both residential and employment uses have been integrated or located in close proximity to one another.

result of people's experience with poorly designed multi-family developments that do not reflect the character of the community, or are generally unattractive. To address these issues, the City will continue to enforce design standards for these types of developments, (see recommendation below) and ensure that the scale of such developments is compatible with the surrounding neighborhood (also see the Land Use chapter recommendations).

- **Promote "live-work" opportunities:** In Wauwatosa, specifically intended live-work, mixed-use development projects may be appropriate in areas such as along State Street or in the Burleigh Triangle (see sidebar and the Land Use chapter). When preparing its zoning ordinance update, the City will consider provisions to address live-work development scenarios. The City also intends to consider revising its zoning standards related to home occupations to assure that they allow for an appropriate range of options, while still protecting the integrity of the surrounding neighborhood.
- **Promote Cooperative Housing:** To support a diversity of workforce and unique housing options, the City will be open to the idea of cooperative housing or co-housing options in appropriate locations. Residents of a housing cooperative own a share in a corporation that owns or leases the buildings and/or land in which they live. All shareholders are entitled to live in a specific home or unit on the property and have a vote in the corporation. Shareholders pay for their proportionate share of the amount it costs to run the cooperative, including underlying mortgage payments, property taxes, management and maintenance costs, insurance, utilities, and costs associated with any reserve funds. Although housing cooperatives can be comprised of any housing type—including townhouses, apartments, single-family homes, and senior housing units—the common thread among all co-ops is democratic control by all members of the cooperative. This is typically accomplished by maintaining volunteer boards of directors that are elected by all co-op members. Many co-ops also have committees that are responsible for overseeing things like activities and newsletters. Maintenance is either handled by co-op members or by a hired manager or management company.

There are also types of housing arrangements that are *similar* to housing cooperatives in that they are democratically run by residents, but they may or may not be cooperatively owned. These include co-housing. Co-housing offers residents a strong community environment. They often have extensive common amenities, such as a common house and common open space and recreation areas. Co-housing developments are managed by the residents, but few are cooperatively owned. Rather, they are typically set up like condominiums.

Some co-ops or co-housing arrangements can also function as live-work developments (e.g. artists cooperative).

Ensure High-Quality Multi-Family Development

When evaluating proposals for new or expanded multi-family development, the City will enforce high-quality design standards, including those listed below, and will consider codifying these standards in an up-to-date zoning ordinance.

For moderate and high density multi-family (see Land Use chapter for descriptions), the following design standards will be considered.

- Incorporate architectural design that fits the context and character of the surrounding neighborhood.
- Encourage site layouts where buildings appear as a grouping of smaller residences, where appropriate.





Missing Middle Housing

Encourage additional missing middle housing types to accommodate residents of all abilities and incomes. Missing middle housing types include a range of options between single-family homes and small-scale apartments such as townhomes, duplexes, triplexes, four-to-six-unit apartments, and mixed-use buildings. Missing middle housing can help address multiple housing issues including affordability, adapting to changing demographics, walkability and transit support, and environmental sustainability. By offering a variety of housing options at different price points, housing in Wauwatosa can provide more flexibility and begin to accommodate young professionals, growing families, and seniors looking to downsize.

Housing types that support higher density development promote more walkable neighborhoods if the infrastructure is completely developed and makes public transit more viable and efficient. Higher density housing also has a lower environmental impact per capita compared to sprawling single-family subdivisions. While the east side of Wauwatosa features some missing middle housing typologies such as duplexes and four-eight unit building, there are ample opportunities to integrate these housing types across the City, especially with the larger residential parcels on the west and north sides.

Introducing missing middle housing into some of Wauwatosa's more traditionally single-family residential neighborhoods can diversify the housing stock while maintaining the character and scale of the community. Similar to what was previously outlined in the Residential Growth Context section on page 29, the City should evaluate their zoning code to consider ways to facilitate missing middle housing development, including modifications to allow different housing developments by-right. Additionally, the City may consider prioritizing the permitting of redevelopment projects that promote density within neighborhoods. Other incentives such as density bonuses and fee waivers for redevelopment projects can encourage further missing middle housing growth.



An additional type of dwelling unit that could satisfy the need for missing middle housing is the accessory dwelling unit (ADU). An ADU is a smaller, independent dwelling unit located on the same lot as a single-family home. ADUs can be attached to the main home, as basements, upper floors, or new additions, or detached as standalone structures elsewhere on the parcel. ADUs can boost housing affordability for both homeowners and tenants and offer options for senior relatives that want to stay close to family.

Because of Ordinance O-19-11, Wauwatosa's zoning ordinance allows the construction of ADUs in residential zones by right. That said, the number of new ADUs developed since 2019 has not been considerable. To encourage the development of new ADUs, the city should provide information and technical assistance to those interested in developing ADUs, consider loosening restrictions and exterior design standards, and offer subsidies or other financial incentives such as density bonuses or fee waivers.

Live-Work Model



Building Uses

- Owner-Occupied Housing
- Rental Housing or Office Space
- Workspace

Planning Consideration Live-Work Buildings

Live-work spaces are a type of mixed-use development where living and working spaces are combined in a given area. Live-work developments typically combine residential and non-residential uses and can include anything from a small home office to a large commercial space that is also used as a residence. Non-residential uses can include office spaces, shopping areas, restaurants, and other amenities. Encouraging live-work spaces in key commercial areas can support entrepreneurial endeavors, reduce vehicle miles traveled, and encourage small-business investment.

Missing Middle Housing Model Block



Objective 2 – Housing Diversity

Encourage a broad range of housing types and price levels in order to bring people of diverse ages, races, incomes and special needs into daily interaction strengthening the personal and civic bonds essential in a community.

Recommended Policies:

1. **Special Needs:** Encourage safe, decent and sanitary housing for those who are disabled in compliance with the American Disabilities Act (ADA) requirements. Continue to permit:
 - Community Living Arrangements (CLAs)
 - Adult Family Homes (AFH)
 - Community Based Residential Facilities (CBRFs)
 - Other assisted living facilities in appropriate locations.

Strive to allocate housing subsidy resources in a manner that increases opportunities for ethnic minorities, diverse ages, races and incomes to choose residences located throughout the City.

Establish reasonable ordinances in compliance with state and federal law and establish guidelines to govern the concentration and density of group living facilities including rooming houses, shelters, CBRF's, special needs residential facilities, migrant housing and dormitories that create opportunities and lessens impacts on surrounding neighborhoods.

2. **Homeless:** Encourage agencies and organizations in their efforts to meet the housing needs of the homeless. Primary efforts should be aimed at early intervention and out reach to prevent households from becoming homeless. Strive to develop a continuum of housing opportunities, ranging from emergency shelters to transitional housing to permanent housing, in order to assist households that become homeless to regain stable, permanent housing. The Green Bay Housing Authority along

with appropriate agencies, non-profit groups should assist in determining the location and design of homeless facilities and the feasibility of renovating publicly owned vacant buildings for use as homeless facilities.

3. **Elderly Housing:** Encourage a range of affordable housing types for the elderly, including but not limited to independent living, various degrees of assisted living, and skilled nursing care facilities.

Develop programs to be included in the overall services system by providing labor, maintenance and renovation of homes owned by elderly residents so they can remain in their homes.

4. **Equal Opportunity:** Provide training, and public information outreach on county, state and federal fair housing law, and procedures for relief of discrimination under the law. The City in partnership with local housing agencies should provide home-buyer counseling and tenant and landlord training to inform prospective homebuyers, tenants and landlords of their legal responsibilities, rights and opportunities.

5. **Housing Types:** The City should facilitate and encourage the construction of a variety of housing types, such as townhouses, rowhouses, apartments, live-work, etc, to provide alternatives to single-family detached housing in-keeping with the Urban Design and Neighborhoods Plans. Plan and promote the use of "Universal Design" to meet the future needs of the physically disabled, in all multifamily and commercial developments.

To proactively mitigate negative effects on development and neighborhoods, the City should promote housing diversity by expanding zoning districts to allow a wider range of housing types. This effort should be supported by programs and strategies that help homeowners and developers pursue improvements and redevelopment. Such strategies could include:

- Streamlining and modernizing zoning and development processes to allow for context-sensitive density, varied housing types, and right-sized parking;
- Facilitating property consolidation for housing development to meeting local housing needs;
- Supporting innovative construction models, such as modular building, to reduce time and design costs;
- Strengthening local financing and development capacity for housing production through non-profit and other mission-driven organizations as part of the housing supply ecosystem.

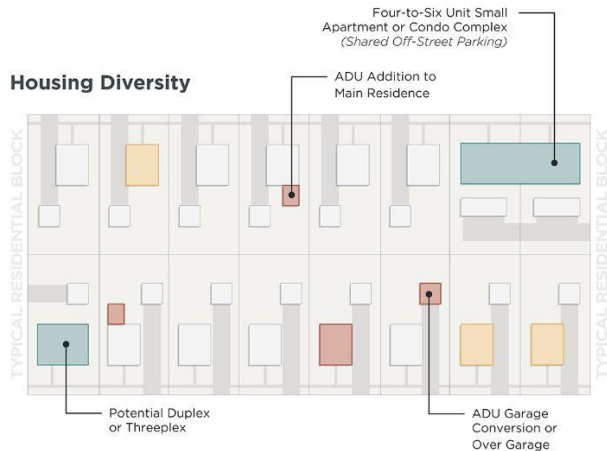
Universal Design

Ensuring accessible housing options for all of Green Bay's existing and future residents, especially those with disabilities and mobility challenges, is critical to promoting an inclusive and equitable community. Universal design elements may include, but are not limited to, no-step entries, wide doorways and hallways, single-floor living with essential rooms on the main floor, and open floor plans for easy navigation. The City should consider ways to incorporate universal design elements into new residential construction to foster greater housing independence.

Recommendations

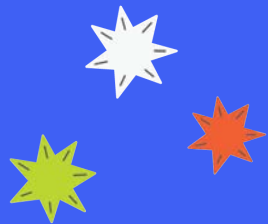
1. Update the Green Bay Zoning Code and provide incentives to expand the City's housing stock to include more duplexes, townhomes, accessory dwelling units, multifamily, and mixed-use developments strategically located near parks, schools, and commercial services.
2. Update the Green Bay Zoning Code and provide incentives to achieve a diverse range of housing options that seamlessly blend with the architectural style, scale, and community feel of the City's established neighborhoods, preserving their unique character.
3. Support the development of accessory dwelling units and other missing middle housing, with strategies like easing zoning restrictions, offering financial incentives, and streamlining permitting processes to make construction more feasible.
4. Modernize the Green Bay Zoning Code to include a variety of housing types, densities, and affordability options in all areas housing, especially considering universal design elements in residential construction.

Housing Diversity



- Accessory Dwelling Unit (ADU):** ADUs can be separate, smaller housing units added to or included within a residential property. They can physically develop across a neighborhood in many forms such as detached, attached, and internal units.
- Missing Middle Redevelopment:** Parcel consolidation and revisions to setback standards could allow for a greater diversity of housing types including duplexes, townhomes, threeplexes, fourplexes, and other mixed-use developments.
- Single-Family Redevelopment:** With a majority of homes being over 50 years old, it will be important for the City to support necessary renovations and improvements to preserve Green Bay's existing housing stock.





02

Translation & Interpretation

Language Matters



- ★ First, prioritize the languages most spoken in your community
- ★ Start with plain language. It's easier and more accurate to translate.
 - ★ Translation is written; interpretation is spoken.
- ★ What capacity, budget, and partners do you have?
- ★ How will people want to receive information?



Survey Translation



DANE COUNTY, NOSOTROS TENEMOS UN PROBLEMA.



NECESITAMOS MÁS VIVIENDAS PARA NUESTROS NIÑOS.

NECESITAMOS MÁS VIVIENDAS PARA NUESTROS AGRICULTORES.

NECESITAMOS MÁS VIVIENDAS PARA NUESTROS MAESTROS.

NECESITAMOS MÁS VIVIENDAS PARA NUESTROS ENFERMEROS.

NECESITAMOS MÁS VIVIENDAS PARA NUESTROS FAMILIAS.

NECESITAMOS MÁS VIVIENDAS PARA NUESTROS ADULTOS MAYORES.

NECESITAMOS MÁS VIVIENDAS PARA NUESTROS ESTUDIANTES.

NECESITAMOS MÁS VIVIENDAS PARA NUESTROS FUERZA LABORAL.

NOS ESTÁ IMPACTANDO EN TODO EL CONDADO.

ENCUESTA DE VIVIENDA COMUNITARIA

Unámonos para resolver el problema.

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ESCANEAR EL CÓDIGO QR.



- ★ Plain language is a must
- ★ Auto-translate isn't great
- ★ Translated responses take time and effort to process
- ★ Surveys aren't the only way

Interpretation at Events



- ★ Partner with trusted leaders
- ★ Go where people already gather
- ★ Conversation over paperwork
- ★ Plan for it early (capacity & funds)



- ★ What is achievable?
- ★ What format Is right?
- ★ What is your timeline?
- ★ What about QA/QC?

Translating Final Plan Documents



- ★ First of its kind* (as far as I know)
- ★ Coordinating to prepare a worthwhile effort for the community
- ★ Dial in what needs to be translated
 - ★ Length of content, type of content, etc.
 - ★ Preserving the context



Side-by-Side Comparisons



Demographic Profile Snapshot

The demographic profile summarizes the existing characteristics of Green Bay's population. Understanding these demographic trends enables the City to respond to community needs, provide necessary services, and predict future demands. While data for Green Bay is emphasized, the City is compared to Brown County and the Appleton Metropolitan Area for a more comprehensive understanding and role within the greater northeast Wisconsin region.

Population

Green Bay's population comprises 39.7% of the total population of Brown County. According to the 2010 US Census, Green Bay's population is 107,083. The population has grown by 4.7% percent since 2005, at an annual rate of 1.6%; the rate increased to 3% percent after 2010. While growth in Green Bay has slowed recently, it trails slightly behind the County and metro areas.

While Green Bay's population has grown in recent years, the Wisconsin Department of Administration (DOA) is expecting the state's overall population to decrease slightly due to lower fertility rates and an increasing aging population. This statewide decline could impact the City, whose projected population is expected to decrease to 96,479 by 2050, while the surrounding Brown County area is expected to increase steadily from 268,740 in 2010 to 299,740 by 2050 according to the Wisconsin Department of Administration.



Race and Ethnicity

Green Bay is becoming increasingly diverse, with the Hispanic or Latino population experiencing the most significant growth in recent years. Now comprising approximately 16.6% of the city's population, this community has grown steadily over the past decade and plays an increasingly central role in the city's cultural and economic landscape.

While Green Bay's overall population remains mostly White (74.4%), it is notably more racially and ethnically diverse than both Brown County (68.2% White) and the Appleton Metropolitan Area (62.6% White). The city is also home to growing Black or African American (4.4%) and Asian and Pacific Islander (1.9%) communities. In addition, Green Bay includes a significant Native American population (3.2%), with the presence of the Ojibwa National Reservation contributing to this representation. Among the 26,824 residents living on the reservation, approximately 12.9% identified as Native American.

Together, these demographic trends underscore Green Bay's status as one of the most diverse communities in the region – particularly as its Hispanic or Latino population continues to grow and shape the city's future.



Age

The median age is rising in Green Bay and children are becoming a smaller percentage of the population. Although the Green Bay population grew by 4.7% from 2000 to 2021, the number of residents aged 19 and under grew by just 3.7%. The fastest-growing groups were those aged 15-24 (38.7%) and 65+ (24.5%). Growth in the 65+ group has accelerated since 2010, contributing to the median age rising from 33.2 in 2000 to 38.1 in 2021.

Income

The median income in Green Bay has grown modestly in recent years but remains below the median for the Appleton Metropolitan Area and Brown County. The median household income in Green Bay was \$55,251 in 2021, up from \$42,335 in 2010. This represents a 31% increase, while Brown County and the Appleton Metropolitan Area (\$23,531) Green Bay has the highest percentage of cost-burdened renters (64.8%) compared to Brown County (59.8%) and the Appleton Metropolitan Area (43.5%).

The local increase in median income can be attributed to an increase in all income groups for households earning between \$10,000 to \$150,000 or more and a decrease in households earning less than \$50,000.

Housing

Green Bay's housing stock predominantly consists of owner-occupied single-family detached homes at 58.8%. Although homeownership rates in Green Bay are relatively high (56.7%), that rate remains considerably lower than Brown County (73.5%) and the Appleton Metropolitan Area (64.7%). The median home value in Green Bay is \$192,900. Between 2000 and 2021, Green Bay's home values increased by 48.0%, compared to 21.6% for Brown County and 23.7% for the Appleton Metropolitan Area.

As housing costs have risen, the rate of cost-burdened households has also risen. Housing cost burden is defined as a household paying more than 30% of its income towards housing. Greater than 33% indicates a severe burden. Green Bay has the lowest share of cost-burdened homeowners (15.2%) compared to homeowners in Brown County (40.2%) and the Appleton Metropolitan Area (52.5%). Green Bay has the highest percentage of cost-burdened renters (64.8%) compared to Brown County (59.8%) and the Appleton Metropolitan Area (43.5%).

The local increase in median income can be attributed to an increase in all income groups for households earning between \$10,000 to \$150,000 or more and a decrease in households earning less than \$50,000.



Employment

Manufacturing, Healthcare and Social Assistance, and Educational Services are the top employment sectors in Green Bay. Over the last decade, employment has decreased by 7.7%. The Healthcare and Social Assistance, and Accommodation and Food Services sectors saw the largest loss in total number of jobs. Meanwhile, Manufacturing and Educational Services grew modestly.

There is a significant flow of work in Green Bay: 49% of people that are employed in Green Bay live outside of the City, and 30% of people live in Green Bay but work outside the City. The remaining 21% of people both live and work in Green Bay.

Education

Most Green Bay residents are high school graduates (93.7%) or have some college education without earning a degree (19.7%). Additionally, 25.9% of residents have a bachelor's degree or higher. Green Bay's higher education attainment levels (36.8%), an associate's degree or higher, are generally lower than Brown County (44.4%) and the Appleton Metropolitan Area (44.4%).

ECONOMIC CONTEXT

Green Bay's rich history as the economic hub of northeast Wisconsin has fostered a diverse economy of agriculture, food processing, paper manufacturing, and port-related enterprises of many kinds. This wide range of sectors fosters a diverse economy and provides an environment of innovation. Over time, many of these industries have remained relevant and modernized alongside other drivers such as healthcare, insurance, logistics, tourism, hospitality, and education.



Resumen del Perfil Demográfico

El perfil demográfico resume las características actuales de la población de Green Bay. Comprender estas tendencias demográficas permite a la Ciudad responder a las necesidades de la comunidad, brindar los servicios necesarios y prever las demandas futuras. Si bien se basan los datos de Green Bay, se compara a Ciudad con el Condado Brown y el área metropolitana de Appleton para obtener un entendimiento más completo de la situación y su papel dentro de la región noroeste de Wisconsin.

Población

La población de Green Bay representa el 39.7% de la población total del condado Brown. Según el censo estadounidense de 2010, la población de Green Bay es de 107,083 habitantes. La población ha crecido un 4.7% desde el año 2000, a una tasa anual del 1.6%; esta tasa aumentó al 3% después de 2010. Si bien el crecimiento en Green Bay ha sido constante, se queda atrás de la tasa de crecimiento del condado y del área metropolitana.

Si bien la población de Green Bay ha crecido en los últimos años, el Departamento de Administración de Wisconsin (DOA) por su ligera caída en la población total del estado disminuye ligeramente debido a las bajas tasas de natalidad y al envejecimiento de la población. Esta disminución a nivel estatal podría afectar a la ciudad, cuya población proyectada se espera que disminuya a 96,479 habitantes para el año 2050, mientras que la población del condado Brown, que la rodea, se espera que aumente de forma constante, pasando de 268,740 habitantes en 2010 a 299,740 en 2050, según datos del Departamento de Administración de Wisconsin.

Raza y Etnia

Green Bay se está volviendo cada vez más diversa, y la población hispana o latina ha experimentado el mayor crecimiento en los últimos años. Esta comunidad, que ahora representa aproximadamente el 16.6% de la población de la ciudad, ha crecido de manera constante durante la última década y desempeña un papel cada vez más importante en el panorama cultural y económico de la ciudad.

Si bien la población total de Green Bay sigue creciendo moderadamente (4.7%), es notablemente más diversa racial y étnicamente que el condado Brown (68.2% de población blanca) y el área metropolitana de Appleton (62.6% de población blanca). La ciudad también alberga comunidades en crecimiento de personas negras o afroamericanas (4.4%) y asiáticas o isleños del Pacífico (1.9%). Además, Green Bay cuenta con una importante población nativa americana (3.2%), gracias a la presencia de la Reserva de la Nación Ojibwa. Entre los 26,824 residentes que viven en la reserva, aproximadamente el 12.9% se identificaron como nativos americanos.

En conjunto, estas tendencias demográficas subrayan la posición de Green Bay como una de las comunidades más diversas de la región, sobre todo porque su población hispana o latina sigue creciendo y moldeando el futuro de la ciudad.



Edad

La edad media está aumentando en Green Bay, y los niños representan un porcentaje cada vez menor de la población. Si bien la población de Green Bay creció un 4.7% entre 2000 y 2021, el número de residentes menores de 19 años aumentó solo un 3.7%. Los grupos de edad que experimentaron el mayor crecimiento fueron los de 15 a 24 años (38.7%) y los de 65 años o más (24.5%). El crecimiento en el grupo de mayores de 65 años se ha acelerado desde 2010, lo que ha contribuido a que la edad media aumente de 33.2 en 2000 a 38.1 en 2021.

Ingreso

El ingreso medio en Green Bay ha crecido moderadamente en los últimos años, pero sigue estando por debajo del ingreso medio del área metropolitana de Appleton y del condado Brown. El ingreso medio en Green Bay fue de \$55,251 en 2021, frente a los \$42,335 dólares en 2010. Esto representa un aumento del 31%, mientras que en el condado Brown y el área metropolitana de Appleton los aumentos fueron del 68.9% y del 70.0%, respectivamente.

El aumento local del ingreso medio puede atribuirse a un incremento en todos los grupos de ingresos: para los hogares que ganan entre \$0,000 y \$50,000 dólares, para los hogares que ganan entre \$50,000 y \$100,000 dólares o más, y una disminución en los hogares que ganan menos de \$50,000 dólares.



Vivienda

El conjunto de viviendas de Green Bay se compone predominantemente de casas unifamiliares independientes ocupadas por sus propietarios, que representan el 58.8%. Si bien la tasa de propiedad de vivienda en Green Bay es relativamente alta (56.7%), sigue siendo considerablemente inferior a la del condado Brown (73.5%) y la del área metropolitana de Appleton (64.7%). El valor medio de las viviendas en Green Bay es de \$192,900 dólares. Entre 2000 y 2021, el valor de las viviendas en Green Bay aumentó un 48.0%, en comparación con el 21.6% en el condado Brown y el 23.7% en el área metropolitana de Appleton.

A medida que han aumentado los costos de la vivienda, también ha aumentado la proporción de hogares con dificultades para afrontar dichos costos. Se considera que un hogar tiene dificultades para pagar la vivienda cuando destina más del 30% de sus ingresos a este fin. En Green Bay, el porcentaje promedio del 35% indica una carga económica grave. Green Bay tiene la menor proporción de propietarios con dificultades para pagar la vivienda (15.2%) en comparación con los propietarios del condado Brown (40.2%) y del área metropolitana de Appleton (52.5%). Sin embargo, Green Bay tiene el mayor porcentaje de arrendatarios con dificultades para pagar el alquiler (64.8%) en comparación con el condado Brown (59.8%) y el área metropolitana de Appleton (43.5%).

Empleo

La manufactura, el cuidado médico, la asistencia social y los servicios educativos son los principales sectores de empleo en Green Bay. Durante la última década, el empleo ha disminuido un 7.7%. Los sectores de cuidado médico y asistencia social, y de alojamiento y servicios de alimentación experimentaron la mayor pérdida de puestos de trabajo. Por su parte, la manufactura y los servicios educativos crecieron moderadamente.

CONTEXTO ECONÓMICO

La rica historia de Green Bay como centro económico del noroeste de Wisconsin ha propiciado una economía diversificada que abarca la agricultura, el procesamiento de alimentos, la fabricación de papel y diversas empresas relacionadas con el puerto. Esta amplia gama de sectores ha atraído a una población diversa y ha fomentado la innovación. Con el tiempo, muchas de estas industrias han modernizado su importancia y ya han modernizado, junto con otros sectores clave como el cuidado médico, los seguros, la logística, el turismo, el comercio y la educación.

Side-by-Side Comparisons



Port of Green Bay

The Port of Green Bay is located on the Fox River and is the westernmost port of Lake Michigan. The Port provides a cost-effective and sustainable method of transporting bulk commodities, machinery, and other goods and materials between international, national, and regional markets. There are 14 port businesses located within three miles of the Fox River, managing over two million tons of cargo across more than 200 ships annually. This cargo includes livestock, cement, salt, petroleum products, wood pulp, and oversized cargo machinery. The Brown County Harbor Commission oversees the port's day-to-day operations and commercial activities while the Brown County Port Department provides planning for harbor improvements and future economic development.

Waterborne transportation is one of the most cost-effective modes of moving materials when compared to truck or rail. Per ton-mile, shipping vessels can move raw goods and materials farther and more efficiently. The Port connects to an extensive network of highways and railroads and plays an integral part in the City's local economy, history, and livelihood of residents, supporting the economic health of the region. For more information, see the Industrial Port district on page 72.

Recommendations

1. Continue to work with industrial businesses and other key sectors to facilitate waterborne movement of goods and other port-related activities.
2. Reevaluate oversized and vessel properties, especially along the waterfront, working with the Brown County Port to gain continued port use.
3. Incorporate downtown revitalization efforts with the redevelopment of port-related properties, establishing greater public access for residents and tourists.

Fox River

While Green Bay and Lower Fox River have historically been utilized for industrial and port-related uses, there have been significant improvements to the water quality in this system. The Lower Fox River Cleanup Project was a 17-year long process completed in 2020 through a collaboration between the Wisconsin Department of Natural Resources, the Environmental Protection Agency, the U.S. Fish and Wildlife Service, tribal nations, and corporations responsible for the cleanup and care of the river and bay. The project involved years of dredging river sediments, removing sediments, and capping activities. While there have been major improvements to the river and bay, the project is still in the monitored recovery phase which will continue to evaluate fish, water, and sediment levels. This often takes many years following remedial activities but ensures the integrity of improvements. The overall result of these efforts have resulted in the restoration of a locally diverse fishing industry that includes a world-class walleye fishery and fish are becoming safe to eat again.

4. Support recreational opportunities along Green Bay waterfront, working with the County and Harbor Commission to facilitate safe and attractive uses for residents without interfering with port operations.
5. Evaluate, and if feasible, establish a waterborne public transportation water taxi system connecting Downtown and other recreational opportunities.



Puerto de Green Bay

El puerto de Green Bay está situado en el río Fox y es el puerto más occidental del lago Michigan. El puerto ofrece un método rentable y sostenible para el transporte de productos a granel, maquinaria y otros bienes y materiales entre mercados internacionales, nacionales y regionales. Catorce empresas portuarias operan en un radio de cinco kilómetros del río Fox, manejando más de dos millones de toneladas de carga al año a través de más de 200 buques. Esta carga incluye ganado cárnico, cemento, sal, productos derivados del petróleo, pulpa de madera y maquinaria de gran tamaño. La Comisión Portuaria del Condado de Brown supervisa el manejo diario y las actividades comerciales del puerto, mientras que el Departamento Portuario del Condado de Brown se encarga de la planificación de las mejoras portuarias y el desarrollo económico futuro.

El transporte marítimo es uno de los modos de transporte de mercancías más rentables en comparación con el transporte por carretera o ferrocarril. Por tonelada-milla, los buques de carga pueden transportar materias primas y otros materiales a distancias mayores y de forma más eficiente. El puerto está conectado a una extensa red de carreteras y ferrocarriles y desempeña un papel fundamental en la economía local, la historia y el estilo de vida de los habitantes de la ciudad, contribuyendo a la salud económica de la región. Para más información, consulte el distrito portuario industrial en la página 72.

Recommendations

1. Continuar trabajando con las empresas industriales y otros sectores comerciales para facilitar el transporte marítimo de mercancías y otras actividades portuarias.
2. La reevaluación de las propiedades no usadas y vacías, especialmente a lo largo de la zona costera, considerando con el Puerto del Condado de Brown para planificar el uso continuo de las instalaciones portuarias.

Río Fox

Si bien Green Bay y el río Lower Fox se han utilizado históricamente para fines industriales y portuarios, se han logrado mejoras significativas en la calidad del agua de este sistema. El Proyecto de Limpieza del Río Lower Fox fue un proceso de 17 años que finalizó en 2020 gracias a la colaboración entre el Departamento de Recursos Naturales de Wisconsin, la Agencia de Protección Ambiental, el Servicio de Pesca y Vida Silvestre de los Estados Unidos, las naciones tribales y las empresas responsables de la limpieza y el cuidado del río y la bahía. El proyecto incluyó años de dragado de sedimentos fluviales, remoción de sedimentos y actividades de sellado. Si bien se han logrado importantes mejoras en el río y la bahía, el proyecto aún se encuentra en la fase de recuperación bajo monitoreo, durante la cual se seguirán evaluando los niveles de peces, agua y sedimentos. Este proceso suele durar muchos años después de las actividades de recuperación, pero garantiza la efectividad de las mejoras. Los resultados generales de estos esfuerzos han permitido la restauración de una industria pesquera local diversa, que incluye una pesquería de cierta especie de pez de primer nivel, y los peces vuelven a ser aptos para el consumo.

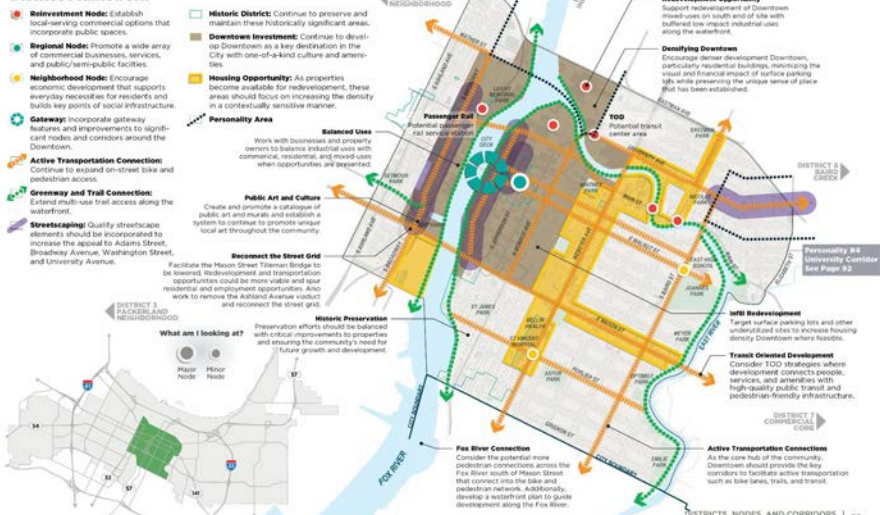
3. Integrar los esfuerzos de revitalización del centro de la ciudad con la reevaluación de propiedades no usadas y vacías en el puerto, estableciendo un mayor acceso público para residentes y turistas.
4. Evaluar y, si es posible, establecer un sistema de transporte público acuático (water taxi) que conecte el centro de la ciudad con otras zonas de interés recreativo.



Side-by-Side Comparisons



Downtown Core District Framework



75

Esquema del Distrito del Centro



75

English

Spanish

Exercise: Reflection Prompt

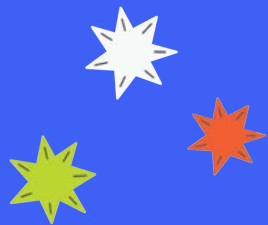
How does your community or organization share information in other languages today?

★ *Raise your hand for all that apply.*



Other ways? Please share!

- ★ Digital surveys
- ★ Print materials
- ★ Social media
- ★ In-person interpreters
- ★ ASL interpreters
- ★ Live captioning
- ★ No translation
- ★ No interpretation



03

Graphic Communication

Zoning + Regulations



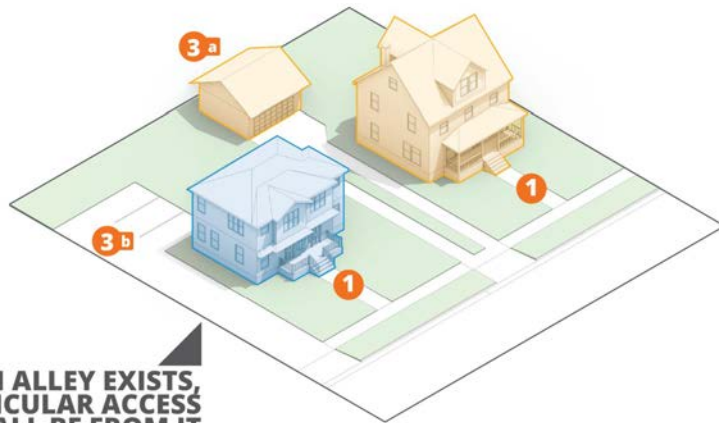
- ★ Translate complex regulations into clear, accessible diagrams
- ★ Elevate community engagement
- ★ Reduce barriers for people to discuss relevant policies and issues

TWO-UNIT DWELLING

- 2 Roof Type: Hip
- C Quality Enhancements: Front Porch, Roof Dormer, Bay Window

ONE-UNIT DWELLING

- 2 Roof Type: Gable
- C Quality Enhancements: Front Porch, Roof Dormer, Covered Stoop, Ribbon Driveway



Programming + Planning



- ★ How does it fit together
- ★ Illustrate ideas and concepts
- ★ Know what you need to show when and where



Vision



- ★ Selling a vision
- ★ Graphics can be storytelling
- ★ Something to get the community excited about



Process

What happens after the things are approved?

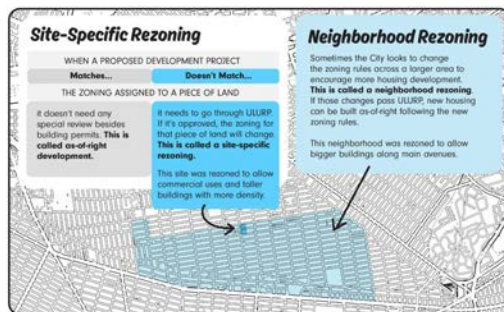
Different ways to convey adopted policies and ordinances

Example: Center for Urban Pedagogy (CUP)

What are the New ULURPs for Housing in NYC?

ULURP (the Uniform Land Use Review Procedure) is a public review process for new developments that need zoning changes. In the 2025 general election, voters approved new review tracks for most housing projects that need zoning changes. This one-pager explains the new tracks.

First, some background: Zoning is the set of laws that say what's allowed to be built on any piece of land, including rules about how a building is used, its size, and other requirements, like the number of affordable units or parking spots. When zoning changes, it's called a rezoning. **There are two types of rezonings:**



How Much New Housing Comes From Rezonings?

Of all new housing built between 2010-2018:



To learn more, go to tinyurl.com/NYC-infobrief

Turn the page to compare ULURP to the new tracks! →

Compare the New Review Tracks

Starting in 2024, most residential rezonings that would have gone through ULURP will instead go through one of the new review tracks, including...

- Site-specific or neighborhood rezonings that include any affordable housing.
- Some smaller site-specific rezonings that don't include affordable housing.



Which Residential Rezonings Qualify?

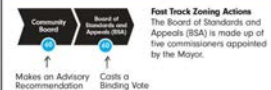
100% Affordable Rezonings
Housing Development Fund Companies (HDFC) create housing for people with low income. HDFC projects that receive public financing are very likely to lead to 100% affordable housing. If these types of projects need zoning changes, they qualify for Fast Track Zoning Actions.

Mandatory Inclusionary Housing (MIH) rezonings in the 12 community districts that built the least affordable housing in the last five years. MIH requires developers to set aside a percentage of affordable units in new developments, enlargements, or conversions within rezoned areas.

"Moderate" Housing Increases
If the site-specific rezoning is only a bit bigger than what the current zoning allows, it qualifies for ELURP. In low density districts (1 and 2 family homes, small apartment buildings), "moderate" means building up to a maximum height of 40ft (entirely to include affordable units). In mid and high density districts (large apartment buildings, towers), "moderate" means a 30% density increase (most will include MIH units). ELURP also applies to giving away City-owned land for affordable housing.

All other site-specific and neighborhood rezonings that include affordable housing
Any new residential rezoning that includes any amount of affordable housing — and doesn't qualify for the other tracks — qualifies for the ULURP with Appeals Board Track.

New Tracks



Created by the Center for Urban Pedagogy (CUP) in collaboration with the Association for Neighborhood and Housing Development (ANHD). Designed by Eva Wolkoff. © 2024 Center for Urban Pedagogy

Source: Center for Urban Pedagogy (CUP)

Project Brand



PROJECT AESTHETIC

**GO BIG
GREEN BAY**
2050 COMPREHENSIVE PLAN

**GO BIG
GREEN BAY**
2050 COMPREHENSIVE PLAN

COLOR PALETTE



TYPE STYLES

GOTHAM ULTRA

Main Header

Gotham Bold

Secondary Header

Gotham Bold Italic

Subheader

Gotham Medium

Body Copy

GOTHAM LIGHT

Special Call out



LOGO



CITY OF MADISON
SUSTAINABILITY



CITY OF MADISON
SUSTAINABILITY

COLOR PALETTE



TYPE STYLES

POPPINS (BOLD)

Main Header

Poppins (Medium)

Subheader

Poppins (Regular)

Body Copy



PROJECT AESTHETIC

**FORWARD
LA CROSSE**
ZONING
CODE
UPDATE

CITY INITIATIVE



COLOR PALETTE



TYPE STYLES

MONTSERRAT BLACK

Main Header

Montserrat Bold

Secondary Header

Montserrat SemiBold Italic

Subheader

Montserrat Regular

Body Copy

Montserrat Italic

Special Call out

Example: Go Big Green Bay Personalities

STADIUM CONNECTION PERSONALITY

The Vision

The future is **WELCOMING, PRIDEFUL, and ICONIC.**

The Stadium Connection—linking Titletown and Downtown—will be a vibrant, year-round destination that pulses with energy. Whether you're a Cheesehead cheering on the Packers or a food adventurer exploring a remastered "residential" scene, this destination will offer something for everyone. It will be a place where visitors from near and far converge, yet it remains a tight-knit neighborhood. With its legendary landmarks, passionate community, and no shortage of bars and grills, it will seamlessly blend the thrill of sports and entertainment with an industrial edge and a deep-rooted Up North spirit.



Current Context



Opportunities

- Enhancing wayfinding and signage
- Improving Downtown access
- Leveraging the NFL franchise
- Offering experiences/entertainment

Challenges

- Multiple boundaries and partners
- Lacks corridor continuity and identity
- Gaps in trails and limited transit options
- Tourism-neighborhood compatibility

DRAFT
FOR REVIEW ONLY

STADIUM CONNECTION PERSONALITY

Inspiring Stories



Big Ideas

Create eye-catching signage and larger-than-life structures.

- Install Packers-inspired wayfinding and bold, colorful gateway structures to guide visitors, signal arrival, and celebrate local pride and team spirit.
- Identify the best route for a multi-stop corridor that connects Lambeau Field, the Legends District, and nearby attractions to Downtown Green Bay, promoting tourism, boosting economic development, and improving safety for all users.

Broaden the reach and impact of the Legends District.

- Leverage private development and public investment to fuel the Legends District's growth and long-term vitality.
- Activate space within a mile of Lambeau Field with year-round entertainment and programming to attract consistent foot traffic and expand the district's vibrancy.
- Add seating, shade, landscaping, and interactive play features to create inviting gathering spaces to encourage lingering and exploration beyond game days.
- Develop internal pedestrian pathways within the city and surrounding communities that seamlessly connect key destinations, making it easy and enjoyable to navigate the distance on foot.

Coordinate improved rideshare and transit opportunities.

- Enhance transit frequency and bike access with sport-themed bus shelters and secure bike storage for a more enjoyable, multimodal experience.
- Prioritize walking, biking, and rolling with safe, comfortable streets and crossings that create a welcoming, human-scale experience.

Celebrate the community, local businesses, and youth.

- Host neighborhood-level block parties, pop-up markets, and festivals to enhance local pride, attract visitors, and activate public spaces.
- Develop family-friendly programming in partnership with local organizations to ensure inclusive, multigenerational engagement year-round.
- Support the formation of a Legends District Business Association to boost coordination, promotion, and investment.

Nurture the cohabitation of land uses and preserve character.

- Work to maintain low-density north of Thompson Street, along Cheever Lane as a transition between low-density area and the Lambeau Field/Lambeau Avenue entertainment hub, retaining the corridor's "hometown feel."
- Transition S Broadway into an industrial-style district blending maker/spaces, retail, and residential areas with a low-density, creative vibe.

DRAFT
FOR REVIEW ONLY

Example: Madison Sustainability Plan Aid

Renewable Energy & Decarbonization

How we produce and use energy has big impacts on our environment. Moving away from fossil fuels (also called decarbonization) and saving energy are very important strategies for reducing climate pollution. Using clean, renewable energy like solar, geothermal, and wind energy to power buildings and vehicles is good for our climate, our health, and our economy.

In 2018, Madison adopted the ambitious goal of reaching 100% renewable energy and net zero carbon emissions for City operations by 2030 and community-wide by 2050. Net zero carbon emissions means that we are not making more climate pollution than we are able to remove from the environment. Reaching these goals must be a community-wide effort. We all have a part to play in creating a climate-friendly community for current and future generations. In 2022, Madison's two main sources of greenhouse gas emissions (GHG) were commercial and residential buildings (63.7%) and transportation (27.5%). To reduce our carbon footprint, we need to make our buildings more energy efficient; move to clean, renewable energy; and make climate-friendly choices about how we travel.

The City of Madison is working to advance renewable energy, efficient buildings, and clean transportation for City operations and support these climate-friendly transitions community-wide. In 2024, about 75% of electricity used by the City will come from renewable sources. We have installed 2 megawatts (MW) of solar at City facilities and plans to reach 10 MW total by 2030. A solar installation one megawatt in size produces enough electricity to power

Renewable Energy & Decarbonization | Goals & Actions

GOAL 7	Reduce GHG emissions from City facilities and buildings 55% by 2030 from 2018 baseline.
METRICS	GHG emission from City facilities and buildings
ACTION 7.1	Establish a net-zero GHG emission buildings standard (based on carbon emissions of the energy consumed) for all new City facilities and major retrofits. The standard should be flexible to allow a combination of strategies according to the following prioritization: on-site renewable energy generation, procurement of off-site renewable energy, and purchase of Renewable Energy Credits (RECs) or carbon credits.
ACTION 7.2	Conduct deep energy retrofits of existing City facilities (starting with least efficient) with an emphasis on energy efficiency and decarbonization.

Building Energy Savings Program

The City of Madison adopted the new Building Energy Savings code in 2023 to help large commercial building owners identify opportunities to increase energy efficiency, save money, and reduce the carbon footprint of their buildings. Under the new code, non-residential commercial buildings 25,000 square feet and larger are required to benchmark energy use annually. Non-residential commercial buildings 50,000 square feet and larger are also required to complete a building tune-up every four years. Benchmarking and tune-ups save energy, reduce utility bills, provide a more comfortable space for occupants, and reduce carbon and air pollution that negatively impact public health and the environment. To learn more, visit the [Building Energy Savings Program website](#).

Example: Dane County RHS Countywide Reach



DANE COUNTY, WE HAVE A PROBLEM.

DANE COUNTY REGIONAL HOUSING STRATEGY

WE NEED HOUSING FOR OUR CHILDREN

WE NEED HOUSING FOR OUR FARMERS

WE NEED HOUSING FOR OUR TEACHERS

WE NEED HOUSING FOR OUR NURSES

WE NEED HOUSING FOR OUR FAMILIES

WE NEED HOUSING FOR OUR SENIORS

WE NEED HOUSING FOR OUR STUDENTS

WE NEED HOUSING FOR OUR WORKFORCE

IT'S IMPACTING US COUNTYWIDE.

COMMUNITY HOUSING SURVEY

Let's come together to solve the problem.

www.danecountyplanning.com/rhs

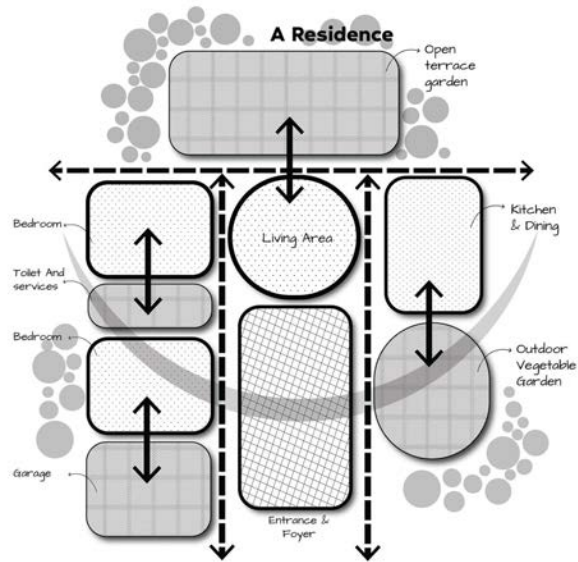
SCAN THE QR CODE



Exercise: Visual Preference #1

VS

Conceptual Zoning



Studio
Articulation

REAR PARKING

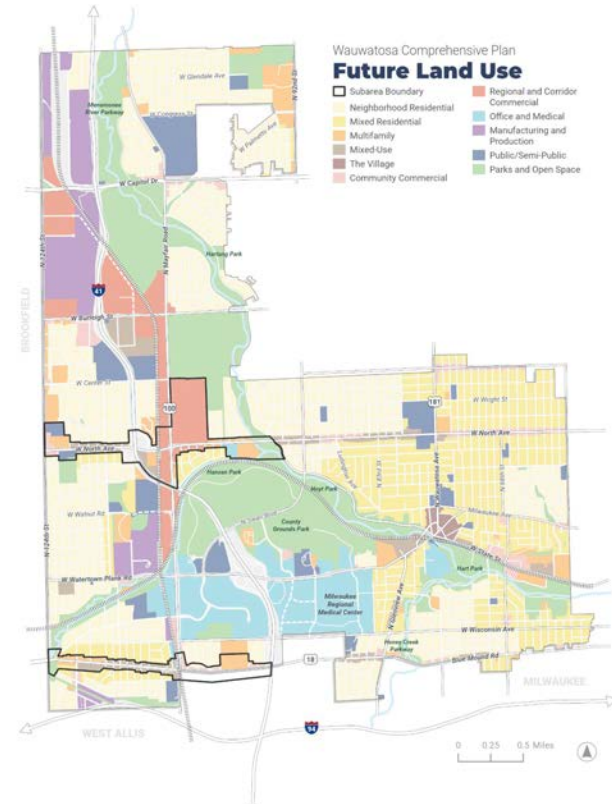
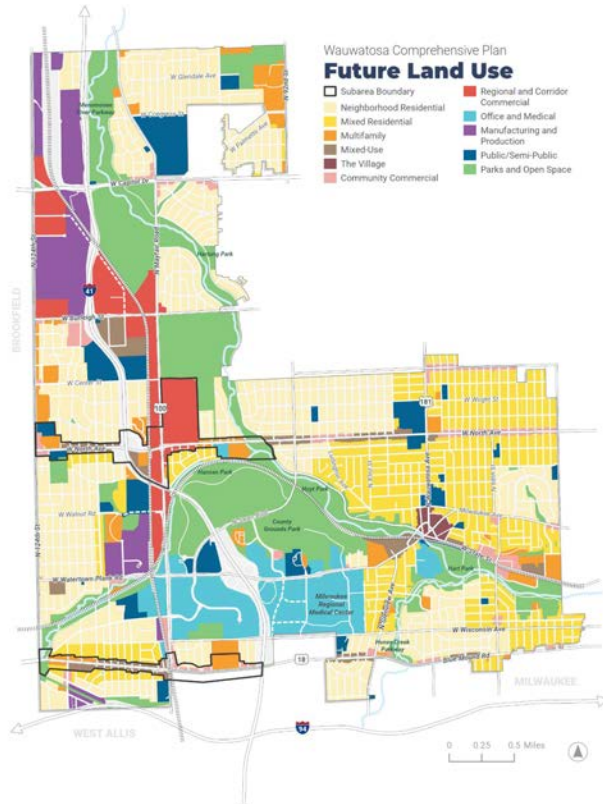


INTERIOR SIDE PARKING



Exercise: Visual Preference #3

VS



Exercise: Visual Preference #4

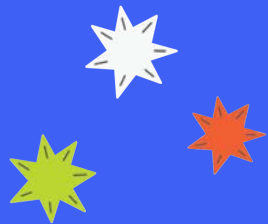
VS



Exercise: Visual Preference #5

VS



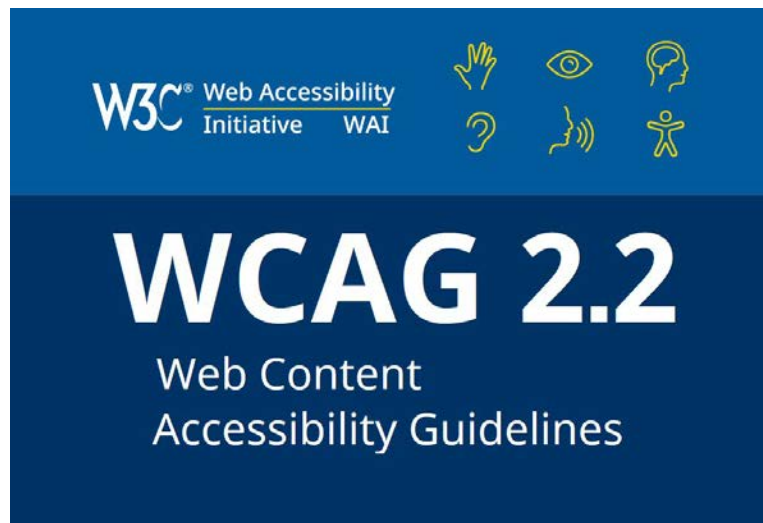


04

Standards & Regulations

WCAG

- ★ **WCAG (Web Content Accessibility Guidelines)**
- ★ **Technical standards to make web content accessible**
- ★ **A global benchmark for digital accessibility across websites, apps, and other digital tools**



What Does This Mean?

Compliance for municipalities

 (e.g., ADA, Section 508,
European Accessibility Act)

 **Applies to PDFs, forms, meeting
agendas, reports, and other
website content**

**State or local governments
with a population of 50,000
or more persons:**

 **Compliance deadline:**
April 26, 2027

**State or local governments
with a population of 0 to
49,999 persons:**

 **Compliance deadline:**
April 26, 2028

WCAG – POUR Principles

★ Foundation for WCAG

★ Perceivable

★ Operable

★ Understandable

★ Robust



Alternative text, adding captions on videos, or using high color contrast



Accessible through keyboard/tabs, time to read content



Using plain, clear language, defining complex terms



Compatible with screen readers, clear and clean code (IT)

Color



★ No prohibition on any specific color or color combo

- ★ Requirement for sufficient contrast
- ★ Measure of luminance
- ★ AA requirement: 4.5:1

EXAMPLES

Gray on white

Purple on white

Blue on gray

Red on yellow

Font + Typography

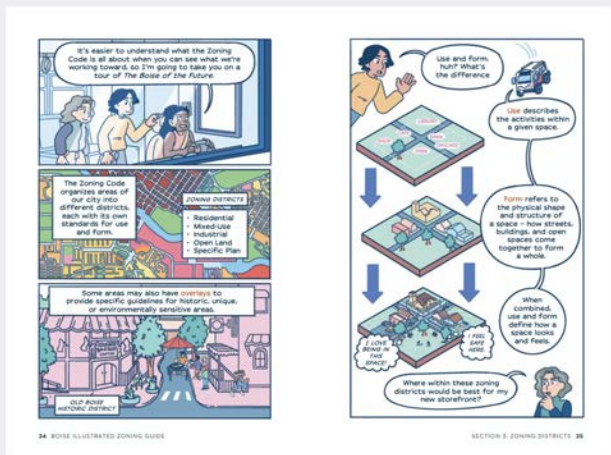
- ★ No best typeface!
- ★ Align with tone, messaging, and branding
- ★ Choosing a font → Consider
 - ★ Simplicity, variations, size, spacing, weight, contrast



Screen Readers

Illustrated Zoning Guide

This guide is an introduction to what Boise zoning is all about, a tool to understand terminology, and a stepping-stone to show people how they can participate in building a Boise for the future. Whether you're a resident curious about what can be built in your neighborhood, a business owner planning to grow, or a developer shaping new projects, this guide provides clear visuals and straightforward explanations. By breaking down complex information into easy-to-follow graphics and language, we're helping our community better understand Boise's zoning code and how it shapes the future of our city.

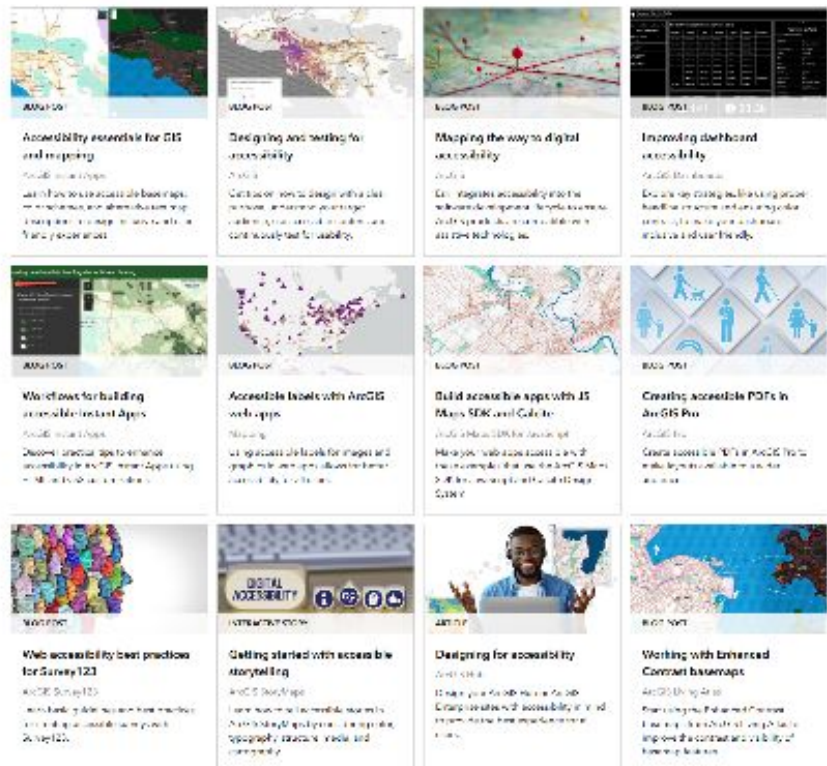


- ★ Use consistent heading styles
- ★ Add alt text to images and maps
- ★ Don't trap text in images
- ★ Write clear link text
- ★ Keep tables simple
- ★ Check before you post

Web Map Apps (No Cap)

- ★ Assistive technology and design features
- ★ Built to support accessibility
- ★ ArcGIS StoryMaps
- ★ Online basemaps, styling, themes, labels, alternative text

Esri Accessibility articles and blogs

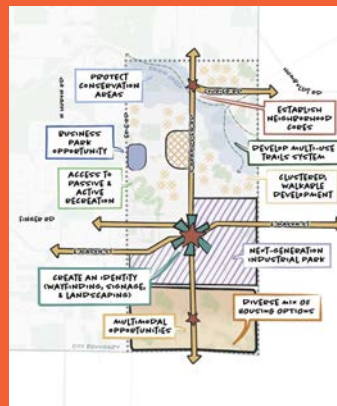


Physical Realm & In-Person Events



- ★ Pick welcoming & accessible venues
- ★ Design for every height
- ★ Offer places to rest
- ★ Make it easy to hear, see, and interact
- ★ Ask about needs up front
- ★ Offer more ways

Exercise: Sharing Stories



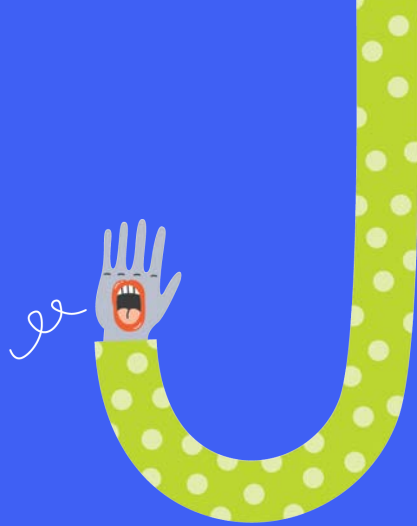
Success stories?

Lessons learned?



Share with the folks here today!

For Everyone, By Design



Thank you!

Q&A

Any questions/comments? Ask away!

**All
Together.**

**HOUSEAL
LAVIGNE** 



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