

Conceptual Plan Alternatives



Green Bay Smart Growth 2022

Conceptual Plan Alternatives

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Conceptual Plan Alternatives

There are three main phases to the process of creating *Smart Growth 2022: The Green Bay Comprehensive Plan*:

1. Analysis of conditions and identification of issues
2. Concept plan
3. Detailed plans for each subject (such as land use or transportation)

We are now beginning to conclude the analysis and issues phase and are approaching the concept plan phase.

The concept plan will be a general indication of how the City expects to write the detailed plans for each subject. The concept plan will be general enough to allow refinement and change but specific enough to give a good sense of the direction the plan will take on the major issues.

In order to create and adopt a concept plan, we have drafted three general plan scenarios or alternatives. These Alternatives, described below, have been conceived as “pure” or abstract forms of the potential course of action. The intention is to promote a debate about the major issues and begin to resolve them. **Consequently, none of them are expected to be selected without modification to guide the completion of *Smart Growth 2022*. Instead, it is anticipated that one might be generally preferred and some positive aspects of the others incorporated to create the Concept Plan.**

The Alternatives were written after studying the fundamental, strategic issues or concerns in Green Bay as identified in the first phase of this process. Ideally, the conceptual Alternatives would be a framework in which to debate some of the secondary issues also. The alternatives were crafted to be distinct, understandable and viable.

The three conceptual plan Alternatives are summarized as:

- **Fringe Jobs and Housing Emphasis:** Public policy and incentives direct most new growth and investment to fringe areas.
- **Neighborhood and Downtown Revitalization Emphasis:** Public incentives and actions emphasize rebuilding and improving presently developed locations.
- **Environmental and Cultural Emphasis:** Public policy and incentives value natural and cultural resources above all others.

Achieving consensus on a desired future development pattern for Green Bay is an important step in creating a comprehensive plan. Input received during VisionFest will help clarify community values and priorities, which would be used to evaluate the Alternatives. These priorities, as well as comments and ideas from the public, the Citizens Advisory Committee, the City Planning Commission and the City Council have been used to help create the concept plan from these Alternatives.

Conceptual Plan Alternatives

A combination of the following conceptual Alternatives could be used to guide the writing of the comprehensive plan.

Neighborhood and Downtown Revitalization Emphasis

The Neighborhood and Downtown Revitalization Emphasis would direct most new development to **areas currently serviced with utilities and roads** and provide additional infrastructure only when available serviced land in the region has been nearly fully used. The number of acres of undeveloped land converted to urban use would be less than under the Fringe Jobs and Housing Emphasis.

Public incentives and regulations would be used to **direct development to existing neighborhoods** and several “activity centers.” Public efforts to encourage housing rehabilitation would increase, and many highly deteriorated or obsolescent housing units would be removed and replaced. Locations of special effort would include the **downtown** and its fringes, the **riverfront**, locations **near hospitals** and colleges, historic commercial nodes and certain subareas in the older residential neighborhoods.

The City would work to achieve **industrial, office and retail infill development and redevelopment in previously built locations** such as the riverfront, the bayfront, the several shopping centers, and the major road corridors such as University Avenue, Mason Street or Military Avenue. The City would continue to work vigorously to create or retain well-paying jobs, but the locational targets would be different than under the Fringe Jobs and Housing Emphasis. Some

new jobs would occur in fringe locations, but not as many as under the Fringe Jobs and Housing Emphasis.

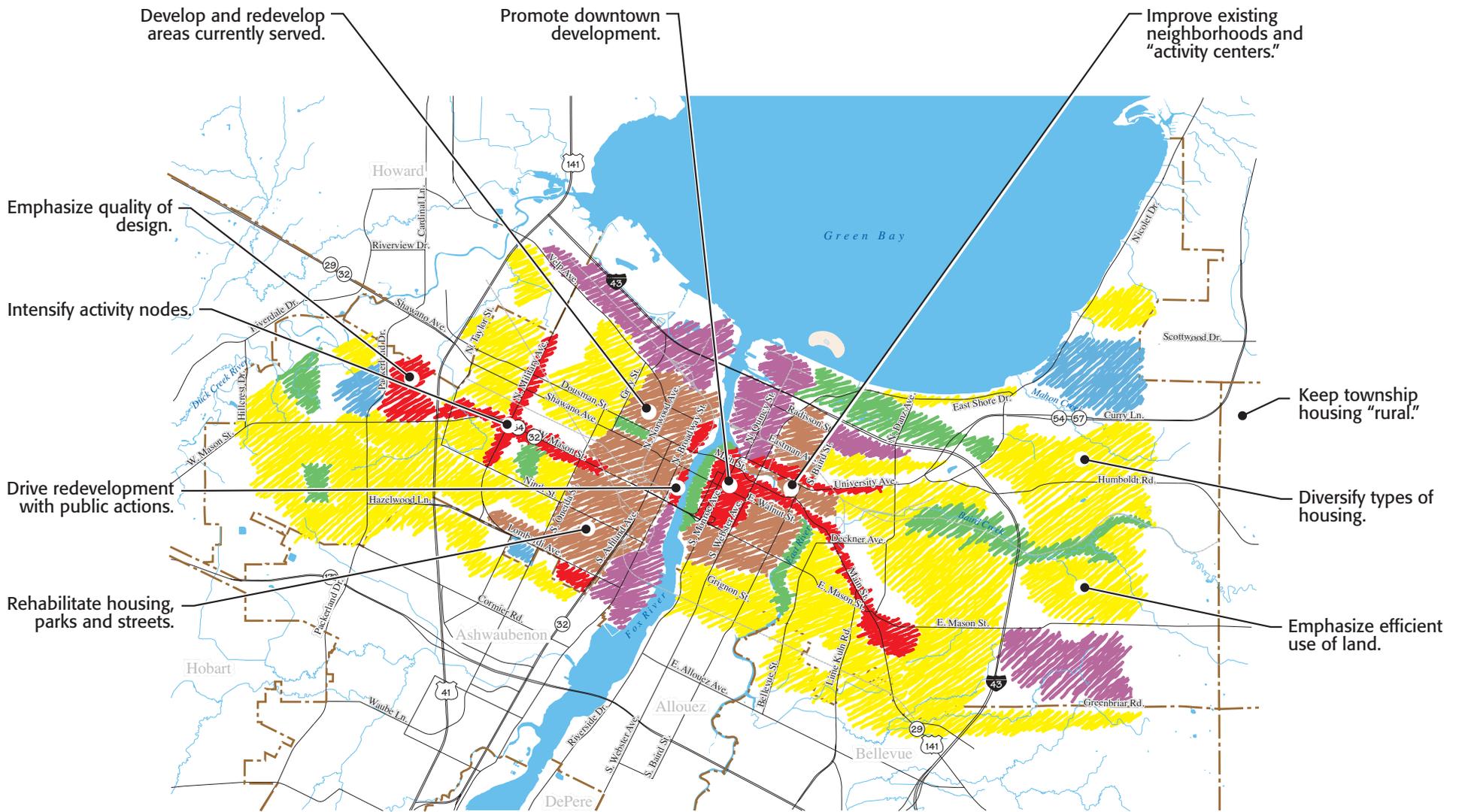
Special attention would be paid to the **quality of design** of all private or public construction and to the **efficient use of land**. Green Bay would become more compact and urban. Vertically and horizontally mixed buildings would be promoted through zoning.

Nearly all new housing in Scott, Humboldt and Hobart Townships would be on very large lots with **private sewage systems and wells**. There would be increased development of large-lot houses scattered across agricultural or rural areas with private sewage systems and wells.

Competition for available land would intensify and land prices would rise. Existing structures would become more valuable and undergo rehabilitation and improved maintenance. Some development would be lost to surrounding communities where land prices would be lower.

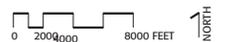
Under this alternative, **redevelopment would be driven and led by public actions** as opposed to the Fringe Jobs and Housing Emphasis, in which the market would lead and initiate redevelopment.

There would be greater **diversity in the types of new housing** built, including more townhouses and apartments, in fringe as well as central locations.



Public incentives and actions emphasize rebuilding and improving presently developed locations.

Figure 14-1
Neighborhood and Downtown Revitalization Emphasis Alternative



Fringe Jobs and Housing Emphasis

Under the Fringe Jobs and Housing Emphasis, **job-related growth and development on the eastern and western fringes** of the community would have highest priority. City infrastructure investments and land use controls would be aimed at promoting those goals.

Industrial, office or other business growth would be planned for prime locations, and housing or parks would be designated for other sites. **Environmental or aesthetic features** would not be allowed to stand in the way of economic progress unless the City had no choice. The City would dramatically increase its spending on job attraction and retention efforts. Some businesses might locate from older sites in Green Bay to new facilities on the fringe, possibly with public assistance.

Nearly all **new jobs would be located in “greenfield” sites** on the perimeter of the city. New office, retail and industrial development would occur primarily in fringe locations such as near I-43, US 41 or State Road 54-57. The City would not expend its own funds to redevelop or intensify business sites in older parts of the city.

Single-family housing on the eastern and western sides of the city would be greatly favored by the City over attached forms of housing such as townhouses or apartments.

Over the next 20 to 30 years, Green Bay would aggressively attempt to attract and service new housing in **Scott and Humboldt**

Townships. Development would be extended as far east and northeast as market demand warrants.

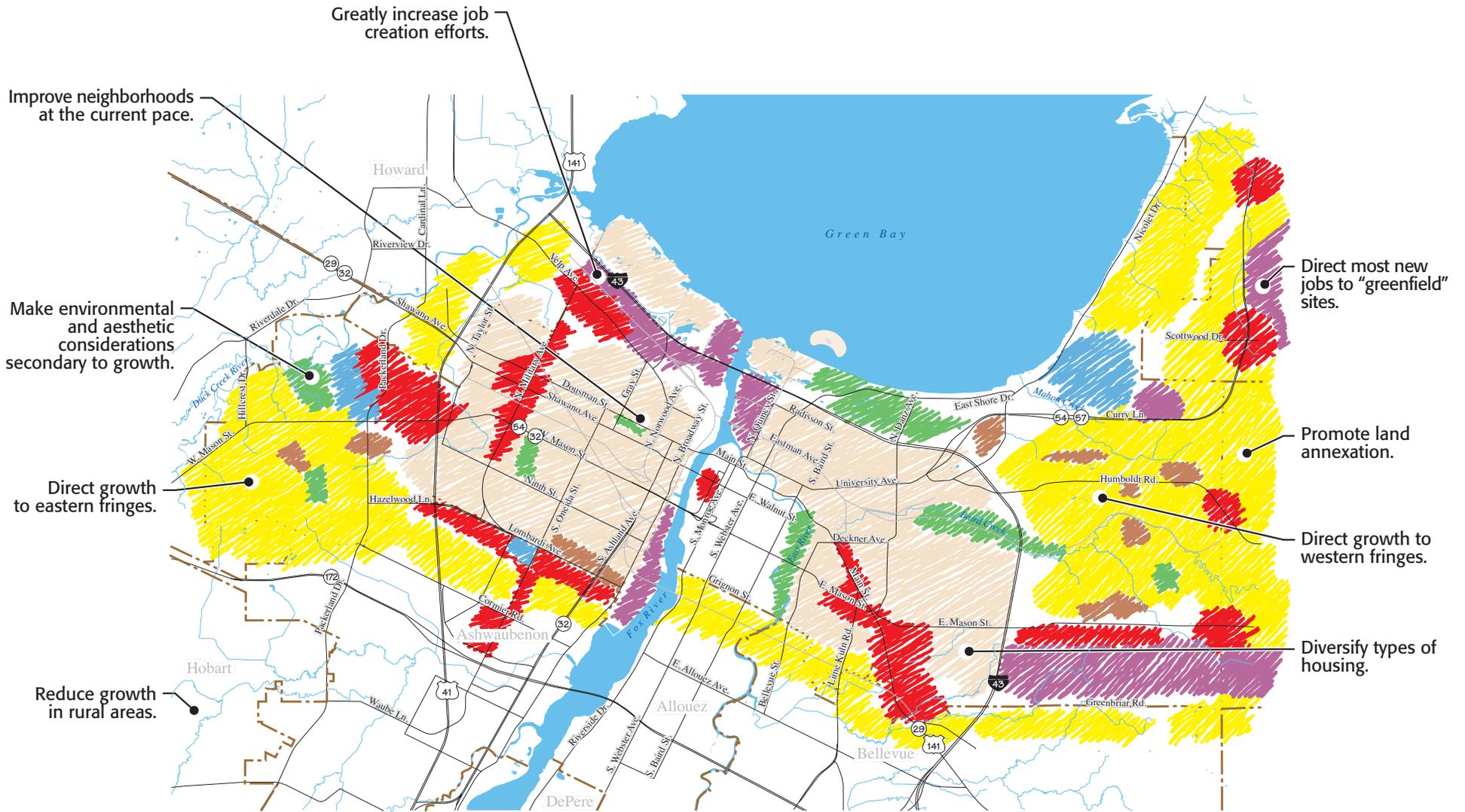
Trunk sewers, water lines and water towers would be extended as landowners petition for annexation from the Towns. Sewer and water services would only be provided for annexed lands, and the City would promote the **annexation** of lands previously served outside its borders. Green Bay would attempt to eventually annex all of Scott and Humboldt Townships.

Green Bay would attempt to **capture growth** that might have otherwise gone to other communities such as DePere or Howard.

Improvements to **existing neighborhoods** would continue at their current pace.

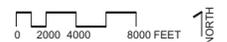
There would be fewer large-lot non-farm houses in the **rural and agricultural areas** east of Green Bay as growth is directed to smaller, publicly-serviced lots in compact and contiguous patterns. The imposition of stronger land use controls in rural areas would limit the amount of land being used for urban purposes and increase preservation of the rural landscape.

The planned **“Eastern Arterial”** would be completed as soon as feasible. A similar arterial road with a high degree of landscaping would be planned for the Northview Road alignment on the City’s current eastern edge in order to promote high-quality housing growth and annexation from Humboldt Township.



Public policy and incentives direct most new growth to fringe areas.

Figure 14-2
Fringe Jobs and Housing
Emphasis Alternative



Environmental and Cultural Emphasis

Under this Alternative, public policy and spending would be applied to **enhance, restore and protect natural resources** such as the rivers, creeks, wetlands, wooded areas, the Niagara Escarpment and major views of the bay.

Likewise, **cultural, entertainment and recreational resources** would be enhanced, including schools, parks, sports venues, museums, concert halls, amphitheaters, historic districts or buildings, and other amenities that are felt to enhance quality of life. The fact that Green Bay is one of the oldest communities in the Midwest and is located on a bay of one of the Great Lakes would be highly promoted. Easy access to North Woods recreation would also be featured. The Packers would be one of many quality of life attractions.

The **natural environment would be used as a major economic development tool**. Businesses and workers that value natural scenery, open spaces, clean air and water, and cultural attractions would be targeted. Industrial and office locations in every part of the city would be enhanced by easy access to parks, open space and trails.

Outward growth would be slowed in favor of environmental protection and enhancement. The City would not invest in utility or road improvements that might support development, nor would it promote annexation of land for urban development purposes. Scott, Humboldt, Hobart and Bellevue Townships would be encouraged to keep lot sizes as large as possible to **preserve rural character and agriculture**. The aim would be to create a “**green belt**” effect around the city.

In older neighborhoods, **redevelopment would increase densities in certain locations**, especially near bus lines or medical centers while clearing other sites to restore wetlands or woods. Residential and

commercial land uses would be vertically mixed, and **development would generally become more compact and dense**. Building rehabilitation would be favored over demolition and new construction. New buildings would reflect the character of existing older buildings. Properties contaminated by hazardous materials would be cleaned, and some of them would be retained as open space.

Surface water management would be emphasized in the city and the townships through a plan and management process that encompasses the entire watershed. “Best management practices” would be followed in all instances. The former Atkinson Marsh on the bayfront west of the Fox River would be cleared of landfills and industry and restored to its natural condition regardless of the cost.

Road improvements would be limited to those that have no negative effect on natural systems. Overall, the transportation system would be managed to reduce use of single-occupant automobiles and promote transit ridership, bicycling and walking.

This alternative would feature the **most amount of park space** and the greatest emphasis on **historic preservation**. Many sites along the rivers would be cleared for parks and public open space. Greenbelts and generously landscaped streets with pedestrian and bicycle paths would connect all the parks. Green Bay and Brown County would purchase development rights to large areas on its perimeter (in and out of current City) to preserve open space and agriculture.

Elementary education would continue to be delivered through improved and expanded **schools located in residential neighborhoods**. Schools would also be used for many community activities, meetings and events.

Major Assumptions of the Alternatives

Neighborhood and Downtown Revitalization Emphasis

1. Highly efficient use of existing public infrastructure is the highest priority.
2. The best way to improve community economic and social health would be to remove blighting influences.
3. Major improvements in transit service, and less reliance on single-occupant automobiles, are possible and desirable through increased density and better mixtures of land use.
4. Existing residential, commercial or industrial areas can be developed or redeveloped more compactly.
5. Long-term regional cooperation can be achieved to support this alternative.

Fringe Jobs and Housing Emphasis

1. The great majority of the population wishes to continue the trend of detached houses on spacious lots.
2. The best way to improve community economic and social health is to accommodate market needs and guide public actions accordingly.
3. Roads, sewer and water projects should be built to support private market demands.

4. The housing market, particularly the market for single-family housing, will continue to be the major land use determinant and development shaper.
5. It will be possible to annex significantly more land to the City of Green Bay.

Environmental and Cultural Emphasis

1. Ecological sustainability is the foundation of community development.
2. The natural environment is the greatest asset of Green Bay and can be used effectively to grow the local economy.
3. Protecting and enhancing natural systems is the most important activity in improving community economic and social health.
4. The private market will respond most strongly to public spending that creates natural amenities and cultural attractions.

Summary Comparison of the Alternatives

These are a few of the key differentiating characteristics of the alternatives.

The alternatives have different goals driving the pattern of development.

- Fringe Development:* Respond to the current market trend of outward growth.
- Revitalization:* Promote more efficient use of prior investments.
- Environmental:* Protect and improve environmental and cultural resources.

The role of downtown varies by alternative.

- Fringe Development:* Corporate and government offices and convention center.
- Revitalization:* Dominant regional hub for culture, entertainment, professional office, and attached housing. Small specialty shops and offices.
- Environmental:* Dominant regional hub for culture, entertainment, offices and attached housing. Greatly improved river edges and views.

The role of the City of Green Bay in the region varies by alternative.

- Fringe Development:* Distinctions between Green Bay and other cities in the region are reduced.
- Revitalization:* Continued dominance through intensification, diversity and desirable urban characteristics.
- Environmental:* Highly attractive regional leader in sustainable urban development.

The approach to transportation varies.

- Fringe Development:* Strong reliance on single-occupant vehicles. Greatest number of vehicle miles driven and greatest number of miles of new roads built.
- Revitalization:* Greater use of transit, bicycling, walking and car pooling.
- Environmental:* A significant shift toward transit, bicycling, walking and car pooling is possible and desirable. Land use planned to reduce auto needs.

The relationship to the environment varies.

- Fringe Development:* Environmental features adjusted as necessary to accommodate growth.
- Revitalization:* Environmental amenities used to leverage urban development.
- Environmental:* Environment is protected for its own intrinsic worth and to improve quality of life.

Conceptual Planning Alternatives

Neighborhood and Downtown Revitalization Emphasis	Fringe Jobs and Housing Emphasis	Environmental and Cultural Emphasis
Land Use		
<i>Growth Management</i>	<i>Growth Management</i>	<i>Growth Management</i>
Public policy guides and redirects market forces to infill and redevelopment locations.	Public policy and incentives direct growth to fringe areas.	Public policy emphasizes environmental protection as a growth strategy.
Reinvestment needs within City given priority over new land development.	Directing growth to northeast and east fringe locations given priority.	Redevelopment given priority over fringe growth.
Existing neighborhoods and activity centers within City are focus for the majority of, but not all, new growth.	City takes proactive steps to work with abutting property owners to extend services and annex nearby fringe areas.	Existing neighborhoods and activity centers within City are focus for the majority of, but not all, new growth.
Annexation de-emphasized.	City actively pursues annexation of fringe areas and works to change annexation laws to give City additional power.	Annexation de-emphasized.
City abides by firm policy to not extend water services without annexation.	City abides by firm policy to not extend sewer or water services without annexation.	City abides by firm policy to not extend water services without annexation.
City annexes fewer acres of land as fringe development becomes less extensive and more compact.	City explores incentives to encourage annexation including areas previously served by County sewer. Number of acres of land annexed increases as fringe development spreads. Towns of Humboldt, Scott and Bellevue become part of Green Bay.	City annexes significantly fewer acres of land as it discourages utility extensions.
City continues to follow its Development Districts policy, which increases cost of non-contiguous sewer and water lines.	City provides sewer and water to all locations at equal cost.	City forbids sewer or water extensions to subdivisions that are not contiguous to existing development.
<i>Reinvestment</i>	<i>Reinvestment</i>	<i>Reinvestment</i>
City places high priority on creating incentives to stimulate private reinvestment in redevelopment, infill, and pollution clean-up throughout the City.	Market-driven redevelopment.	City places high priority on creating incentives to stimulate private reinvestment in redevelopment, infill, and pollution clean-up throughout the City.

Neighborhood and Downtown Revitalization Emphasis	Fringe Jobs and Housing Emphasis	Environmental and Cultural Emphasis
Redevelopment activities receive priority on the riverfront, in distressed neighborhoods and key activity centers.	Disinvestment occurs in lowest-income neighborhoods, poverty remains concentrated in older neighborhoods and choice of housing locations narrows.	Redevelopment activities receive priority on the riverfront, in distressed neighborhoods and key activity centers.
<i>Rural Areas</i>	<i>Rural Areas</i>	<i>Rural Areas</i>
Housing growth in unserved areas slows substantially because of stronger land development controls.	Housing growth in unserved areas slows somewhat because of increased supply in locations served with sewer and water. No change in development regulations in the townships.	Housing growth in unserved areas slows substantially because of stronger land development controls.
Larger lots and more agricultural preservation.	Lot sizes respond to market demand.	Larger lots and more agricultural preservation.
<i>Downtown</i>	<i>Downtown</i>	<i>Downtown</i>
Downtown Green Bay continues to be the priority focus of revitalization efforts.	Downtown revitalization efforts are driven by private developers in response to market demands.	Downtown Green Bay continues to be the priority focus of revitalization efforts. Strong emphasis on historic preservation.
Downtown continues to function as the regional center for office, government, and entertainment. Emphasis on vertically mixed development, creating an attractive pedestrian environment, increased housing, day and night activities, river access and intensified land uses.	The commercial (office/retail) and industrial core of the region shifts to the south along the US 41 corridor. Downtown functions primarily as a center for small specialty shops and offices.	Downtown is aided by the extension of parkland along river to the north and south.
<i>Riverfront</i>	<i>Riverfront</i>	<i>Riverfront</i>
Proactive redevelopment and clean up of riverfront property to accommodate mix of residential, office, and light industrial uses.	Riverfront redevelopment driven by private market.	Existing riverfront parks are linked. Emphasis on creating more parks and open space. Only river-dependent industries allowed.

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Neighborhood and Downtown Revitalization Emphasis	Fringe Jobs and Housing Emphasis	Environmental and Cultural Emphasis
Transportation		
City and County focus public investment on improving existing street network to enhance through movement, traffic dispersion, and minimize negative transportation impacts to neighborhoods through traffic calming.	Focus public investment on new roads (major and minor arterials as well as local) and capacity expansions to serve new subdivisions.	City and County focus public investment on improving existing street network to enhance through movement, traffic dispersion, and minimize negative transportation impacts to the natural environment.
Roadway congestion increases in concentrated areas. Overall travel distances are shorter.	Roadway congestion increases in fringe areas. Overall travel distances are longer.	Roadway congestion increases in concentrated areas. Overall travel distances are shorter.
City and County emphasize access management on existing streets to minimize traffic flow and road capacity with a strong neighborhood livability focus.	City and County focus on improving traffic flow and road capacity by providing more travel lanes through road widening and new road construction.	City and County allow no road improvements that would have a negative impact on the natural environment.
City and County take proactive role in implementing city-wide network of bicycle facilities serving both recreational and transportation functions.	City and County continue to support development of recreational bicycle facilities.	City and County take proactive role in implementing city-wide network of bicycle paths in greenways.
City takes proactive role in improving sidewalk network and pedestrian streetscape amenities.	Sidewalks and trees are installed along both sides of all streets in new subdivisions.	City creates a network of pedestrian paths in greenways.
New local residential streets are completely interconnected. Cul-de-sacs are minimized.	New local residential streets are completely interconnected. Cul-de-sacs are minimized.	New local residential streets are completely interconnected. Cul-de-sacs are minimized.
<i>Transit System</i>	<i>Transit System</i>	<i>Transit System</i>
County increases its investment in the bus system.	The current level of transit investment continues.	County increases its investment in the bus system.
An increased concentration of jobs and housing within City supports higher level of transit use and service.	Transit viability decreases due to jobs and housing dispersed further from City center resulting in less ridership, lower revenues and higher public subsidies to maintain service.	An increased concentration of jobs and housing within City supports higher level of transit use and service.

Neighborhood and Downtown Revitalization Emphasis	Fringe Jobs and Housing Emphasis	Environmental and Cultural Emphasis
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Natural Resources		
Natural features are improved to promote urban redevelopment.	New housing development is carefully sited to protect natural character.	Emphasis on restoring water quality and wildlife habitat. Land acquisition and strong regulations protect wetlands and wooded areas.
Current rural character maintained because of limitations on new fringe growth.	Rural quality and character comprised of a mix of farms and houses on smaller, publicly-serviced lots.	Current rural character maintained because of limitations on new fringe growth.
Riverfront redevelopment emphasizes housing, offices and river-dependent industry.	Incorporate creeks, wetlands and significant woodlands as amenities in new subdivisions.	Riverfront land use redeveloped to provide significantly more public open space. Hard edges changed to natural erosion control methods.
Additional measures taken to protect land within the floodplain and minimize development restrictions.	New housing development incorporates buffers around creek floodplains.	Developed floodplains returned to natural conditions through public acquisition and clearance. Some bayfront and other filled wetlands restored.
Clear demarcation between urban and rural areas.	Urban-rural demarcation becomes less distinct.	Clear demarcation between urban and rural areas.

Urban Design		
Major emphasis on improving the appearance of buildings and streetscapes through proactive enforcement of design standards and guidelines.	Neighborhood design subject to current subdivision design standards and market trends that encourage curvilinear streets and cul-de-sacs, large lots, large houses and maximum privacy.	Nodes of density separated and enhanced by open space.
Pedestrian emphasis in neighborhoods: sidewalks, street trees, narrow streets, modest front setbacks, interconnected streets, nearby shops, convenient access to transit.	Automobile emphasis in residential and commercial settings.	Pedestrian emphasis in neighborhoods: sidewalks, street trees, narrow streets, modest front setbacks, interconnected streets, nearby shops, convenient access to transit.
Improve streetscape by providing attractive amenities and removal of extraneous signage and utility structures.	New subdivisions require buried utilities, street tree plantings along new roads and landscaping at entrances.	Streets and edges designed to filter water, provide shade and minimize natural impacts.

14. Conceptual Alternatives

Neighborhood and Downtown Revitalization Emphasis	Fringe Jobs and Housing Emphasis	Environmental and Cultural Emphasis
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Parks and Open Space

No land available for new park development. Emphasis on improvement of existing park facilities. Proactively seek opportunities for reuse or joint use of underutilized public properties.	Focus on creation of new parks, open space and trail connections in conjunction with land dedication requirements for new subdivisions.	Large amounts of new park and public open space created through clearance. Major new perimeter parks. Eastern green belt created.
Utilize existing street and utility right-of-ways to create trail connections or “green” streets.	Require installation of bicycle trails in conjunction with construction of new roads.	Citywide network of greenways created.
All land used intensively except currently protected sites.	Encourage use of clustering techniques to protect significant natural resources and open space.	Emphasize protection of significant environmental corridors for passive recreation and wildlife movement.

Public Facilities

Targeted improvements to schools, parks and civic buildings.	Present level of schools and parks. No major initiatives.	Significant improvements to schools, parks, civic buildings.
Major public facilities located in downtown and other central locations served by transit.	Major public facilities located in perimeter locations accessible only by auto.	Major public facilities located in downtown and other central locations served by transit.

Historic Resources

Incorporate the principles of historic rehabilitation into redevelopment.	Support efforts to preserve significant farm structures and consider incorporation of such structures in new subdivisions.	Proactively designate historic districts and structures and incorporate the principles of historic rehabilitation into redevelopment.
Support a more active role for the Heritage Preservation Commission in review of redevelopment and infill projects.	No change in status of Heritage Preservation Commission.	Support a more active role for the Heritage Preservation Commission in review of redevelopment and infill projects.

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Neighborhood and Downtown Revitalization Emphasis	Fringe Jobs and Housing Emphasis	Environmental and Cultural Emphasis
Public Utilities		
<i>Sanitary Sewer</i>	<i>Sanitary Sewer</i>	<i>Sanitary Sewer</i>
Emphasize rebuilding sewers in presently developed neighborhoods.	Brown County continues to build collection and treatment facilities adequate to meet future demand, including potential growth in eastern perimeter areas.	Discourage sewer extensions on the fringe.
Brown County limits perimeter trunk sewer extensions consistent with a new county growth plan that emphasizes compact and contiguous growth.	Proactively seek annexation in exchange for extension of County sanitary sewer service.	No annexation unless advisable for environmental protection. Seek legislative repeal of administrative rule Comm 83, which permits septic systems in locations not previously allowed.
<i>Water System</i>	<i>Water System</i>	<i>Water System</i>
Emphasize rebuilding water system in presently developed neighborhoods.	Continue to provide distribution and storage facilities designed to accommodate potential growth in eastern perimeter areas.	Discourage water extensions on the fringe.
Continue existing City policy to not extend water service without annexation.	Continue existing City policy to not extend water service without annexation.	Continue existing City policy to not extend water service without annexation.
Water assessment rate may need to be increased to cover actual cost to extend service to outlying areas.	Continue current water assessment policies.	Fringe extensions priced to discourage projects.
<i>Surface Water Management</i>	<i>Surface Water Management</i>	<i>Surface Water Management</i>
Pipe runoff to ponds and wetlands.	Emphasize additional development controls to require buffer areas to filter and slow surface water runoff in new subdivisions.	Reduce amount of existing impervious surface area. Remove structures from floodplains. Use natural drainage and filtration methods. Use vegetative swales and buffer strips.
Increase capacity of existing storm sewer facilities and flood protection devices to reduce flood risks on developed property.	Increased development of farmlands will degrade the quality of water runoff.	Increase capacity of existing storm sewer facilities and flood protection devices to reduce flood risks on developed property.

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Neighborhood and Downtown Revitalization Emphasis	Fringe Jobs and Housing Emphasis	Environmental and Cultural Emphasis
Housing and Neighborhoods		
Emphasis on new infill development and rehabilitation of existing housing units.	Emphasis on development of new single family housing.	Emphasis on creating new open space during redevelopment.
Some increase in housing densities. However, discourage concentration of high density dwellings.	Neighborhoods characterized by lower densities and increased single family development.	Neighborhoods characterized by higher densities for all housing types.
Establish and proactively enforce design controls for new infill housing and rehabilitation projects.	Encourage high quality design in new subdivisions.	Establish and proactively enforce design controls for new infill housing and rehabilitation projects.
Actively support and create incentives for housing rehabilitation to improve quality and quantity of single family homes in the City.	Strong market demand for new housing fosters population shift to outlying areas.	Actively support and create incentives for housing rehabilitation to improve quality and quantity of single family homes in the City.
Increased number of new and rehabilitated single family homes in City.	Continued net annual loss of single family dwellings in older City neighborhoods.	Some shift from single-family housing to attached housing.
Livable housing for lower income households provided.	Lower income households concentrated in older City neighborhoods.	Displacement of lower income households becomes bigger issue as older homes are rehabilitated and valued increases.
Increased support and resources for code enforcement regarding property maintenance.	Continued support for code enforcement.	Increased support and resources for code enforcement regarding property maintenance, especially in terms of hazardous or toxic materials such as lead paint or asbestos.
<i>Major Institutions</i>	<i>Major Institutions</i>	<i>Major Institutions</i>
Major institutions expand up, not out.	Some major institutions move out of Green Bay or establish satellites on new sites in perimeter locations. Others expand into adjacent neighborhoods.	Major institutions expand up, not out.
Areas around major institutions become activity centers of new housing and services.	Institutions continue to purchase and hold surrounding properties for surface parking and/or expansion.	Areas around major institutions become activity centers of new housing and services.

Neighborhood and Downtown Revitalization Emphasis	Fringe Jobs and Housing Emphasis	Environmental and Cultural Emphasis
Economic Development		
Competitive position of the region sustained by reinvestment and redevelopment in urbanized areas.	Competitive position of the region sustained by orderly economic expansion.	Competitive position of the region sustained by quality of life features.
Majority of new commercial and industrial growth occurs in City as redevelopment and brownfield clean-up efforts open up development sites in the City.	Significant new commercial and industrial growth concentrated along the I-43, Highway 172 and US 41 corridors.	Commercial and industrial activity in City reduced.
Proactively seek funding sources for implementation of housing rehabilitation, brownfield clean-up, etc.	Rely on private market actions to find best uses for property.	Proactively seek funding sources for implementation of housing rehabilitation, brownfield clean-up, etc.
Public Investments		
Priority given to maintenance and enhancement of existing public and private investments.	Priority given to expanding supply of serviced urban land to accommodate new housing development.	Priority given to projects that restore or enhance natural systems or cultural facilities.
Sewer trunks only extended in situations where service necessary to protect environmental quality.	Sewer trunks actively extended to foster new growth in areas outside the current City limits.	Sewer trunks extended where service necessary to protect the environment.
Intergovernmental Coordination		
Brown County sites major County facilities (e.g., libraries, museums, service centers) in Green Bay and supports compact regional growth through its sewer, road and transit investments.	Brown County locates major buildings in perimeter cities and towns and invests in sewers and roads that support development of new locations over compact growth.	Brown County sites major County facilities (e.g., libraries, museums, service centers) in Green Bay and supports compact regional growth through its sewer, road and transit investments.
Green Bay continues with its current boundaries.	Green Bay negotiates agreements with adjacent towns for staged annexation and service with support of Brown County.	Green Bay and Brown county purchase development rights to large areas on its perimeter (in and out of current City) to preserve open space and agriculture.

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Neighborhood and Downtown Revitalization Emphasis	Fringe Jobs and Housing Emphasis	Environmental and Cultural Emphasis
Brown County follows its 1996 <i>Land Use and Transportation Plan</i> , which would focus new urban development in areas contiguous to existing urban areas, preserve agricultural land and revitalize older or underutilized urban areas.	Brown County follows the Continued Growth Alternative of its 1996 <i>Land Use and Transportation Plan</i> .	Brown County promotes growth even more compact than its 1996 <i>Land Use and Transportation Plan</i> and emphasizes more land acquisition for open space and environmental healing.

Cost Assumptions		
In long-term, most fiscally conservative or responsible of the three alternatives. However, short-term investments in upgrades and maintenance would be highest.	In long term, highest public investment costs of the three alternatives due to higher cost to maintain larger system. However, short-term costs not significant since developers pay for initial installation.	Would have highest public costs and lowest tax base enhancement.
Housing prices and land costs increase faster than under the Fringe Housing and Jobs Emphasis.	Housing and land costs increase at historic rates.	Housing prices and land costs increase at the highest rate of the three Alternatives.
In the long term, this Alternative would reduce public cost of transportation because of fewer miles of roadway. Short-term costs for streetscape and traffic calming improvements may be higher.	In long term, this Alternative would be most expensive alternative because of more miles of roadway requiring maintenance, service, and construction or reconstruction.	In the long term, this Alternative would reduce public cost of transportation because of fewer miles of roadway. Short-term costs for streetscape and traffic calming improvements may be higher.