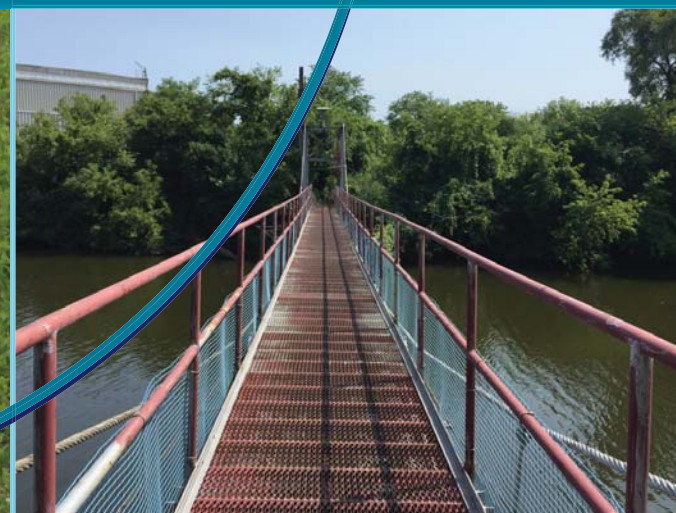
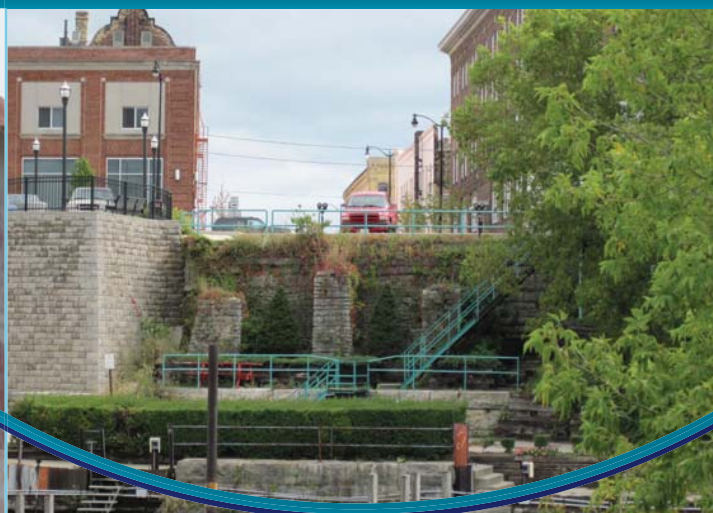




RootWorks

ROOTWORKS AREA-WIDE PLAN AND IMPLEMENTATION STRATEGY



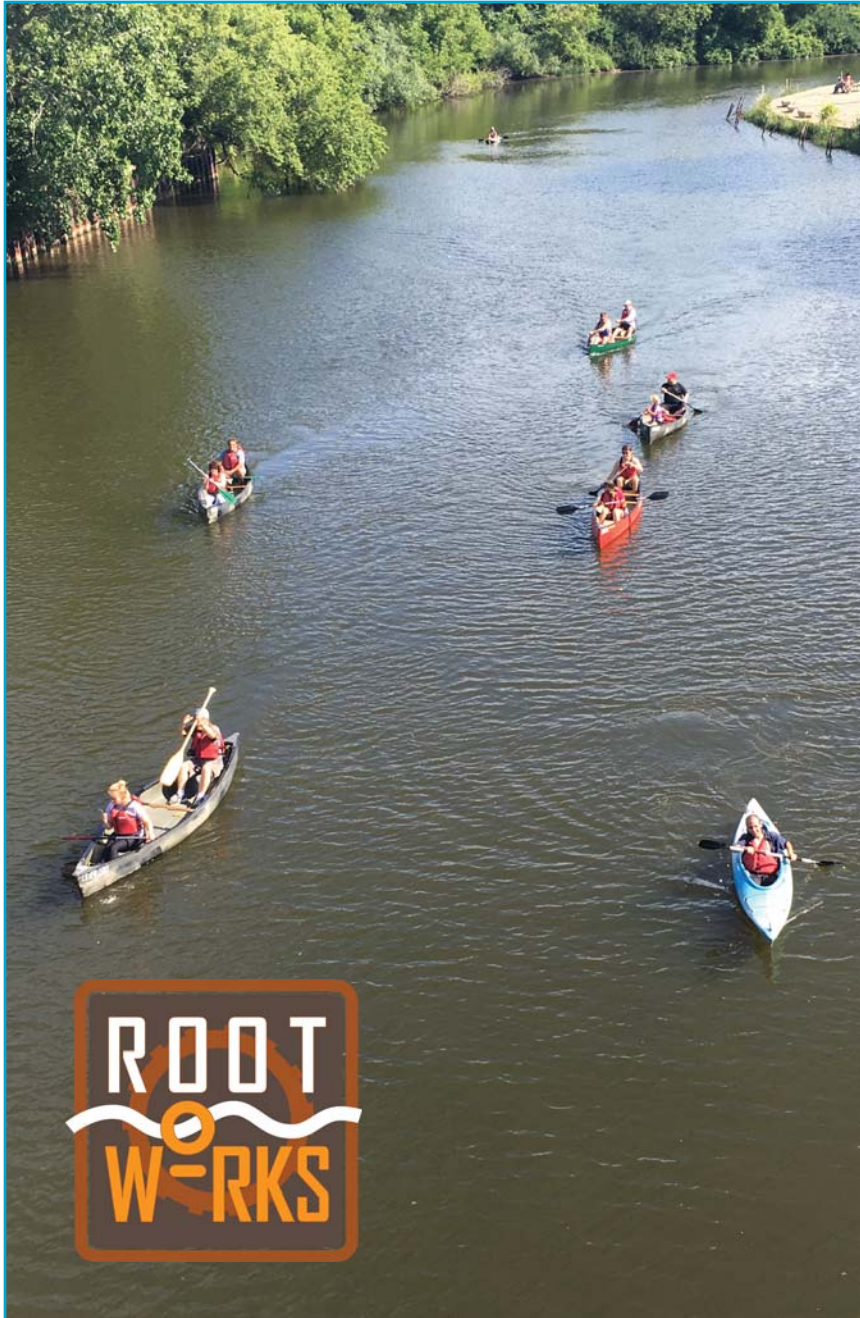


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ACKNOWLEDGMENTS

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I. EXECUTIVE SUMMARY

In September 2015, the City of Racine, Wisconsin and the Racine Economic Development Corporation (RCEDC) hired a consultant team led by Vandewalle & Associates to produce an Area-Wide Plan for the community's highest priority redevelopment area, the Root River Redevelopment Area – a prominent corridor along the Root River adjacent to Downtown from the Racine Harbor west to the 6th Street Bridge—now known as the “RootWorks” Area.

Guided by the RootWorks Project Management Team (PMT) the *RootWorks Area-Wide Plan (RootWorks AWP)* is funded through the generous support of the United States Environmental Protection Agency's (USEPA) Area-Wide Planning Program – a program intended to help communities identify opportunities for assessing, cleaning up, and reusing catalyst/high priority brownfields sites to create economic investment and opportunities out of underutilized property.

The *RootWorks AWP* builds off the visioning and planning efforts started in the community with the 2008 *Back to the Root Plan*, as formally adopted in 2012 with the *RootWorks: A Root River Corridor Redevelopment Plan*.



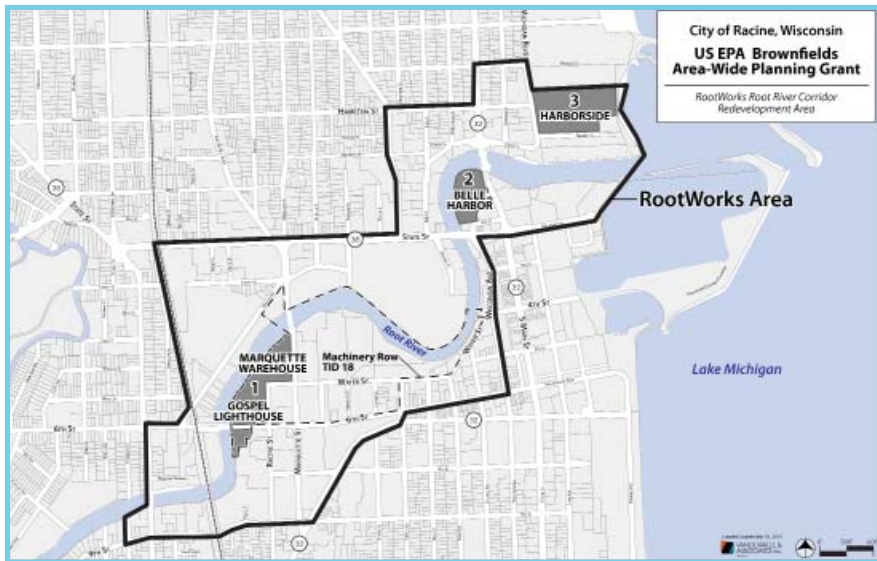
The *Back to the Root Plan* resulted in the development of four interdependent goals to guide redevelopment of the RootWorks Area:

- 1. Create a sense of place**
- 2. Stimulate economic growth**
- 3. Allow public access and interaction with the River**
- 4. Improve water quality**

The RootWorks economic development vision and redevelopment strategy built off of these goals and led to the visionary *RootWorks Plan*, which targeted community efforts on near-term redevelopment and economic development strategies.

Going beyond the established vision, the *RootWorks AWP* will focus on and advance quality of life aspects for all Racine residents aiming to achieve the vision and goals through detailed catalytic site reuse planning and detailed project recommendations divided amongst the five RootWorks Districts. The RootWorks Districts are defined around the history, geography, and landmarks that create unique places within the larger redevelopment Area.

Sections II, III, and IV of this document set the foundation of the *RootWorks AWP* outlining the history of the Root River Corridor and its ongoing importance as a center for economic activity in the City of Racine, and explaining the vision and goals that influence and shape the project recommendations and site reuse concepts.



Section V lays out the tools and road map to identify public and private projects which – when complete – fit together to affect significant change and advance redevelopment substantially within each of the five Districts. The five Districts that compose RootWorks are: 1) the West Bluff District; 2) the State Street District; 3) the Machinery Row District; 4) The Belle Harbor District; and 5) the Harborside District. In this section each District is described in detail and a redevelopment vision is proposed, a list of the key near and mid-term projects to catalyze activity and to complement existing development is established, and reuse concepts for catalytic sites are included and described.

The reuse concepts for the *RootWorks AWP* catalytic sites at Machinery Row West, Belle Harbor, and Harborside are intended to set a vision and a standard for urban design and reuse priorities for important redevelopment sites and to be used as a powerful tool to develop partnerships and attract investment to RootWorks.

The sixth and final section of the *RootWorks AWP* identifies an Implementation Pipeline focused on the top plan initiatives to be advanced over the next 5-10 years.

Highest priority implementation strategies include:

- 1. Advancing regional connectivity through implementation of the Metra connection at the existing Transit Center.**
- 2. Implementing catalytic redevelopment sites: Harborside, Belle Harbor, and Machinery Row Phase I and beyond to Machinery Row West.**
- 3. Establishing the RootWorks identity and brand through implementation of the Root River Loop, Area-Wide wayfinding signage, and unique public art and other interpretive connections to the Area’s history.**
- 4. Developing the RootWorks partnership structure to manage and advance the redevelopment vision.**

As Appendices to this document there is a Background Report, which provides a detailed review of the geographic, socioeconomic, and environmental conditions that influence and shape the RootWorks Area. Further, attached is a separate Implementation *Action Plan* document; a “workplan” style spreadsheet that details information on short and medium term action steps to undertake to continue redevelopment progress and funding opportunities for the projects identified in this planning effort. The final Appendix is a RootWorks Organizational Structure Assessment, which offers suggestions for the community to advance the long-term management and implementation of redevelopment efforts in RootWorks.



II. INTRODUCTION AND GOAL OF THE PLAN



Since 2008, Racine has engaged in the substantial and complex effort to redevelop and revitalize the Area defined as RootWorks. A prominent Area of the community bordered by Memorial Drive to the west, State Street in the north to the Harbor (via Dodge Street), Lake Michigan to the east, and 8th Street to the south.

Since the 2012 adoption of *RootWorks: A Root River Corridor Redevelopment Plan (RootWorks)* – in which a detailed economic vision and path for redevelopment was put forth – the Area has seen tremendous resources and effort dedicated by the public, private, and nonprofit sectors. Progress includes the public acquisition of over 10 acres of new parkland for the West Bluff Overlook and Machinery Row Promenade. Progress has also been achieved through the public/private advancement of the 20-acre Machinery Row Phase I Area.

The recommendations in the *RootWorks Area-Wide Plan* build on the economic vision set forth in the 2012 *RootWorks Plan* – providing a reinvestment strategy, implementation focus, detailed projects and opportunities to catalyze real estate investment and the development of public space in RootWorks.

The *RootWorks Area-Wide Plan (RootWorks AWP)* carries forward the momentum and partnerships established by the RootWorks visioning process through its economic revitalization focus and recommendations. Just as the *RootWorks Plan* emphasized the importance of building on Racine's industrial heritage assets, creating better public access to the river, improving water quality, reconnecting the community with the river, and creating a coherent redevelopment strategy, the *RootWorks AWP* emphasizes these same aspects as key to achieving the redevelopment vision.

The *RootWorks AWP* lays out a detailed strategy aimed at addressing the challenges of redeveloping the historic industrial area of the community, fraught with sites known or perceived to be brownfields, to accelerate and ultimately attain the redevelopment and revitalization goals of the RootWorks economic vision. The Area-Wide Plan development process has relied heavily on public outreach and involvement. At each critical juncture of the

plan a public presentation provided a vehicle to share ideas with residents and gather feedback. The team also conducted a number of additional outreach efforts with local partners, organizations, and small groups.

A crucial element of the *RootWorks Plan* carried forward in this AWP is the inclusion of the four adopted interrelated goals for revitalization: Create a sense of place, stimulate economic growth, allow public access and interaction, and improve water quality. The AWP provides a link to successful past efforts and establishes a foundation to identifying additional catalytic redevelopment projects and the detailed steps necessary to achieve success for each.

In the following sections the unique geographic areas, catalytic opportunities, potential future projects, and essential mechanisms for achieving the overarching economic vision within RootWorks are explored in detail. Specific recommendations, reuse strategies, and project team structures are made to provide the foundation for an organization to carry forward the RootWorks vision through the establishment of a permanent organization tasked with the specific mission of overseeing the development of the corridor over the next several decades.

The Goal of the **RootWorks Area-Wide Plan** is to stimulate additional redevelopment and investment in RootWorks by:

- Developing conceptual reuse plans for RootWorks Area catalytic sites: Harborside, Belle Harbor, and Machinery Row West.
- Identifying additional redevelopment and infill projects throughout RootWorks for future development efforts.
- Identifying and centralizing a list of future project opportunities and action steps in the five RootWorks Districts to implement over time – centered on accomplishing the four RootWorks Area goals.
- Providing a recommendation on organizational structure development with a clear mission to achieve the RootWorks vision using the *RootWorks AWP* as a guiding tool.

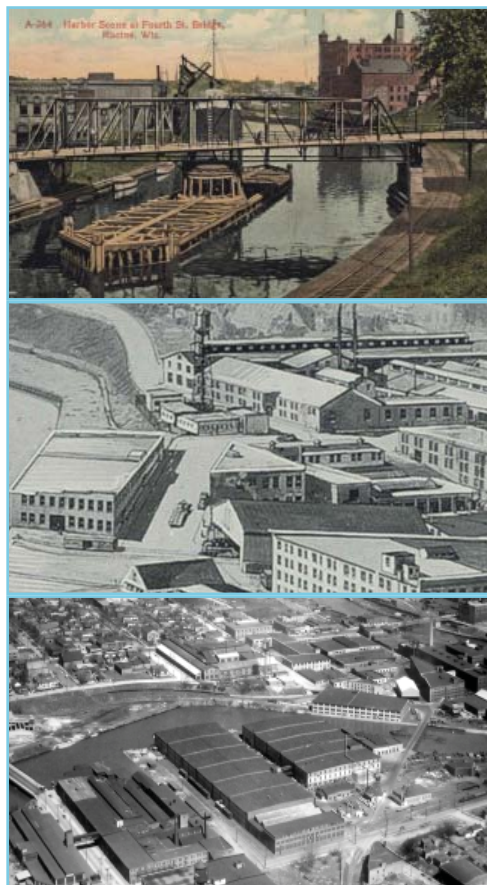


III. ROOT RIVER CORRIDOR HISTORY & BACKGROUND

The RootWorks vision builds upon Racine's industrial heritage as a significant community asset, and seeks to advance a redevelopment and revitalization effort that is as much unique and attractive as it is genuine. Over the course of more than one-hundred years the Root River Corridor was the backbone upon which Racine built its industrial might. At its peak Racine ranked as the third largest producer of farm machinery and fourth largest producer of wagons, carriages, and foundry products. This industrial base grew around the Root River as a major transportation corridor capable of handling high volumes of ship traffic to bring in raw materials and ship out finished products.

In addition to a robust industrial economy including smaller producers and suppliers, the neighborhoods adjacent to the River developed to supply goods and services to the growing middle class in and around the RootWorks Area. Smaller tanneries, fish markets, lumber yards, grain mills, and publishing facilities were all common place in the vicinity alongside industrial magnates such as JI Case, Western Publishing, Mitchell Wagons, Fish Brothers, and The Massey Harris Co.

As production, transportation, and telecommunication methods and technology changed, industry relied less on access to the water allowing it to locate in areas with other competitive advantages such as cheap plentiful land and



highway access. While many major employers left the area near the Root River it still retained many of the facilities and environmental conditions resultant of massive industrial production in a time with few environmental regulations.

Within the 325-acre RootWorks Area today, there are around 1,500 employees, vastly different from the industrial high-point of the early 1900s. Within a five mile radius of the RootWorks Area there are over 5,000 employees who for the most part commute to Racine for work and leave at the end of the day to head back home to surrounding communities. Although many of the original industrial anchors of the past are now gone and the sites that were once bustling with manufacturing are currently underutilized or vacant, there are still several legacy employers who continue to maintain offices and headquarters in the area, such as Case New Holland Industrial (CNHi). Additionally, smaller scale and specialized industrial production supply facilities are still seen scattered throughout the Area, such as Racine

Heat Treating, Wisconsin Plating, and Machinery and Factory Industrial Supply.

The Area has also seen fast growing and young gazelle companies locate their facilities in the RootWorks Area, such as those focused on computer software for various industries. Companies such as Z-Mac – a trucking logistics software company – were attracted to the RootWorks Area for affordable real estate prices,

the ability to grow and renovate their facilities with ease, and an attractive urban environment capable of attracting the young professional workforce they need.

Planning for revitalization is complex and challenging, but the City of Racine and its public and private partners have risen to the occasion. While the City is faced with significant challenges to redevelop former industrial sites often plagued by real or perceived environmental challenges, City staff and public and private partners have identified the RootWorks Area as their highest priority reinvestment area and are utilizing the modern tools available for redevelopment.

Since 2012, the RootWorks Project Management Team (PMT) has spent considerable time and effort to secure and use the various financial resources provided at the state and federal levels to complete the assessment, reuse planning, testing, and cleanup of soil and groundwater contamination and hazardous building materials of various types in order to make redevelopment sites financially viable for redevelopment. The City has taken the lead in identifying and assembling challenging properties to position them for redevelopment – to turn underproductive land into tax base and needed commercial and residential spaces.

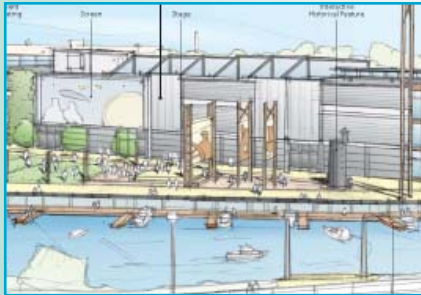


As RootWorks Area redevelopment is planned for and advanced, focus has been on building a diverse use mix, including residential, office, hospitality, and retail married with public space and river access in an effort to create a complete place for residents, employees, and visitors to use and enjoy. The *RootWorks Plan* vision applied an ecosystem approach to revitalizing the Root River Corridor. That is to say long-term sustainability is about more than private investment. Redevelopment efforts must focus on creating public access and connections to and around the River, improving environmental sustainability through improvements in water quality and development practices, and developing a sense of place around the history and unique characteristics of RootWorks. By taking this holistic approach the City will achieve RootWorks Area revival by capitalizing on the community's place-based assets and building a diversity of uses and opportunity for community connections in the Area.

Top priority implementation projects from the 2012 *RootWorks Plan* have been advanced. RootWorks Area redevelopment continues to build momentum due to the PMT's strategic implementation management and efforts to keep the RootWorks project pipeline full by teeing up multiple projects and securing funding through state and federal grants and private contributions. The following is a list of some of the RootWorks Area accomplishments since 2012.

ROOTWORKS AREA ACCOMPLISHMENTS SINCE 2012:

- The first phase of the Machinery Row redevelopment continues to advance. Phase I of the Machinery Row redevelopment effort centers on the top priority RootWorks catalyst site, the 20-acre former Western Publishing and JI Case facility. Purchased by the City in agreement with a development team who will advance redevelopment, plans include bringing a diverse mix of uses include residential, commercial and recreational uses to Machinery Row. The project has received USEPA and WEDC assistance to address environmental conditions at the site and the City has received a WIDNR Knowles Nelson Grant to purchase 5.6 acres of riverfront property to develop as public promenade.



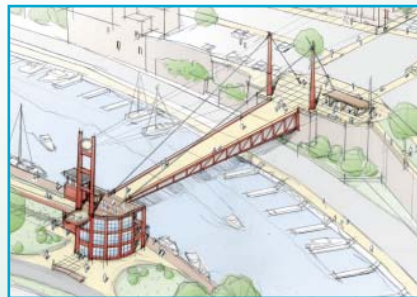
In addition to grants the City has created Tax Increment District (TID) 18 as a tool to address the specific improvements and development incentives necessary to realize the vision for the expanded Machinery Row Area.

Additional grants have been secured to conduct stormwater management planning and develop infrastructure through The Fund for Lake Michigan and the Wisconsin Coastal Management Program (WCMP).

- The South River Loop schematic design completed in summer 2016 leveraged funding from WCMP and the City to secure \$75,000 for creation of schematic designs, a master plan, and construction cost estimates for Sam's River Road along the River and the East Bluff Overlook. The project will transform an underutilized River side corridor into a bustling thoroughfare between two catalytic sites at top priority redevelopment sites. The next step is to identify funding opportunities to construct the vision outlined in the master plan.

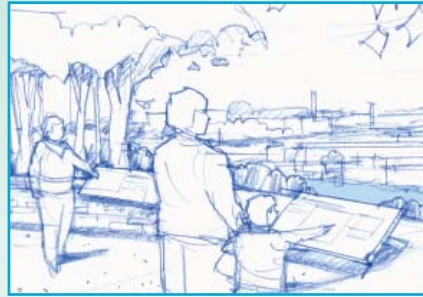


- The River Loop North schematic design completed in the summer of 2015 leveraged funding from the City, WCMP, and CNHi to produce schematic designs, a master plan, and cost estimates to create public access and connections to the



Root at the CNHi campus. The design also included a design to replace the historic bridge connector at Fourth Street, which can serve as a signature project for the City. The next step is to develop a public-private partnership to implement the design using a phased approach to create an asset for both CNHi and the community.

- The West Bluff Overlook acquisition and redevelopment continues to advance as a WIDNR Knowles-Nelson grant was secured to purchase properties along the bluff for redevelopment as public space and to improve stormwater management by stabilizing the bluff face. To date hundreds of thousands of dollars in grants have been leveraged to advance new parkland development.



- The River Loop bicycle and pedestrian route continues to advance with the installation of several lanes of painted bike lanes and “sharrows” added at points along the route. As of the summer of 2016 all detailed schematic designs for the 2.5 mile RootWorks River Loop have been completed. The next step is



to work with private developers and the City Department of Public Works to align path construction with the timing on redevelopment projects.

- In the summer of 2015 Belle Harbor the County filled the man-made marina at Belle Harbor to position the site for redevelopment. The project took spoils from the harbor and deposited them in the basin saving money on landfill fees and providing an economic opportunity at a key site in the City.



- The Harborside site has undergone remediation and is positioned for redevelopment as a result of years of investment by the USEPA, State, and City to cleanup one of the most contaminated sites in the City. The lakefront site is over 10-acres and is a prime development opportunity for a variety of uses.

- The City purchased the Marquette Warehouse and the building at 615 Marquette Street in 2015 as an opportunity to land bank key sites in the Machinery Row District.



IV. ROOTWORKS REDEVELOPMENT AREA DEVELOPMENT GOALS

As the renaissance of the RootWorks Corridor continues, the four RootWorks Area goals continue as the backbone of planning and implementation efforts. During the development of the AWP the strategies and opportunities to implement these goals throughout RootWorks were updated to reflect the current opportunities in the project Area.

ROOTWORKS AREA GOALS DRIVING REDEVELOPMENT VISION AND PLANNING:

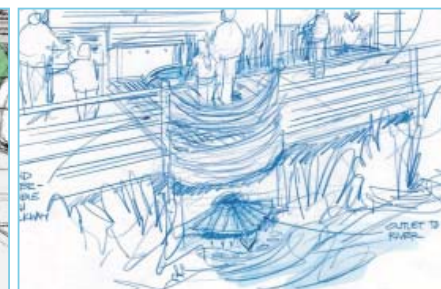
1. **Create a Sense of Place:** Identify the unique position of the Root River Corridor within the region and the City and define the unique assets, geographies, and features that can be captured to build identity and a brand.
2. **Stimulate Economic Growth:** Identify opportunities to attract private development that attracts and grows employment, housing, and commercial opportunities in the River Corridor.
3. **Allow Public Interaction and Access:** Bring activity and public access to the River's edge wherever possible and emphasize public and private development that embraces the River as a focal point and amenity.
4. **Improving Water Quality:** Incorporate stormwater management features and practices that help improve runoff before it reaches the River.

The foundational goals of RootWorks set a framework within which specific actions (projects and programs) should be targeted toward achieving. The following pages give an overview of the goals as they interact with the entire RootWorks Area.

1. Context: Creating a Sense of Place

The City of Racine's Regional Position: The City of Racine is positioned near the center of the Chicago-Milwaukee Megacity approximately 30 miles from Milwaukee and 80 miles from Chicago. Despite limited and somewhat indirect transportation connections to Milwaukee and Chicago, workforce and visitors come to Racine regularly for employment, the significant amount of Lake Michigan shoreline, and a multitude of cultural, recreational, and commercial opportunities. Racine presents many opportunities for visitors from Milwaukee and Chicago for day trips and events as well as a growing number of opportunities for those currently living in Milwaukee or Chicago and working in Racine to permanently relocate. New development in the City continues to focus on attracting

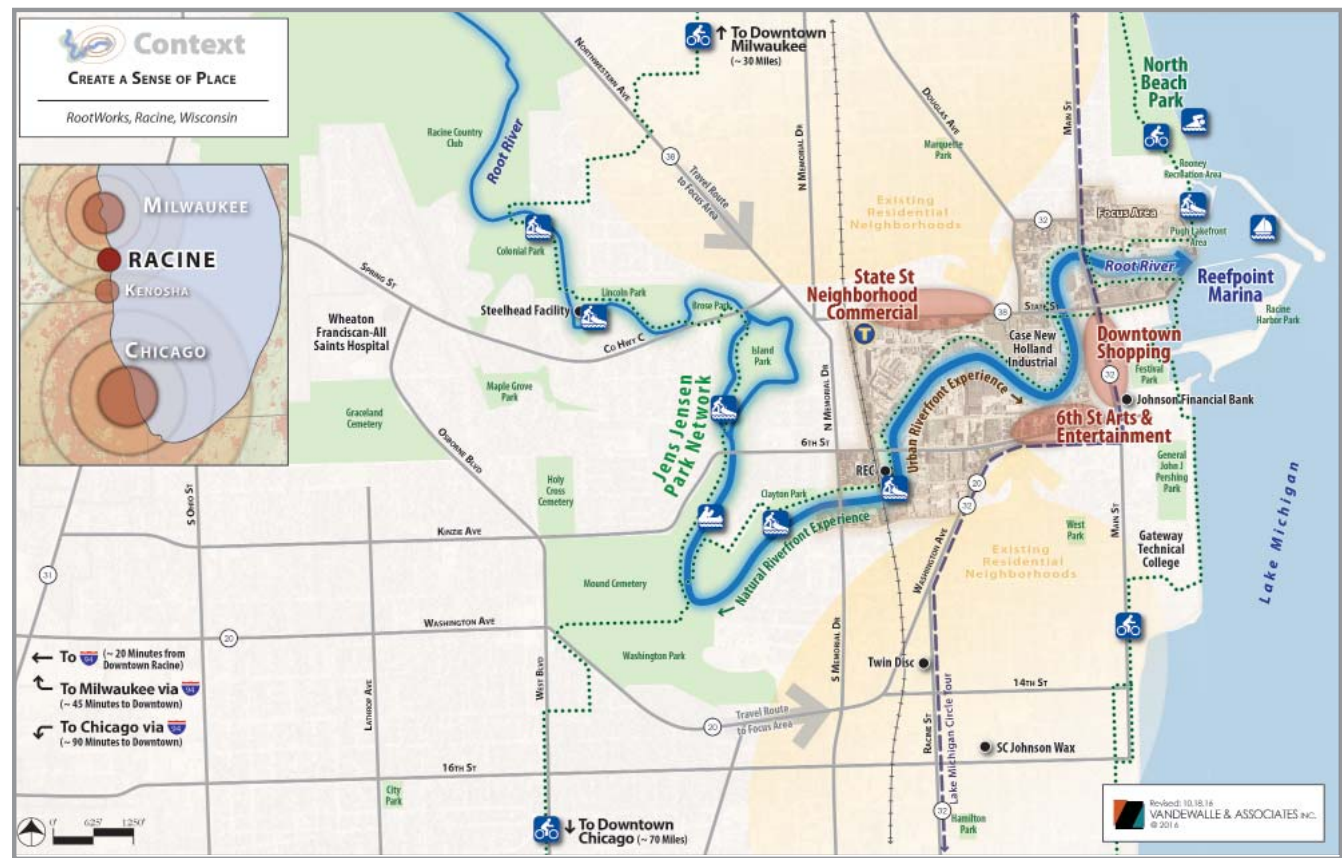
employees at major corporations to live in or near Downtown and to grow the number of commercial, recreational, and destination options for residents and visitors alike.



The Context of the Root River Corridor within the City: The Root River is an important natural resource and amenity for the City to use to promote itself as an urban recreational center, a leader in urban ecological education, and a model for sustainable development. The current planning and development work in RootWorks emphasizes the need for development to work with the River through innovative sustainability focuses such as stormwater management best practices and environmental remediation as well as emphasizing the need for new development to focus on the river.

In the past, development along the corridor relied on the River as a transportation corridor which often meant sites were oriented away from the river – using the river facing facades as back doors. New development is intended to target activity and public interaction directly at the river's edge. New building orientation will situate users to the Root River and allow public passage to the riverside which will be predominantly public-owned parks, pathways, and open space. New development will serve to provide living and shopping opportunities that put residents and visitors at the riverside and within minutes from existing shopping

and dining experiences using clear and direct connections to Downtown. The RootWorks Districts will become their own unique places with connections between each and the existing Downtown business and entertainment Districts to create a rich and diverse experience layered with easily accessible activities and entertainment opportunities capable of supporting the shopping and entertainment needs of the large volume of residents and visitors.



2. Redevelopment: Stimulating Economic Growth

The backbone of a revitalization effort is to increase the amount of private investment in a location that leads to more development and an increase in the overall tax-base in the Area. The *RootWorks AWP* strategy and project recommendations focus on a number of sites for redevelopment, renovation, adaptive reuse, and infill to develop a pipeline of projects for future development in one centralized location.

Successful projects will build off the existing assets of each District including businesses, historic landmarks and buildings, public facilities and improvements, and more. These projects may occur along various timelines and should be timed in coordination with other projects such as infrastructure improvements and upgrades and the development of public spaces in the Area and/or along the river. By coordinating the timing on these public and private projects limited resources can be maximized to have the greatest impact.

The different features in the Redevelopment map legend are described in greater detail below.

- **Key Catalytic Sites-** Sites whose redevelopment will lead to additional development interest and increased economic activity in the Area due to their importance and unique attributes.
- **Commercial Reinvestment Nodes-** Corridors and clusters of properties where deliberate program and policy efforts have resulted in new businesses opening and existing businesses continuing to grow and invest in facilities.
- **Continued Reuse of Existing Building-** Opportunities to utilize existing buildings for their current use or for new potentially more productive uses in the future such as converting an empty warehouse into loft apartments and office space.
- **Potential Infill Site-** Sites that provide opportunity for new development on vacant or undeveloped land to “fill-in” the gaps in the urban fabric adding more commercial and residential density.
- **USEPA Assessment Sites-** Properties that have received environmental assessments with USEPA grants to determine the levels of contamination and clean up necessary for redevelopment.



Goodman Community Center Madison



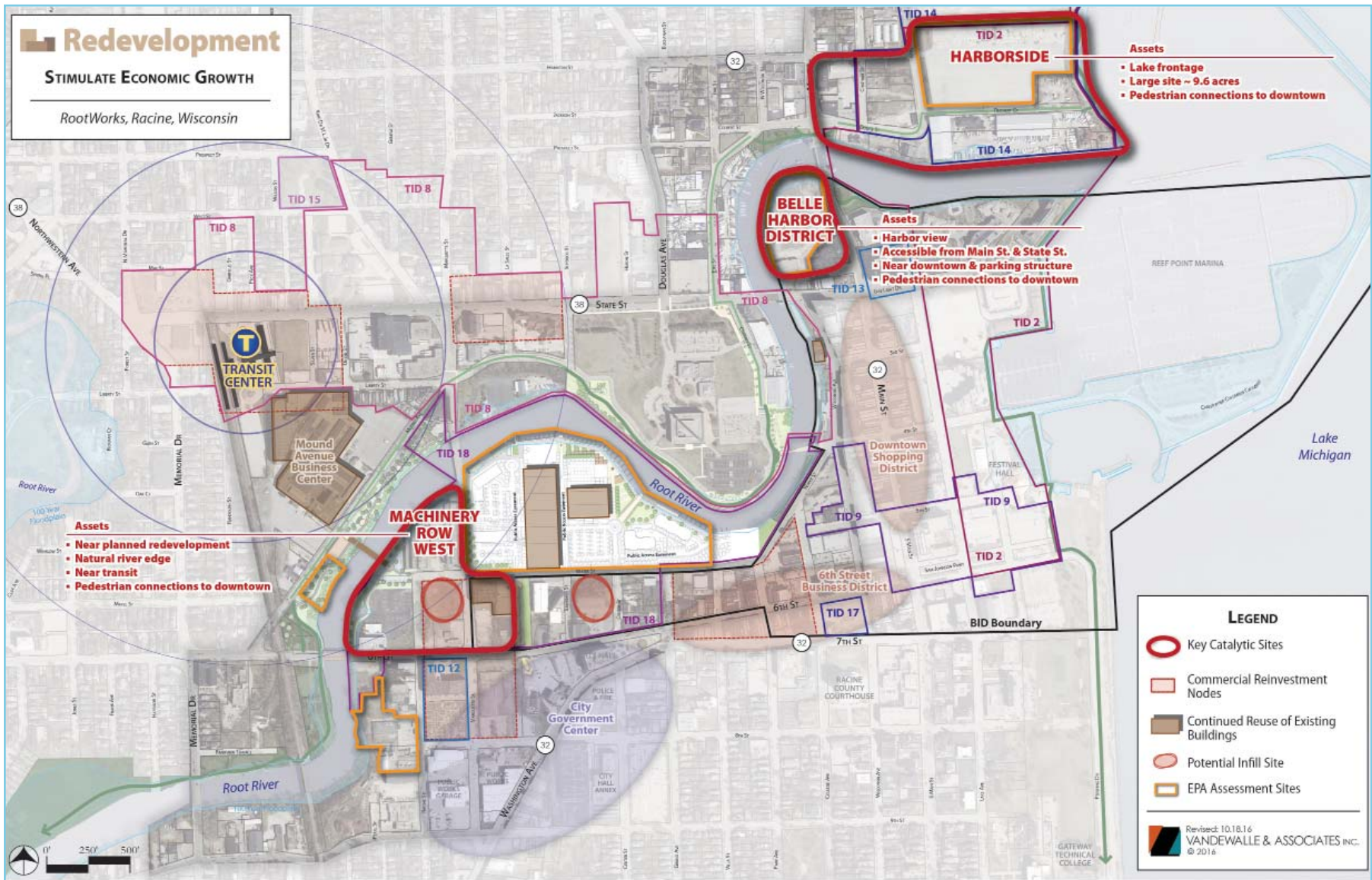
Mass MoCA



Corporate Headquarter Example



Redpath



3. Connections: Allowing for Public Access & Interaction

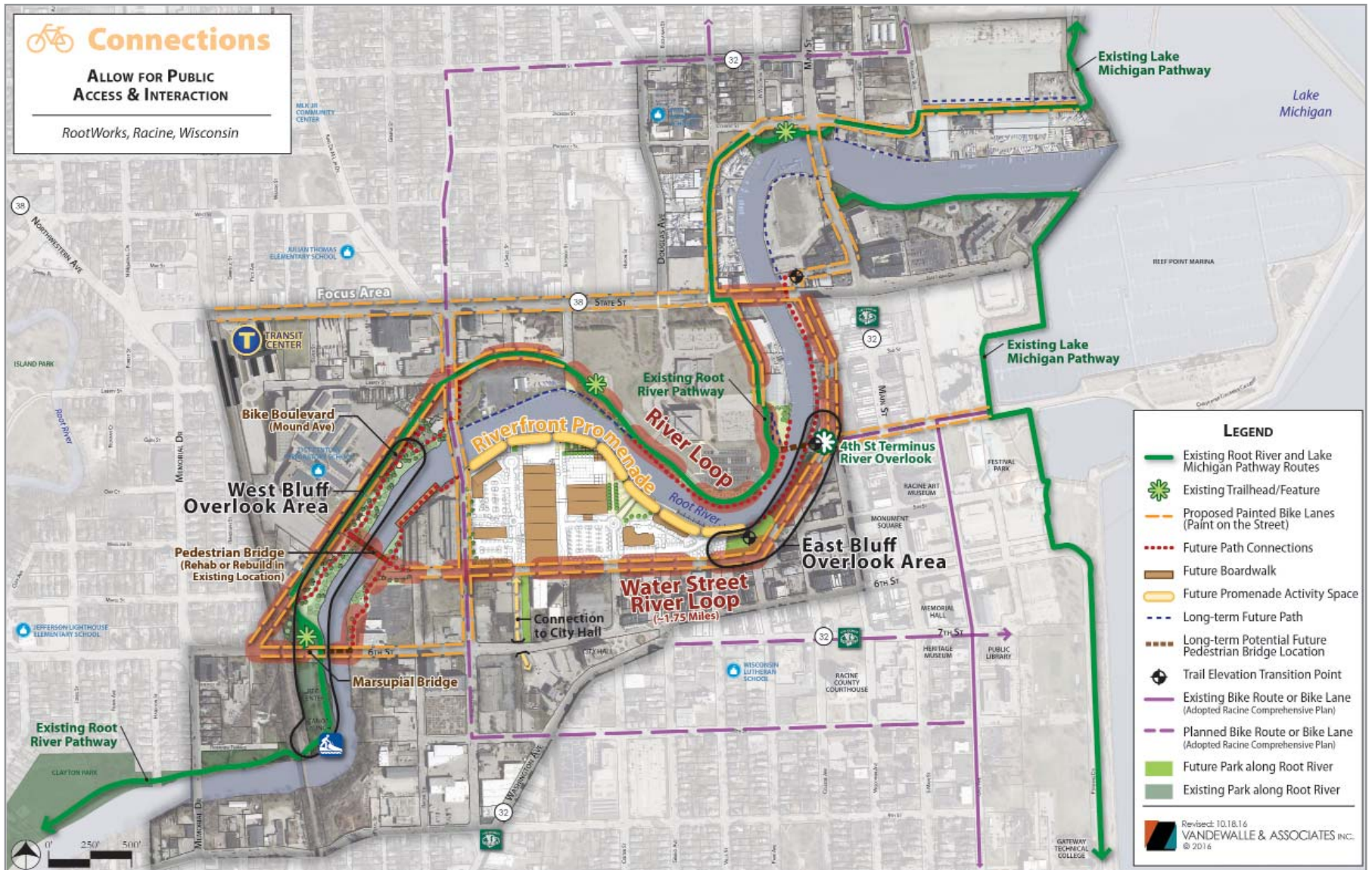
It is critical to continue to develop and improve the connectivity both to the Root River Corridor from outside and within the City and within RootWorks. Enhancing the existing pedestrian and bicycle facilities and improving automotive circulation will provide an important measure toward the successful revitalization of RootWorks by ensuring the necessary infrastructure is in place to provide an easy and pleasant experience for residents and visitors.

In concert, improving the space directly adjacent to the river to provide pedestrian and bicycle circulation through the Root River Corridor is integral to providing access and a unique experience while enjoying distinctive river amenities. A network of trails, park and open spaces, programmable space, and passive recreational nodes can provide opportunities for enjoyment and day long experience connected through intuitive signage, wayfinding, and interactive features.

- **Existing Root River and Lake Michigan Pathway Routes-** Established bicycle and pedestrian routes with wayfinding signage that are part of the City's official bicycle and pedestrian network.
- **Existing Trailhead/Feature-** Locations with unique features along the river and/or where there is marked access to the bicycle and pedestrian trail network.



- **Proposed Painted Bike Lanes-** Areas where additional marked bicycle lanes are proposed to provide a right-of-way for cyclists and a visual cue to
- **Future Path Connections-** Opportunities to add connections to and between existing and planned bicycle and pedestrian pathways to create a seamless master trail network.
- **Future Boardwalk-** Opportunities to add wooden riverside walkways as points of interest and to create direct public access to the Root River.
- **Future Promenade Activity Space-** Planned 5.6-acre public parkway along the Root River at Machinery Row programmed with activity spaces, public art, recreational activities, and a major trailhead to the Root River Pathway.
- **Long-term Future Path-** Planned addition of additional pathway at the riverside to complete the River Loop and provide direct public access to the Root River.
- **Long-term Potential Future Pedestrian Bridge Location-** Planned renovation or rebuilding of the Mound Avenue pedestrian bridge from the West Bluff Overlook to the Water Street terminus.
- **Existing Bike Route or Bike Lane-** Bicycle facilities that are currently part of the City's official bicycle transportation network.
- **Future Park along Root River-** Areas where parkland development is proposed to occur in the future. Future parks include passive pocket parks and active programmed spaces.
- **Existing Park along Root River-** Parks that are officially recognized as part of the City's parks and open space plan.



4. Water Quality: Improving Water Quality

RootWorks contains a number of former heavy industrial sites. These sites are commonly called brownfields and are defined as property with known or perceived contamination that act as barriers to redevelopment and may adversely impact the environment and human health if contamination issues are not addressed. As an area adjacent to a river there is the potential for contaminants to travel from soils and buildings through stormwater and into the Root River.

In addition to brownfield considerations the corridor contains a large amount of impervious paved surfaces and large foot print structures leading to significant runoff directly from these sites into the Root River during rain events. This runoff often captures contaminants that may have an adverse impact on river ecology and health such as suspended solids, phosphorus, and man-made waste. Utilizing a number of best practices to implement technology and design to reduce the amount of and improve the quality of stormwater runoff before it enters the river and ultimately Lake Michigan is a focus of recommendations in this plan.



Pavers



Rivers Edge Treatment and Bluff Stabilization



Vegetative parking buffer

Development of Sustainability Goals for the RootWorks: As redevelopment occurs in RootWorks it is important to consider additional sustainability practices in addition to stormwater management for water quality improvement. To create sustainable and healthy neighborhoods focus should be on a broader definition of sustainability for the Area. As part of the Area-Wide Planning effort a number of sustainability goals are developed to utilize in developing specific sustainability guidelines for RootWorks. The goals outlined on page 20 are intended as a starting point to begin to think about sustainability in the District beyond stormwater management and water quality improvements. RootWorks sustainability goals are designed to set the vision for what comprehensive sustainable development in the Area looks like both in terms of economics and environment to ensure that redevelopment projects have a lasting positive effect and are designed to the highest standards with an eye toward development that is productive, useful, and stable far into the future.

- **River Edge Stormwater Treatment Opportunity-** Opportunities to infiltrate and treat water before it reaches the river by delaying and filtering it at the river's edge.
- **Potential Brownfield Encapsulation Opportunity-** Areas where existing soil contamination is contained by a concrete or cement cap to prevent it from reaching surface water and coming into contact with humans.
- **Roof Runoff Opportunity-** Areas where redevelopment and new construction presents the opportunity to capture grey water from the roofs to repurpose and to slow its inflow to the river.

- **Stormwater Best Management Practices with Infill Development-**

Opportunities to incorporate stormwater features and technology as sites redevelop to help improve water quality before it reaches the river.

- **Opportunity to Green up Site Using Vegetative Filter Strips-**

Opportunities to add swaths of hydrophilic native plant species on redevelopment sites to help filter stormwater and slow its flow into the river.

- **Natural Filter along Planned Pathway-**

Opportunities to add swaths of hydrophilic native plant species between the River Loop pathway and the river to help filter stormwater and slow its flow into the river.

- **Riverbank Stabilization-** Areas where there is opportunity to add erosion controls to stop the deterioration of the riverbank.

- **Shoreline Vegetation Management-**

Opportunities to maintain the plant growth along the shoreline edge while removing invasive species and adding native low maintenance plant species.

- **Future Park along Root River-** Areas where parkland development is proposed to occur in the future. Future parks include passive pocket parks and active programmed spaces.

- **Existing Park along Root River-** Parks that are officially designated as part of the City's parks and open space plan.

- **100 Year Flood Plain-** Geographic Area that has a 1-percent chance of being submerged in any given year during a rain event.



Root River Redevelopment Area: Sustainability Goals





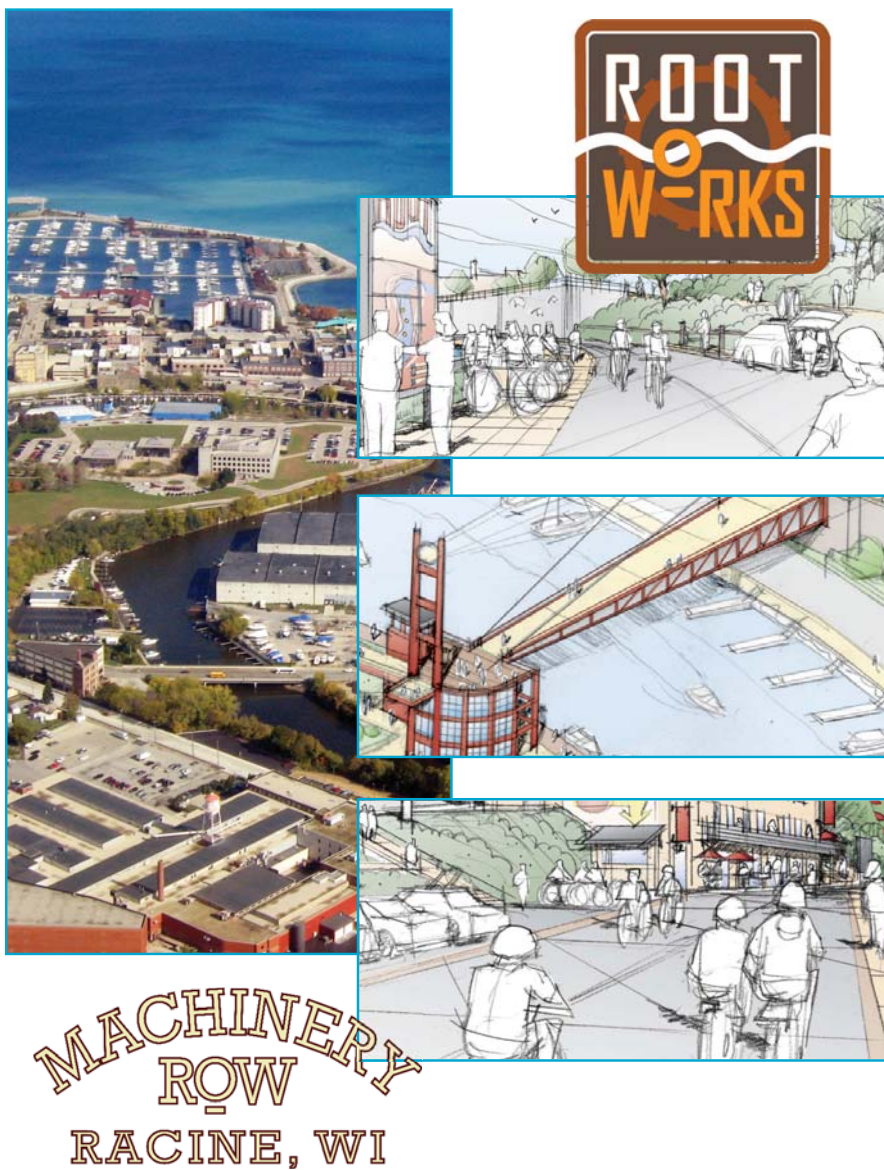


- 1. Consider Site Planning and Design:** All redevelopment and infill of sites should utilize site analysis, planning, and design techniques that consider how choices on site design will maximize the useful life of the site and minimize environmental impact. Environmental remediation should be conducted in a way that balances market considerations with the protection of the public health and environment for the foreseeable future. The long-term sustainability of each development should always be considered in the context of the Root River, RootWorks, the City of Racine, Racine County, and the region.
- 2. Consider Building Design, Energy Consumption, and Materials:** All new building should incorporate layouts, materials, indoor environments, building systems, technology and equipment, and other features that promote and utilize the most current sustainable practices according to LEED standards. Buildings should be designed to consume as little energy as possible and encourage the efficient use of indoor space. The indoor environment should feel friendly on the human scale including being well-lit using natural lighting wherever possible and creating connections between people.
- 3. Use Stormwater Management Techniques & Technology:** Incorporate Stormwater Management best practices and pilot new technology and techniques on all redevelopment and infill sites and in all public spaces. Special attention and priority should be given to the techniques and treatments used directly adjacent to the River. Example/ pilot projects should be incorporated into public spaces and parks as educational opportunities whenever possible.
- 4. Cultivate a Natural Landscape:** Incorporate natural landscaping into all redevelopment sites. Landscaping in RootWorks should employ sustainable landscaping techniques and practices including the use of native plants that help with stormwater management and require fewer resources for maintenance and upkeep. Additionally, natural landscapes help reduce the greenhouse effect and provide a more desirable aesthetic than concrete, paving, and vastly ornate landscapes.
- 5. Incorporate Multi-modal Transportation:** Connect all new development to transportation alternatives including public transit, ride sharing, and bicycle and pedestrian facilities. Additional transportation options at new developments will help with employee retention and recruitment in addition to providing transportation options that encourage residents and employees to leave their cars at home thus leading to higher air quality, less congestion, and a healthier community.

Develop & Adopt Detailed Sustainability Guidelines for RootWorks:
 Develop a specific set of detailed standards under each of the above sustainability goals that will define the expectations and create transparency on

the City's expectations for the quality of all redevelopment projects that occur in RootWorks. These guidelines will be used to develop public spaces and during the development agreement negotiations process.

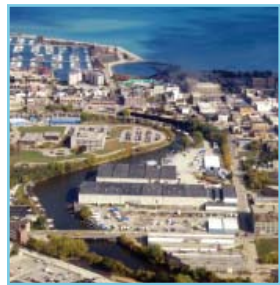
V. ROOTWORKS REDEVELOPMENT AREA DISTRICTS & PROJECT OPPORTUNITIES



The focus of the *RootWorks Area-Wide Plan* is over 325 acres of redevelopment landscape composed of unique layers of Districts, neighborhoods, and identities. To effectively facilitate the widespread revitalization of the Area it is important to build on the unique characteristics of the smaller geographic areas to create focused, manageable, and coordinated projects. The *RootWorks AWP* delineates five Districts based on their unique attributes including: geography; characteristics; assets; opportunities; history; and other features that create a distinctive identity within each. The Plan then enumerates key recommended projects and programs within each District organized around the four interdependent goals of RootWorks to build on their unique attributes and to continue moving the larger redevelopment initiative forward through targeted actions directed at achieving the overarching economic vision.

The RootWorks Area Districts are the West Bluff District, the Machinery Row District, the State Street District, the Belle Harbor District, and the Harborside District. This section of the *RootWorks AWP* offers a detailed description of each of the five Districts and the projects, initiatives, and catalytic opportunities within each. As part of the detailed Area-Wide Plan recommendations the RootWorks interdependent goals are used to categorize the specific projects at specific locations within the Area. This methodology not only ensures continuity in the application of the goals in revitalization efforts, it also reinforces that all projects within the District should be developed with an aim toward achieving one or more of the adopted goals for the RootWorks Area.

The West Bluff District: The West Bluff District has the potential to become a focal point of small business startup activity and educational experiences building off the existing assets including the new West bluff Overlook public space, Mound Avenue Business Center, 21st Century Preparatory Academy, Next Generation Now day care center, and the UW-Parkside Root River Environmental Education Community Center (REC). The connection to the River by way of public space along the Bluff is key to facilitating increased activity and interaction with the Root River.



The Machinery Row District: The opportunities identified in the Machinery Row District are targeted to create a premier mixed-use district that provides entertainment, commercial opportunities, office space, and housing with a focus on the riverfront as a vibrant public space surrounded by on a blend of renovated historic buildings and new construction. Opportunities in Machinery Row are aimed at

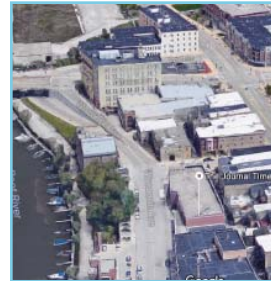
attracting residents looking for an urban environment, close to work and area recreational and shopping destinations within Machinery Row and surrounding Districts including Downtown.

The State Street District: The area along State Street should maintain the character and uses currently reflected through existing businesses and residential development. The District will blend the campus aesthetic of CNHi with the residential characteristics of the broader neighborhood. The CNHi campus is an integral part of the District due to



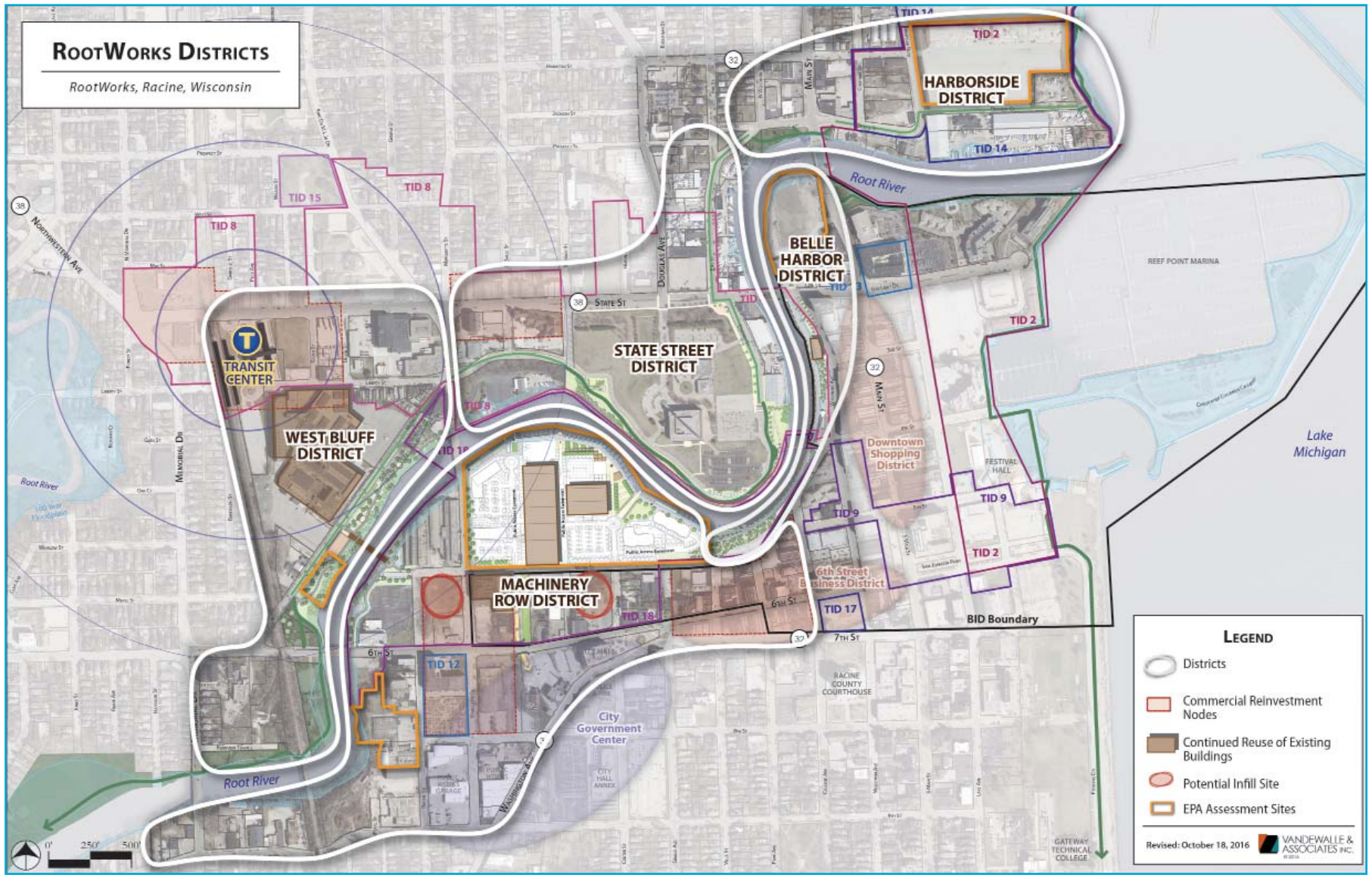
its size and the long-term goal to connect CNHi employees with more dining, shopping, and living opportunities close to work. Additionally, the campus has a large amount of Root River frontage with public access that has been the focus of planning efforts to create more activity at the river's edge along the pathway.

The Belle Harbor District: Belle Harbor District is the smallest District by area, but the combination of the visibility of the Racine County owned site, the connection along Main Street to Harborside and Downtown's Main Street, and the connection along Sam's River Road to Machinery Row make it a critical hub for activity and a central distribution point for visitors. The Belle Harbor site is a major opportunity for the City and County to collaborate to create a landmark project for Racine.



The Harborside District: Harborside is the northernmost District and is somewhat geographically isolated from the RootWorks Area Districts due to the street alignment and development patterns on the blocks at the west of the District. With access to the Lake Michigan shoreline and the potential to build on the existing riverfront commercial activities, Harborside has a number of opportunities to develop as a destination along the shores of Lake Michigan providing commercial and entertainment options alongside potential corporate employment and residential development. All of these developments would enjoy easy access to the public riverfront and lakefront within minutes.





1. The West Bluff District

VISION: Centered on and named for the newly created 5-acre West Bluff Overlook public parkland, the West Bluff District connects to surrounding existing neighborhoods and will become Racine's commuter connection and transit hub as home to a major train station and Racine's Public Transit System.

DISTRICT DESCRIPTION: The approximately 60-acre West Bluff District is comprised of three main features: the Corinne Reid Owens Transit Center, the Mound Avenue Business Center, and the West Bluff Overlook.

Redevelopment activity in the West Bluff District will focus on West Bluff Overlook parkland development, and recreational and educational opportunities along the river bluff in partnership with key stakeholders. There are several opportunities to reuse and revitalize a number of existing facilities to provide additional small commercial and educational spaces.



INITIATIVES TO ADVANCE THE DISTRICT:

1. **Develop West Bluff Overlook public area** to provide access and educational opportunities for local schools, visitors, and the general public.
2. **Create clusters of small commercial businesses** to serve the needs of visitors such as equipment rentals (bike, kayak, canoe), classroom space, and daytime dining establishments.
3. **Collaborate with UW-Parkside to grow the Root River Environmental Education Community Center (REC)** as a community asset and regional urban ecology facility.

MOMENTUM:

1. **Renovated the Corinne Reid Owens Transit Center** to be ready for regional transit connections.
2. **Developed the West Bluff Overlook Schematic Design Master Plan.**
3. **Ongoing parkland acquisition using WisDNR Knowles Nelson Stewardship and other funding sources** to purchase property on the West Bluff for 5 acres of new parkland development and public access.

The West Bluff Overlook will be the major public amenity in the District providing a unique view shed of the RootWorks Area and Lake Michigan to the west. The West Bluff Overlook Schematic Design created in 2012 lays out a plan for public park space, an overlook, an educational node, pathways to the river's edge, a pedestrian bridge connecting to the east at the Water Street terminus, and recreational and educational opportunities for residents and visitors.

Park design implementation at the West Bluff will include stabilization of the bluff to improve water quality, remove invasive plant species, and stop riverbank erosion. The Overlook will serve as the western bookend of RootWorks and will include bicycle and pedestrian connections to the other Districts, 6th Street, and Lake Michigan.

As the West Bluff District develops, the Mound Avenue Business Center will continue to play a central role in neighborhood activity. Purchased by Milwaukee based Phoenix Investors in 2016, the former Western Publishing Headquarters is home to a number of community-based organizations, such as 21st Century Preparatory School, office and industrial users. As an employment center in the District the Mound Avenue Business Center will provide opportunities for walkable jobs for those living in the neighborhood. There is an opportunity to create a direct connection and publicly accessible space between the Transit Center and the Mound Avenue Business Center at the northwest of the site to strengthen walkability, access, and sustainable urban design.



WEST BLUFF DISTRICT PRIORITY PROJECTS:

RIVER ACCESS & CONNECTIONS

1. **Signature Overlook Feature:** Design and develop a gathering space inspired by the Council Ring overlooking the Root River Valley.
2. **Pedestrian Trail and Pathway Construction:** Install a trail and pathway as well as the appropriate retaining walls and railings along over 1,500 linear feet of river shoreline.”
3. **General Park Features Construction:** Install landscaping elements, grade the area where necessary, install benches, lighting, and other park features that creates a unifying theme and provides functionality for the other park features.
4. **West Bluff Overlook Pedestrian Bridge Structural Assessment:** Assess the condition of the bridge and follow up with a restoration or construction plan.”
5. **Outdoor Classroom Programming:** Develop programming in collaboration with Racine Unified School District, 21st Century Preparatory School, First Generation Now, and other education and non-profit partners to provide comprehensive programmed activities for youth.”
6. **Outdoor Classroom Education Node and Trailhead Facility:** Develop the space for study and education within the outdoor classroom for specific environmental education lessons and direct learning experiences. Create a trailhead with area information and signage with access to the West Bluff pedestrian trail and pathway.
7. **Transit Center TOD Commercial Reinvestment Node:** Encourage and guide redevelopment in the area to match the form and design elements typical of a TOD District to ensure integration with the development around and adjacent to the Transit Center.



8. 6th Street Pedestrian (Marsupial) Bridge:

Develop a schematic design and identify funding sources to engineer and build 6th Street pedestrian bridge.

9. Chicago Metra Extension from Kenosha:

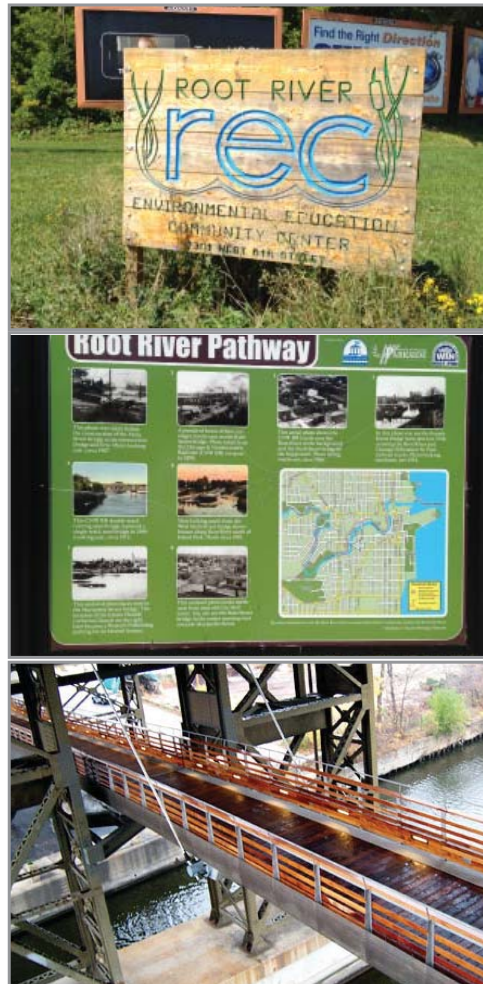
Assess the feasibility of extending Metra service from Kenosha to Racine to expand transportation alternatives between Chicago and Racine.

10. Marquette Street Crossing: Improvements and Enhancements: Explore adding improvements and enhancements including a pedestrian refuge, narrowed driving lanes, painted cross walk, pedestrian controlled crossing signal just north of Marquette Street Bridge.

11. Support UW-Parkside Efforts to Maintain and Grow REC Facility and Programming: Consider regional models that may assist in long-term center growth and expansion.

12. Circulator Bus Connection: Explore the feasibility of adding a permanent bus route connection between the Sturtevant Amtrak Station and the Racine Transit Center.

13. River's Edge Treatments: Remove invasive species, trash, and barriers to interaction at the Water's Edge.



14. Roof Runoff Opportunity: Capture runoff from Mound Avenue Business Center, 1321 State, 1135 and 1251 Mound to reuse or delay infiltration to the river.

15. Stormwater BMPs with Infill: Require new construction to use the highest standard techniques to manage stormwater where economically feasible.”

16. On-Site Vegetative Filter Strips: Use vegetative filter strips at Mound Avenue Business Center, 1321 State, 1135 and 1251 Mound to filter and delay infiltration to the River.

17. Fishery and Water Quality Education Installations and Opportunities: Install interpretative panels, art and sculptures, educational displays, interactive river “lab”.

18. Riverbank Stabilization: Remove invasive plant species and revegetation of the Bluff and terracing to prevent erosion.

REDEVELOPMENT & POSITIONING

- 1. 1321 State Street TOD Infill Development:** Explore infill site alternatives and market potential consistent with development in a TOD District.
- 2. 1135 Mound Avenue Renovation and Reuse:** Discuss opportunities with owners for additional commercial and residential uses in historic buildings at Marquette Street and Mound Avenue in addition to landscape and site improvements.
- 3. 1251 Mound Avenue Adaptive Reuse:** Develop a concept for an indoor parks and recreation space with a portion for small commercial development.
- 4. Infill and TOD Focused Development at all Quadrants of the Intersection of State Street and N Memorial Drive:** Consider development that fits the form and function of a typical TOD District including density, urban design, zoning changes, connectivity, and walkability.
- 5. Gateway Signage for District:** Install District gateway signage to provide a sense of place and wayfinding indicators for residents, employees, and visitors.
- 6. Branding Program for District:** Develop a brand profile that builds on the unique mix of characteristics of the District.



2. The State Street District

VISION: As the historic birthplace of Case Corporation, CNHi maintains the Case legacy headquarters on State Street today. Positioned between the Transit Center to the west and Root River Corridor on the east, the State Street District is a traditional neighborhood commercial district with long-term potential for transit oriented infill and growth as a vibrant urban mixed-use district.

DISTRICT DESCRIPTION: The State Street District is approximately 50 acres comprised primarily of the historic 1904 Case headquarters building a part of the 30-acre CNHi riverfront campus where over 1,500 employees work daily – an active and expanding marina to the north, and a number of local restaurants and businesses along State Street.

Redevelopment focus in the State Street District centers on creating nodes of commercial activity near or at existing historic buildings. The District is heavily defined by the CNHi campus and numerous other properties under CNHi ownership, and proximity to the Transit Center and Root River. In between there are several opportunities for renovation and reuse of existing historic buildings and infill sites.



INITIATIVES TO ADVANCE THE DISTRICT:

- 1. Build nodes of independent commercial establishments** attracting neighborhood commercial businesses and destinations accessible to existing neighborhoods, employees within the District and Transit Center customers.
- 2. Continue dialogue with CNHi** to help deepen the connections between local businesses and employees and advancing CNHi North River Loop schematic design implementation.
- 3. Improve connections** between the District and Downtown and pedestrian connections to the Harborside (east), Belle Harbor (southeast), and West Bluff (west) Districts.

MOMENTUM:

- 1. Developed the River Loop North Master Plan** for the Riverfront adjacent to the CNHi campus..
- 2. Established the Root River Pathway as a regional bike connection** and incorporated wayfinding signage along the Root River Pathway bicycle route.

The character of new projects in the State Street District should reflect the heritage and legacy of Case by paying homage where possible. The distinctive architectural character of the CNHi campus and the historic commercial storefronts along State Street should be built upon as infill projects occur. The result will be a district theme that melds the campus aesthetic of CNHi on the south side of State Street with the feel of a commercial corridor along the north side of State Street from the State Street Bridge in the east to Marquette Street at the west.

New development along the north side of State Street should build on the existing restaurant and small business climate that currently exists. Promoting the Area to local employees as a culinary District can develop support by the day time business of the hundreds of CNHi employees looking for lunch options close to the office.

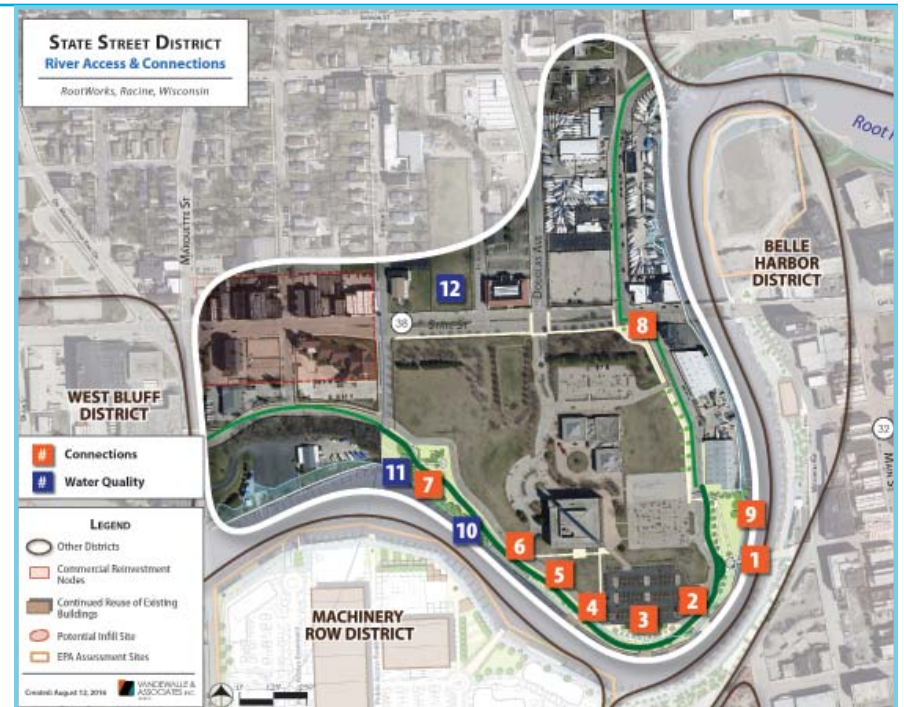
The effort to incorporate public amenities and river access at the CNHi campus, with alternatives from the State Street Bridge, should continue in order to provide much needed public space and connect the District to the surrounding Districts and nearby Downtown. Developing a campus with active spaces, public art, and activity rooms will provide a critical recruitment tool for CNHi to attract and retain top talent to live and work in Racine.



STATE STREET DISTRICT PRIORITY PROJECTS:

RIVER ACCESS & CONNECTIONS

- 1. 4th Street Bridge:** Identify local, state, and federal funding opportunities to fund the design, engineering, and construction of the bridge.
- 2. The Root River Outdoor Theater:** Discuss further development of the theater with CNHi to align with their long-term facility plans. Identify local, state, and federal funding opportunities to fund the design, engineering, and construction of the theater.
- 3. The Bend Activity Room:** Discuss further development of the Bend with CNHi to align with their long-term facility plans. Identify local, state, and federal funding opportunities to fund the design, engineering, and construction of the Bend.
- 4. The Boat House Activity Room:** Discuss further development of the Boat House with CNHi to align with their long-term facility plans. Identify local, state, and federal funding for the Boat House.
- 5. River's Edge Seating Activity Room:** Discuss further development of the River's Edge seating with CNHi to align with their long-term facility plans. Identify local, state, and federal funding for the River's Edge seating.
- 6. The Terrace Activity Room:** Discuss further development of the Terrace with CNHi to align with their long-term facility plans. Identify local, state, and federal funding for the Terrace.
- 7. Existing Overlook, Utility Area, and Trailhead:** Enhance and improve the gateway and landscaping at the intersection of Library and Superior Streets.
- 8. Painted Pedestrian Crosswalk and Traffic Lights:** Install pedestrian crosswalk facilities and traffic lights at Ontario and State Streets.
- 9. River's Edge Chain-link Fence:** Remove existing chain-link fence to provide pedestrian access and interaction with the River.



- 10. Riverbank Stabilization:** Remove invasive plant species and revegetation at the water's edge.
- 11. Landscaping and Stormwater Management Improvements:** Explore installation of bioswales, retention ponds, native plant species, and other stormwater management upgrades to reduce stormwater runoff and improve water quality.
- 12. Stormwater BMPs with Infill:** Consider stormwater BMPs as new facilities and amenities are constructed.

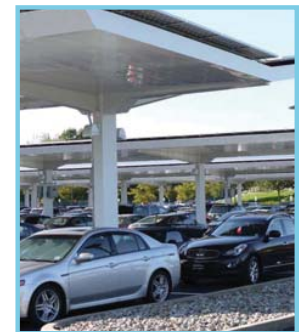
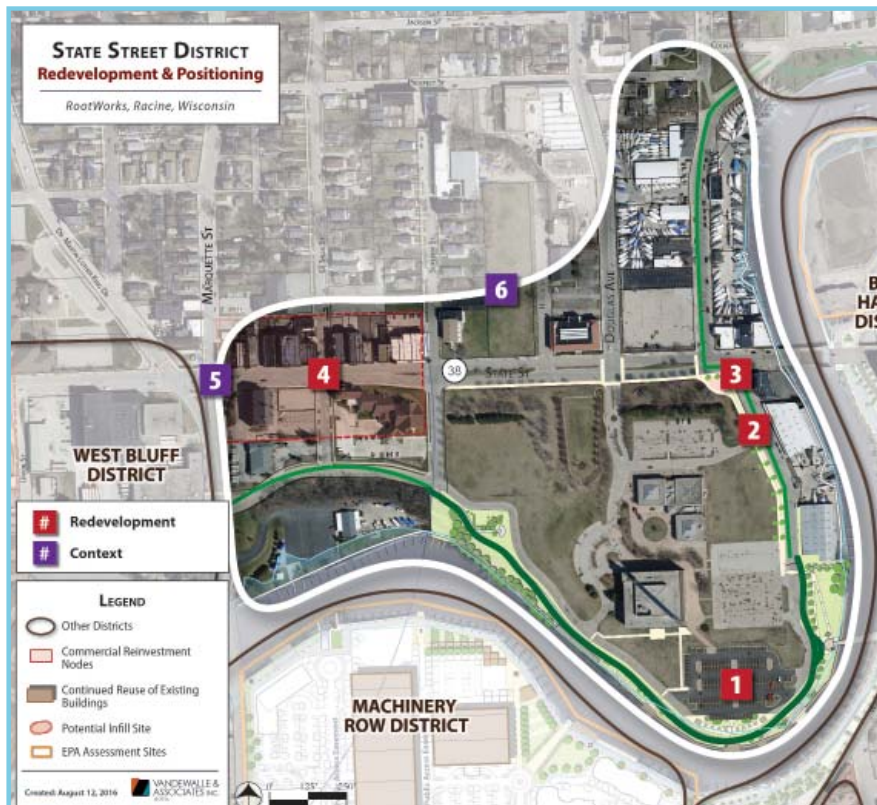
REDEVELOPMENT & POSITIONING

- 1. Encourage Solar Canopies in the CNHi Parking Lot:** Construct solar canopies for shaded parking and sustainable energy source.
- 2. Low Energy LED Pedestrian Lighting:** Add highly energy efficient pedestrian scale lighting to save resources and enhance use.
- 3. Security Gate Location Reconfiguration:** Reconfigure the security gates at Ontario and Superior Streets to allow public access to the riverfront.

4. State Street Commercial Corridor Rehabilitation and Reuse:

Rehabilitate, reuse, and reinvest in the existing historic properties along the State Street commercial corridor. Consider opportunities to attract additional commercial and restaurant businesses in existing store fronts by rehabilitating buildings and restoring facades.

- 5. Gateway Signage for District:** Install District gateway signage to provide a sense of place and wayfinding indicators for residents, employees, and visitors.
- 6. Branding Program for District:** Develop a brand profile that builds on the unique mix of characteristics of the District.

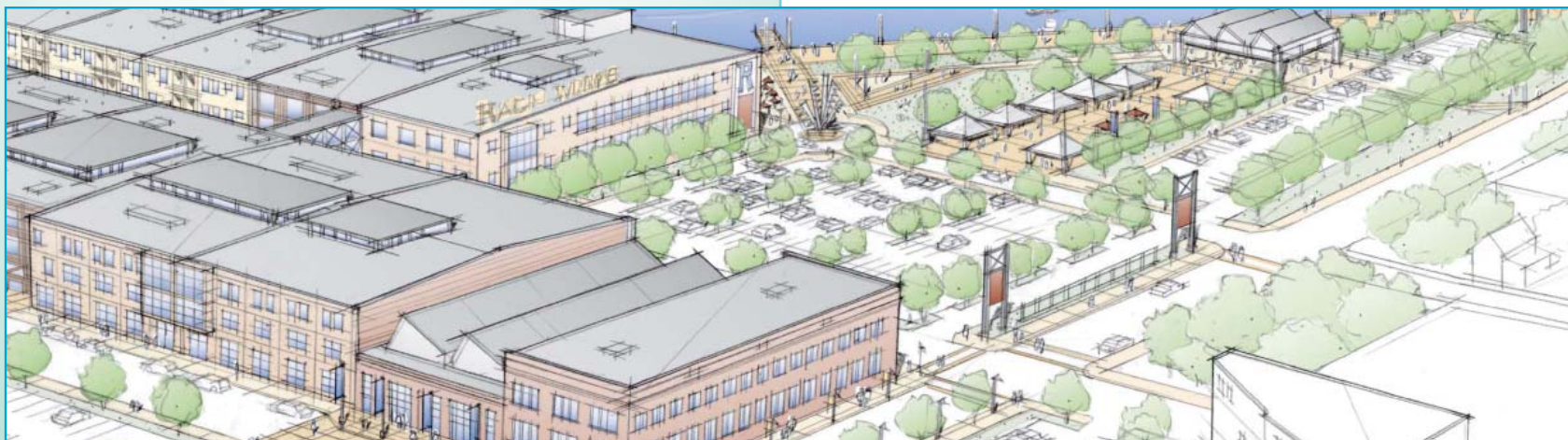


3. The Machinery Row District

VISION: Machinery Row is the RootWorks Area's catalytic redevelopment district, a diverse and vibrant District that builds on the industrial heritage with new construction and renovation projects by using building materials with an industrial aesthetic. New investments will create a mix of land uses including residential, commercial, recreation, and light industrial, creating a District characterized by a diverse mix of residents and employees. Residents have direct access to the Root River, riverfront celebrations on the nearly 6-acre Promenade, the nearby Downtown, and nearby employment.

DISTRICT DESCRIPTION: The Machinery Row District is the highest priority redevelopment opportunity identified in the *RootWorks Plan*. This 75-acre District is at the heart of the historic industrial core of the City and this history should be celebrated as redevelopment occurs. Planning efforts to date have developed the details of what the 20-acre Machinery Row Phase I redevelopment will look like.

While continuing to advance Machinery Row Phase I, future efforts will also focus on advancing redevelopment opportunities to stimulate additional investments on several other key sites. Additional catalysts to redevelopment in the District are the City owned 615 Marquette and Marquette Warehouse buildings. In conjunction with the Machinery Row Phase I redevelopment, these sites make up a significant amount of the redevelopment land area. Other smaller redevelopment, infill, and reuse opportunities identified in this section provide additional investment opportunities as the larger projects take shape.



INITIATIVES TO ADVANCE THE DISTRICT:

- 1. Advance redevelopment projects at Machinery Row and the Machinery Row West catalytic sites.** Develop a mix of uses with a number of predominantly market rate residential units marketed for millennial professionals and active lifestyle retirees.
- 2. Implement the Machinery Row Promenade Master Plan,** advance the schematic design to create the nearly 6-acre riverfront recreation and festival parkland.
- 3. Create river access, activity nodes, and alternative transportation routes** to connect within the RootWorks Area and to Downtown.
- 4. Implement pedestrian and traffic calming improvements** to increase the walkability within the District.

MOMENTUM:

- 1. Advanced Machinery Row Phase I redevelopment** of the 20-acre former JI Case facility on Marquette and Water Street by acquiring the Water Street Buildings, Marquette Warehouse and 615 Marquette buildings.
- 2. Established Tax Increment Finance District 18.**
- 3. Developed the Machinery Row Promenade public space Master Plan.**
- 4. Developed the South River Loop Master Plan.**
- 5. Secured WisDNR Knowles Nelson funding** to purchase 5.6 acres parkland for the Machinery Row Public Promenade.

Immediately west of Machinery Row Phase I is the area defined as Machinery Row West. Machinery Row West is 30 acres identified as a *RootWorks AWP* catalytic site. Characterized by a number of former and current industrial uses, the District provides opportunities for a unique blend of high tech industry and riverside, residential, and commercial uses that are attractive to the creative class and young professionals. Developments in this District should integrate residential development with small businesses, local shops, startup incubators, maker's spaces, high tech light industry, and a mix of programmed and passive public spaces.

In order to stimulate the desired investment the City has devoted resources to advance redevelopment. To-date the City has acquired over 10 acres of property including the Marquette Warehouse and the 615 Marquette Property—recognizing that land assembly and site control are two of the critical redevelopment impediments where City government can play a key role. These sites present well positioned opportunities for catalytic redevelopment projects that add tax base and stimulate additional development interest in the District. Redevelopment efforts in the Machinery Row District in general and the Machinery Row West Area specifically may be aided through the use of critical existing redevelopment tools such as the blight determination developed as part of the creation of Tax Increment District 18 and defined under Wisconsin Statute 66.1105(2)(a)1.

As redevelopment occurs, there is approximately 10 acres of additional land identified as high priority that is well positioned for future projects. Redevelopment of these sites will require greater effort and coordination due to the diversity of ownership and potential environmental considerations, but will be aided by the successful redevelopment of City-owned property.

MACHINERY ROW DISTRICT PRIORITY PROJECTS:

RIVER ACCESS & CONNECTIONS

- 1. Public Space Construction:** Construct walkway and seawall cap; install trees, planters, benches, lighting bollards, natural plantings, trash receptacles, drinking fountains, and lighting controls and other needed infrastructure.
- 2. Arts & Interpretation Programming:** Develop a program in coordination with the Racine Art Museum to install and rotate art and historic interpretative exhibits along the promenade and at the redevelopment site.
- 3. Harbor Activity Zone Development:** Assess the state of boat slips; investigate the stability of the seawall; install stairs, harbor flags, plantings, concrete ramps and walkways, floating piers, and wooden pylons.
- 4. Point Park Development:** Construction of scenic overlooks, trellises, concrete and pavilions, installation of turf, native plantings, benches, interpretative panels, and historic artifacts.
- 5. Root River Heritage & Event Space:** Performance stage, concrete, trees, trellis, seating, turf, landscaping, pedestrian lights, light controls and conduits, benches, flag poles, wood pylons, interpretative displays, public art, historic artifacts.

- 6. River Access Enhancements:** Construction of scenic overlooks, concrete, trees, landscaping, turf, pedestrian lighting, boating facilities, floating platforms, floating pier ramps with railing and benches, aesthetic improvements to site features.
- 7. Linear Park and 6th Street Pedestrian Connection Development:** Develop at 922 6th Street to create connectivity with 6th Street District and City Hall.
- 8. Riverside Boardwalk Construction:** Construct unique boardwalk amenity to increase use and enhance riverside experience.



9. **Water Street River Loop:** Develop looped trail through Machinery Row District and along Water Street to create pedestrian and bicycle connectivity and circulation within the Machinery Row District.
10. **Brownfield Encapsulation:** Leave concrete caps in place to contain contaminated soil through a “cap”.
11. **Roof Runoff Opportunity:** Use building systems to capture stormwater runoff from impervious roofs.
12. **Stormwater BMPs with Infill:** Use latest treatment and management techniques to leave runoff and improve water quality.
13. **On-Site Vegetative Filter Strips:** Install strips of native plant species to create green buffers between impervious areas and river’s edge.
14. **River Edge Improvements:** Enhance the riverside and improve the seawall to allow public access.
15. **Riverbank Stabilization:** Install erosion controls at river’s edge to keep natural environment.
16. **Riverside Trash Skimmer:** Explore opportunity to install trash skimming machinery to continually remove debris from River adding to aquatic health.



REDEVELOPMENT & POSITIONING

1. **Entrance Plaza Construction:** Develop a signature gateway to Machinery Row and the promenade.
2. **Marquette Warehouse Demolition and Site Preparation:** Prepare site for redevelopment by demoing existing structure.
3. **Gospel Lighthouse Rehab and Reuse:** Work with owner to define best future use for site.
4. **615 Marquette Rehab and Reuse:** Continue advancing adaptive reuse of site for mixed-use residential/commercial.
5. **Reinvestment at all quadrants of the 6th and Marquette Street Intersection:** Advance reinvestment to increase the value and attractiveness of a key intersection.
6. **Reuse Strategy and New Construction Opportunities at Gospel Lighthouse Site:** Explore the reuse, renovation, and new construction opportunities building on the reuse concepts for Machinery Row West. Investigate the current status of property ownership and the future long-term ownership for the site.
7. **Water Street Reconstruction and Streetscape:** Install infrastructure to enhance aesthetics and serve new development as development occurs.
8. **Residential Development at Machinery Row:** Construct new residential buildings at east portion of site.
9. **Industrial Agriculture Operation Implementation:** Develop cutting edge farm in the city to create jobs and supply healthful food.
10. **Commercial Facility Construction:** Construct commercial outlots to provide new services and amenities.
11. **Public Street & Utility Upgrades and Improvements:** Coordinate planned improvements with future private development efforts.



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- 12. Intersection Reconfiguration at Marquette Street:** Reconfigure intersection to function with new development to the east and west.
 - 13. Green Infrastructure Design and Construction:** Use green building techniques for new construction and renovation projects.
 - 14. Parking Lot Construction and Improvements:** Construct new parking accommodations to serve new residential, commercial, and recreational amenities.
 - 15. 6th Street Business District Reinvestment Node:** Continue reuse and infill development of entertainment district.
 - 16. District Gateway Signage:** Install gateway signage to provide a sense of place and wayfinding indicators for residents, employees, and visitors.
 - 17. District Branding Program:** Develop a brand profile that builds on the unique mix of characteristics of the District.



Example office space and high tech manufacturing



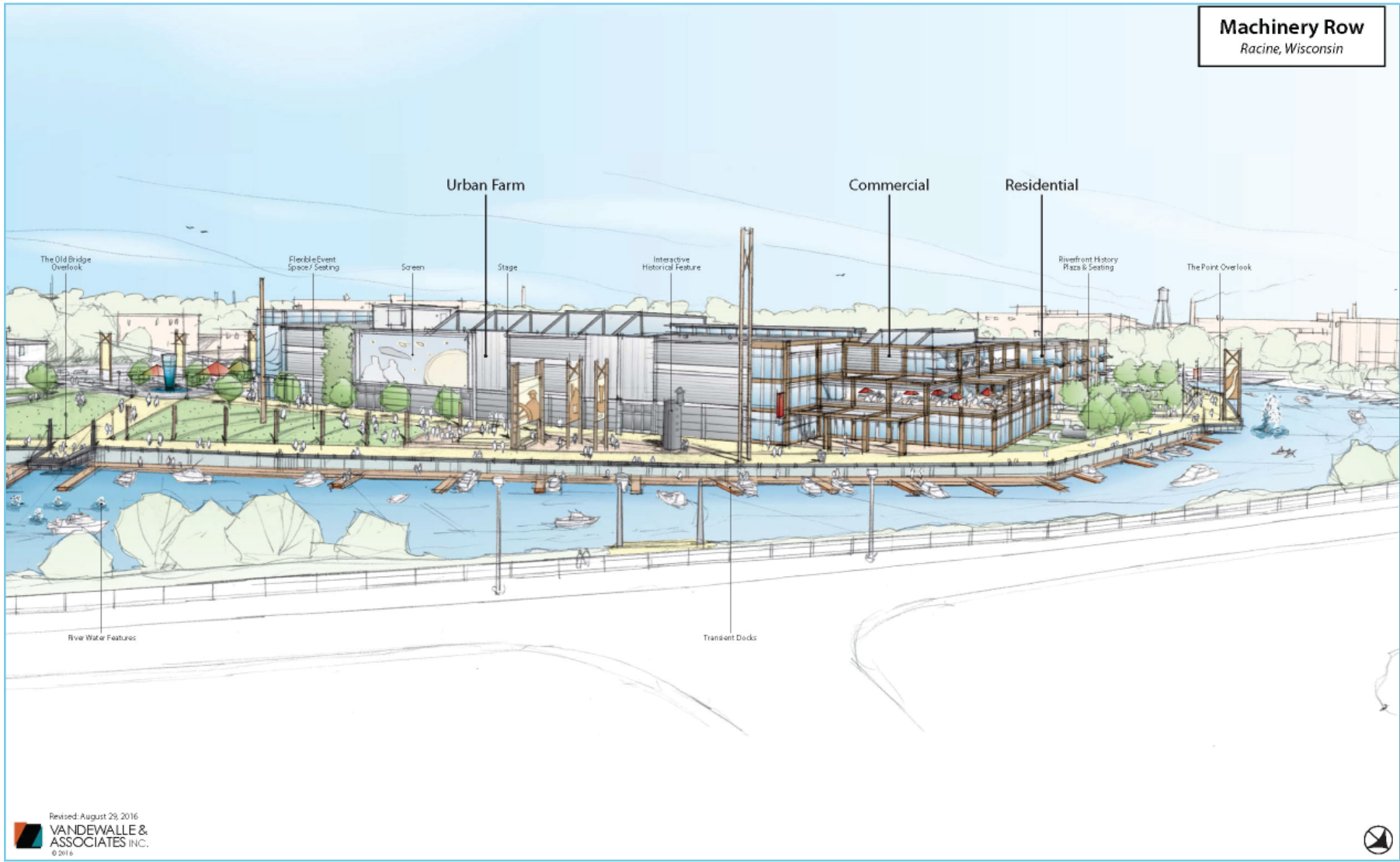
Example loft/luxury apartments redevelopment



Example restaurants and public space

CATALYTIC SITES

MACHINERY ROW



MACHINERY ROW WEST (AWP CATALYTIC SITE)



4. The Belle Harbor District

VISION: Centered on—and named for—the Belle Harbor redevelopment site, the Belle Harbor District is a northern gateway to the RootWorks Area and Downtown’s Main Street District. Redevelopment of this site connects the public to the riverfront and offers a highly visible modern infill project focused on residential, hospitality, and recreational access.

DISTRICT DESCRIPTION:

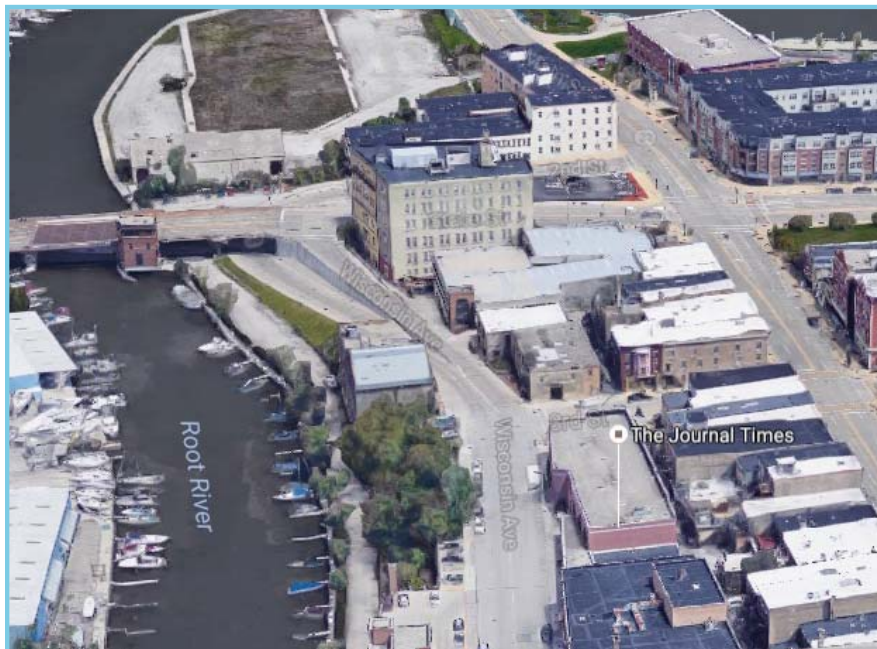
The Belle Harbor District focuses on the 4-acre county-owned Belle Harbor site as well as the connection to Machinery Row along Sam’s River Road. In total the District comprises approximately 11 acres along the Root River with the significant potential for public access and activity along thousands of feet of River frontage terminating on both ends at major redevelopment projects and key activity centers for RootWorks.

The site’s high visibility and close proximity to Downtown make it the ideal location for a signature landmark project to capture the spirit of the City of



Racine. Development that occurs on Belle Harbor must give careful consideration to public access to the riverfront and connecting to several commercial and activity nodes to the south and west.

Redevelopment of the Belle Harbor site provides an opportunity to address connectivity in this part of the RootWorks Area and Downtown. With a number of one-way streets and non-signalized intersections, the Area is challenging to navigate for drivers and daunting for pedestrians. Improving connections at and between Main Street, Wisconsin Avenue, Sam's River Road, and State Street will help facilitate better traffic circulation and create clear pedestrian connections to the Machinery Row District via Sam's River Road and to Downtown.



INITIATIVES TO ADVANCE THE DISTRICT:

1. **Create public activity nodes** at the riverfront.
2. **Develop clear bicycle and pedestrian connections** along the riverfront.
3. **Clearly define the public and private spaces** on the Belle Harbor site.
4. **Emphasize the connection between the Belle Harbor and Machinery Row Districts** along Sam's River Road.

MOMENTUM:

1. **Filled the former man-made harbor to create four acres of highly visible redevelopment land.**
2. **Identified the schematic design elements to create the last portion of the River Loop pathway** to create public access and a pedestrian pathway along the riverfront through the South River Loop Master Plan.

Redevelopment efforts in the Belle Harbor District in general and at the Belle Harbor Site in particular may be aided through the use of critical redevelopment tools such as the creation of a tax increment district and/or a statutory redevelopment district and plan as defined by Wisconsin Statutes 66.1333(6).

BELLE HARBOR DISTRICT PRIORITY PROJECTS

RIVER ACCESS & CONNECTIONS

1. **Overlook and Sam Azarian Park Enhancements and**

Improvements: Explore opportunities to partner with the City Parks Department and Zmac to develop a coordinated plan and a shared vision for the integration of the public and private space on the East Bluff. Use wall for movies and art projection.

2. Pedestrian Connection to Sam's River Road: Explore opportunities presented in the South River Loop memo to add several pedestrian access points to Sam's River Road from the east, west, and northern access points.

3. Road Section Redesign and Reconstruction: Reconstruction of Sam's River Road based on the cross sections and cost estimates presented in the South River Loop Schematic Design.

4. Activity Node and Interactive Exhibit Installation: Install activity nodes and interactive exhibits along Sam's River Road between Machinery Row and Belle Harbor to activate and create points of interest along the River Road.

5. Painted Historic Mural on the Wall of the Journal Times Facility: Discuss the opportunity to paint a historically themed mural on the blank wall of the Journal Times facility with Journal Times. Identify potential partners to carry out the project.

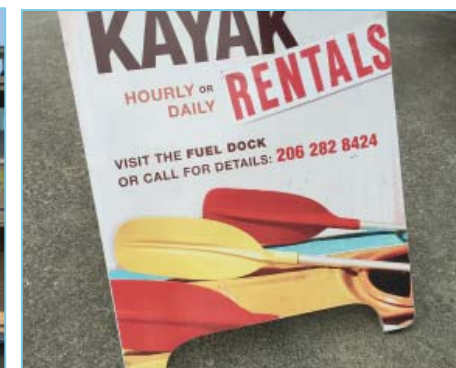
6. River Loop Bike and Pedestrian Route: Develop engineering plans based on completed schematic designs and begin identifying funding sources to build out the route. Begin constructing the first phase of the project.

7. Belle Harbor River Road Trailhead Development: Develop the major northeastern trailhead to Sam's River Road to provide informational kiosks, restroom facilities, interactive features, and attractions for visitors.

8. Story Park Development and Construction: Construct Story Park complete with interactive panels, art, and seating to create additional activity and interaction at DP Wigley and along Sam's River Road.

9. Parking Structure Enhancements: Signage, connections, improved access, and increased visibility of existing structured parking at Wisconsin Avenue.

10. Activity Room Development along the Sam's River Road Corridor: Provide users opportunities for interaction and passive experiences with interpretative panels, art installations, and riverside seating.



11. River Road Trailhead at Machinery Row: Develop trailhead complete with wayfinding features and activity room to guide visitors and residents around RiverLoop.



12. River's Edge Improvements: Improve and stabilize the seawall where needed. Enhance the interface between pedestrians and the water by removing barriers where possible.

13. River's Edge Treatment Installation: Develop buffers and stabilize the area adjacent to the River where possible.



14. Stormwater BMPs with Infill: As the site redevelops strong emphasis on utilizing the best and most proven techniques to filter, capture, and delay infiltration of stormwater.

15. On-Site Vegetative Filter Strips: Create a buffer between public and private space, enhance aesthetics, and provide additional pervious surface where possible.



REDEVELOPMENT & POSITIONING

1. Wigley Craft District Growth,

Development, and Building Reuse: Build on the renovation of DP Wigley and the existing craft business to enhance and expand the craft and artisan businesses in the Area.



2. Boat Slip Re-permitting and Installation:

Identify the steps necessary and timeline for obtaining new permits for boat slips at Belle Harbor.

3. Outdoor Retail and Equipment Rentals:

Explore opportunity for Johnson Outdoors to locate a retail establishment at Belle Harbor.

4. Marina Clubhouse/Maintenance Building Demolition:

Prepare the site for redevelopment by pursuing the demolition of the remaining structure.

5. Reuse Concept and Developer Outreach:

Advance the process of marketing the site through use of the reuse concepts. Contact developers and schedule meetings to discuss reuse plans and site opportunities.



6. 2nd Street Improvements and Design:

Implement South River Loop and street design.

7. Wisconsin Avenue Improvements and Design:

Improve circulation and access to Sam's River Road, 2nd Street, and parking facilities at Wisconsin Avenue.

8. Sam's River Road Improvements and Design:

Improve river road with new cross sections, activity room enhancements, and pedestrian focus.

9. DP Wigley Building Renovation and Improvements:

Develop a reuse strategy in coordination with the building owners that makes DP Wigley a central point of District activity and helps position the property for investment and funding opportunities.

10. Sam's River Road Boat Slip

Organization: Develop long-term solution for ownership and alignment of boat slips along Sam's River Road.

11. Gateway Signage for District: Install District gateway signage to provide a sense of place and wayfinding indicators for residents, employees, and visitors.

12. Branding Program for District: Develop a brand profile that builds on the unique mix of characteristics of the District.

BELLE HARBOR CATALYTIC SITE



5. The Harborside District

VISION: The Harborside lakefront District repositions the former Walker manufacturing site as a lakefront residential and recreation destination. A place where people live with access Lake Michigan, the Root River, North Beach, Reefpoint Marina and Downtown amenities, Harborside is poised to become Racine's newest and perhaps most desirable neighborhood.

DISTRICT DESCRIPTION: The approximately 40-acre Harborside District centers on the 10-acre City-owned former Walker Manufacturing site and includes the blocks to the west as well as the Pugh Marina to the south. The District has a distinct marine character with the presence of the Pugh Marina, the historic coast guard outpost at the southeast corner, and a number of waterfront restaurants and businesses along the Root River.

As redevelopment occurs it will be critical to balance the types of development that provide the optimal outcomes for the City and private developers with public access to the Lake and River. New developments will focus on high quality buildings and diverse uses that connect to the historic grid, while providing clear public connections to the lakefront and riverside with waterfront public space/activity areas.



The existing buildings along Main Street are currently occupied by a number of business establishments. In order to create an attractive gateway to the District, effort should be put into continuing the façade and property improvements underway in this Area. Additionally, opportunities for infill development are also present at blocks to the east of the Main Street Frontage. New development should focus on shanty development that provides small affordable development lots for entrepreneurs to start ventures such as retail and culinary establishments.

Public infrastructure upgrades need to be made in the District to accommodate new development. North-south and east-west streets will need to be reconfigured to provide the proper traffic circulation and pedestrian and bicycle connections need to be made along the Root River and Lake Michigan. Improving the connection between the Harborside District and North Beach is critical to connect new development with one of the premier assets in the City.



INITIATIVES TO ADVANCE THE DISTRICT:

1. Build on existing amenities, shopping, and recreational opportunities to create a destination activity center.

As driven by the market, include development of residential, commercial, and corporate development in the District focused on water views and access.

2. Reposition the Main Street Harborside District entrance to promote the new neighborhood and district development/entry.

3. Strengthen the connection between Harborside/riverfront developments with North Beach to the north.

MOMENTUM:

1. Acquisition and remedial action/site preparation of the 10-acre Harborside (former Walker Manufacturing) site.

2. Created the Pugh/ Rooney Recreation Area as permanent public space along Lake Michigan.

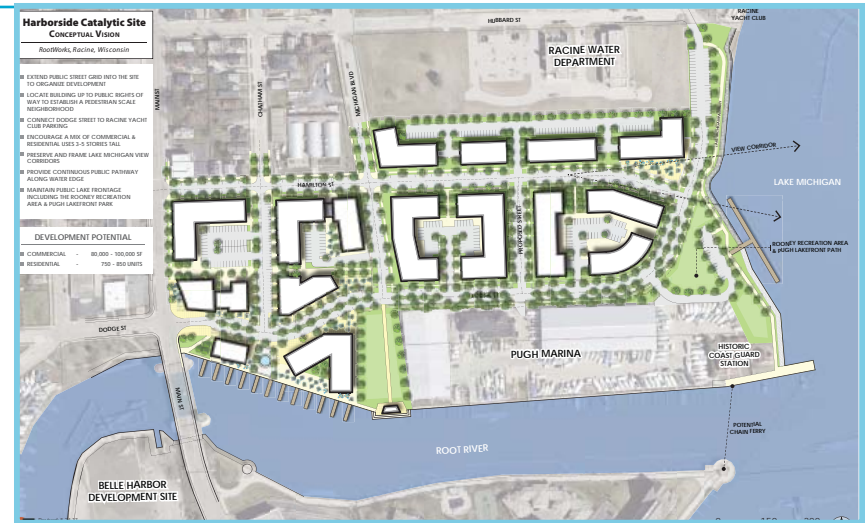
3. Developed North Beach along the Lake Michigan shoreline as an award winning beach destination.

Redevelopment efforts in the Harborside District in general and at the Harborside Site in particular may be aided through the use of critical existing redevelopment tools such as the blight determination developed as part of the creation of Tax Increment District 14 and defined under Wisconsin Statute 66.1105(2)(a)1.

HARBORSIDE DISTRICT PRIORITY PROJECTS

RIVER ACCESS & CONNECTIONS

1. **North Beach Connections and Linkages:** Explore opportunities to connect North Beach and Harborside through pathways, programming, and interactive displays.
2. **East/West and North/South Street Pattern:** Develop a street improvement concept to improve traffic circulation for the Area including Main Street, Chatham Street, Michigan Boulevard, Reichert Court, Hamilton Street, and Hubbard Street.
3. **Private Property Public Access:** Explore access alternatives and partnership opportunities with the Racine Yacht Club and Water Utility as part of the connection between Harborside and North Beach.
4. **Signage and Wayfinding Enhancements on Lake Michigan Pathway:** Enhance and upgrade bicycle and pedestrian wayfinding signage for the Lake Michigan Pathway and additional trails at Harborside and the surrounding area as redevelopment occurs.
5. **Brownfield Encapsulation:** Explore the environmental considerations and necessary actions for several parcels in the District.
6. **Stormwater BMPs with Infill:** Encourage best practices for all redevelopment projects that enhance sustainability and improve water quality.
7. **On-Site Vegetative Filter Strips:** Use vegetative buffers along the River frontage to slow stormwater runoff and improve water quality before it reaches the River and Harbor.



REDEVELOPMENT & POSITIONING

1. Former Walker Site Repositioning and Developer Recruitment:

Advance the process of marketing the site through use of the reuse concepts. Contact developers and schedule meetings to discuss reuse plans and site opportunities. Explore short-term clean and green use of site, such as a temporary park or artist demonstration space.

2. Long-Term Plan for Pugh Marina:

Work with Pugh family to develop a strategy to incorporate Marina and/or property into future development.

3. Hamilton and Dodge Street Redesign and Reconstruction:

Improve ingress, egress, and circulation through the Harborside site by restoring the street grid using existing east/west roadways.

4. Chatham Street and Michigan Boulevard Redesign and Reconstruction:

Improve traffic circulation to Harborside by improving north/south streets at the western gateway to the District.

5. Infill and Redevelopment at the Quadrants of Chatham and Hamilton Streets and Main and Hamilton Streets:

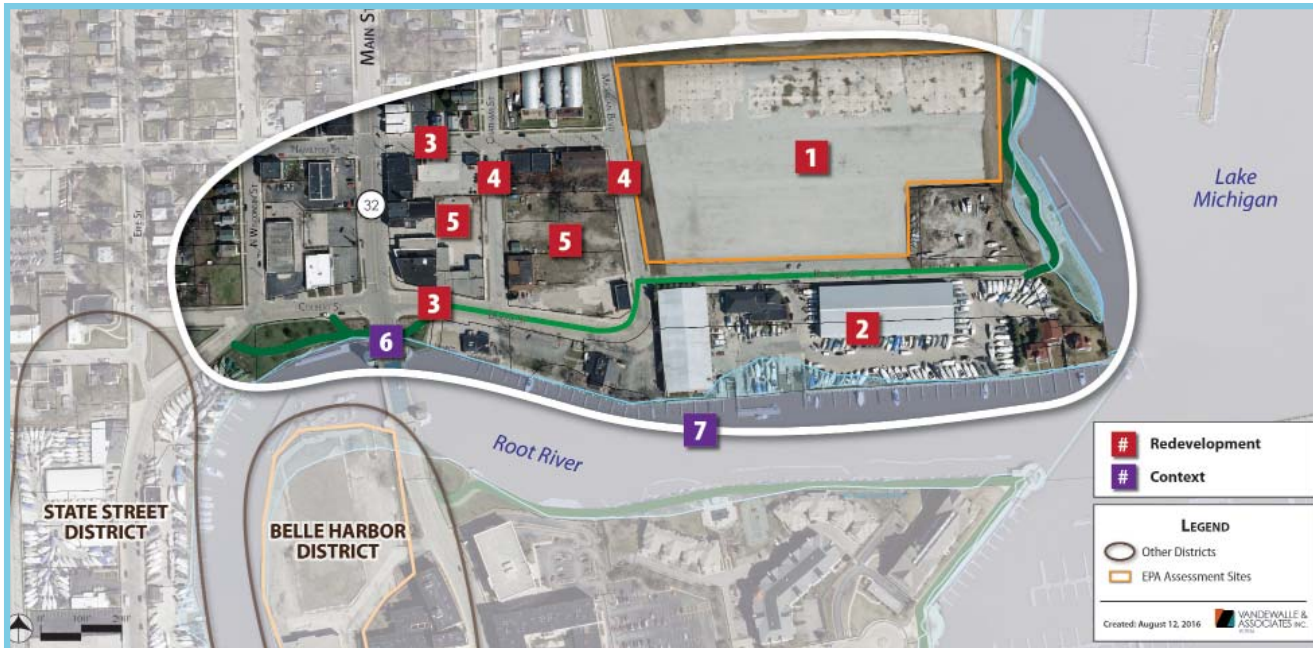
Explore opportunities to enhance and enliven the District entryway with new development and renovations that build on the existing businesses and quality building stock.

6. Gateway Signage for District:

Install District gateway signage to provide a sense of place and wayfinding indicators for residents, employees, and visitors.

7. Branding Program for District:

Develop a brand profile that builds on the unique mix of characteristics of the District.



HARBORSIDE CATALYTIC SITE



VI. IMPLEMENTATION

The RootWorks Area has seen tremendous stage-setting in redevelopment advancement since 2012 *RootWorks Plan* adoption. Over \$2.5 million in grants have been raised - matched by public and private funds - and creation of the Machinery Row Tax Incremental Finance District (TID 18) provides a new financing mechanism. Over 44 acres of land has been acquired - more than 10.5 acres for new parkland development alone. While much work is yet to be done, it is important to recognize the momentum that has been generated and the strategies necessary to keep efforts moving even accelerating in the RootWorks Area. The RootWorks Initiative is broad and all-encompassing in terms of meeting goals that cover redevelopment/tax base growth, public access to the urban Root River, water quality management and enhancement, and creating a sense of place allowing Racine to remain an authentic, quality destination that builds upon its unique assets, rather than creating something that doesn't connect to the community's people or history.

PROJECT PIPELINE

To achieve redevelopment implementation success over the near and long-term it is important to build a strong implementation pipeline. A pipeline is filled with a number of key initiatives and strategies that should be consistently advanced piece by piece over time. The following details the top 11 Implementation Pipeline elements for RootWorks and corresponds to the adjacent map:

- A. Transit Center:** Connect Racine to Chicago through Metra extension to the Transit Center.
- B. West Bluff Overlook:** Develop the West Bluff Overlook parkland, pathway and community recreation and education features.
- C. Machinery Row West:** Advance redevelopment with site acquisition, necessary building demolition, site preparation and recruitment of the preferred catalytic site use mix – including a grocery store.

- D. Machinery Row Promenade:** Advance riverwalk, festival, and promenade space development to build on the successful acquisition of the 5.6-acre public space. Advance Sam's River Road design improvements once the promenade is advanced.
- E. RootWorks River Loop:** Create the 2.5-mile River Loop as an economic development strategy creating a destination for walking, biking, running for local employees, residents and visitors. Implementation requires pathway advancement, signage, and branding.
- F. Root River Crossings:** Connect points across the Root River, and determine the strategy and timing for identified points: 6th Street Pedestrian (Marsupial) Bridge, West Bluff Overlook Bridge, 4th Street Bridge.
- G. Belle Harbor:** Advance catalytic site redevelopment targeting preferred uses and integration of public spaces and public right-of-way connections.
- H. Harborside:** Advance Phase I of Harborside catalytic site redevelopment with high quality residential and commercial development on key areas of the site, reintegrating the grid street networks, reserving the public waterfront for schematic design and future community planning.
- I. Area-wide Sense of Place Branding and Identity Initiative:** Develop a strategic RootWorks brand and sense of place identity –market in conjunction with redevelopment initiatives.
- J. Area-wide Water Quality Improvement Plan:** Develop a water quality improvement plan to tie area-wide public and private developments to improvement of Root River and Lake Michigan water quality.
- K. RootWorks Partnership Structure:** Develop a staffed organization governed by representatives from the public, private, and non-profit sectors and tasked with carrying the RootWorks vision forward.

PHYSICAL AND FISCAL CONSTRAINTS

While great strides have been made in advancing the RootWorks initiative, physical and fiscal constraints must continue to be recognized and appropriate strategies developed to address them. Constraints stem from substantial past investments in existing infrastructure such as sanitary and storm sewer, potable water distribution and pavement placement. To minimize costs related to potential disruption, each proposed pipeline initiative needs to accommodate, wherever possible, existing infrastructure and their current and future needs. Upgrades of such facilities need to be thoughtfully planned for and economically executed. New buildings and structures need to be placed so as to afford adequate access to, and space for, existing and future infrastructure.

As implementation of pipeline initiatives progresses, continued consideration needs to be given to the potential duplicative or redundant nature of improvements, and methods of avoiding such instances need to continue to be weighed. Additionally, potential disruption or blockage of river traffic needs to be thoroughly considered before river-related initiatives advance.

In the final analysis, the success of the RootWorks initiative and all its associated projects relies on the continued engagement of every stake holders: public, private, corporate, advocate, foundation, governmental, non-governmental, the individual. In doing so, the revival of this crucial corridor, RootWorks, is well served.

