Riverworks _Design Development Charette 2014
Project Overview

CLIENT

Riverworks Center

CLIENT REPRESENTATIVES

Alderwoman, Milele Coggs
Alderman, Nik Kovac
Rocky Marcoux
Darryl Johnson
Chris Grandt
Vanessa Koster

CDS STAFF

Ryan Shortridge
Nick Zukauskas
Anna Doran
Gerri Witthuhn

CDS PROJECT ASSISTANT

Amber Piacentine

CDS DIRECTOR

Carolyn Esswein

CDS was hired to oversee and direct a process of information gathering that led up to a visioning charette for the Riverworks area in Milwaukee. This process involved revisiting past plans for the area and examining the business diversity of the neighborhood. A series of Focus Groups were held to garner information and input from various parties including lenders, developers, City officials, artists and other interested parties. This information was then disseminated to five teams of architects that were assigned to respective sites within the focus area of the project.

All of this work was in preparation for a day long charette that was held at the UW-Milwaukee School of Architecture and Urban Planning. Throughout the day, teams generated ideas for the sites and then shared them with the larger group to receive feedback. Following the initial input, the architectural teams reworked their designs and represented them to the group for more feedback.

The information complied in this report is the synthesis of this entire process, from initial information gathering to the final proposals that were generated at the charette. Recommendations and funding suggestions are potential ideas and not guaranteed by the City or landowners.
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Centrally located in the heart of Milwaukee and adjacent to the Village of Shorewood, redevelopment within the Riverworks Industrial area can build upon the success of existing businesses and revitalize the surrounding area. Within walking and biking distance of dense residential areas, this industrial area provides a sustainable alternative by offering opportunities to reuse underutilized buildings and build upon existing infrastructure. The character of the area lends itself to a wide variety of users, with options for rehabilitation, as well as new construction.
Focus Area

368 acres & more than 180 businesses in the study area
Industrial land accounts for 70% of the land use in the Riverworks Area.
The Riverworks Area remains at its core a viable area for manufacturing. This plan points to the strengths of a healthy manufacturing sector within a community as a place of job creation, wealth creation, and community betterment. The manufacturing sector of the Riverworks area has the potential to move forward into the future as an appealing area to operate a new business or relocate an existing business.

Tax Incremental District created in 1992 by Northeast Milwaukee Industrial Development Corporation (NMIDC), City of Milwaukee, WisPark (WE Energies’ Real Estate branch) and other national funders.

From 1994 -2009, this TID produced a new tax base for the City of Milwaukee totaling $34.3 million.
Riverworks Strategic Action Plan
Active Role of the Riverworks Development Corporation (RDC)

Primary Focuses of RDC

Real Estate Development
Workforce Development
Neighborhood Planning and Revitalization

“[T]he RDC pursues a number of business district and community enhancing initiatives, including streetscape design, code enforcement, project development, facade grants, fencing and landscaping, housing development, marketing and promotion, and coordination of funding resources. The Financial Opportunity Center also offers training, workforce, budgeting and financial literacy skills. “
Strategic Action Plan
Focus on Industrial Users

Development OBSTACLES
Smaller lot sizes not compatible with current manufacturing trends
Existing tenants are land locked
Brownfield contamination
Outdated manufacturing facilitates need updating

STRATEGIES “Retention, Expansion, Recruitment”
Keep existing businesses
Help businesses to expand in place
Recruit from within the industry supply chain
Opportunity for infill of small retail stores, as well as a larger anchor tenant
Strategic Action Plan
Goal 1: Improve Overall District

Higher level of maintenance

Improve pedestrian safety

Maintain existing land uses

parking

Strengthen gateways, corridors and branding

Green the district through soft and hardscape

Deter crime through active and passive measures
Strategic Action Plan
Goal 2_ Strengthen Industrial Core

Elevate to status of corporate business park
Maintain larger parcels [Land banking]
Clear nuisance and blighted properties
Work with surrounding communities
Improve branding
Increase safety
Strategic Action Plan
Goal 3_Improve and Intensify Capitol Drive Retail Corridor

Create overlay district for retail and commercial

Extensive traffic calming and multi-modal updates

Fill in retail gaps primarily in out-lots and vacant parcels

Increase passive and active crime prevention
Strategic Action Plan
Goal 4_Support Creative Uses within District

Re-purpose functionally obsolete properties

Green the district

Foster small businesses

Create a business to business network
Strategic Action Plan
Goal 5_Transform BID 36 into a Neighborhood Oriented Main Street District

Enhance the public realm

Increase commercial zoning area

Implement a Main Street strategy

Involve residents in improving district
Northeast Comprehensive Area Plan

Improve the district’s image and identity
Encourage business retention and recruitment
Increase pedestrian safety and comfort
Advance sustainable development practices
Misconception that buildings are unfit for commercial use

Higher than average crime rates

General disinvestment in overall area
Riverworks Geared Up Report_Proposals

Online Business and Real Estate Directory

Design and branding improvements

Workforce and Business Development Center
Green Energy Exchange Building, Chicago, Illinois

- 272,000 sf renovated building
- Retail, galleries, event space and office
- Common space and green space
- Focus on environmentally sustainable companies and businesses
PRECEDEENT | Lillstreet Art Center_Chicago, Illinois

Focused on arts and education

Studio rentals, retail, galleries, artist residences, education and art based professional development

Located in Ravenswood neighborhood
PRECEDENT | Hide House Creative_Milwaukee, Wisconsin

Tech companies, creative agencies, galleries, artists and civic space

Hide House Lofts provide low-income housing
PRECEDEENT | wework
Warehouse converted to co-working offices
PRECEDENT | Factory converted into a Creative Hub

anchor tenant Globe International (skate boards) | nine total tenants of various sizes
PRECEDENT | Factory converted into Brewery

PRECEDENT | Factory converted into painting studios for Royal College of Art
PRECEDENT | Factory converted into shared performance spaces

dance/theatre/music/art performance spaces
Business Diversity

- **SERVICE**
  - Dry Cleaning/Cleaning Services
  - Auto Repair/Car Wash
  - Accounting/Finance
  - Transport/Car Rental
  - Real Estate
  - Mailing/Packaging Services

- **RETAIL**
  - Spa/Fitness/Massage
  - Gas Stations
  - Retail/Wholesale

- **Labor & Industry**
  - Manufacturing
  - Skilled Trade/Craft
  - Technology/Biotech/Science
  - Plumbing/Heating/Electric
  - Landscape/Construction/Contract

- **Food**
  - Grocery
  - Restaurant/Pub/Hospitality

- **Arts/Education/Community**
  - Education
  - Non-profit/Community
  - Art/Media/Design
  - Marketing/Broadcasting

- **Medical**
  - Healthcare
  - Dental
  - Counseling
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**Spa/fitness/ massage**
- An Ancient Touch
- Classy nails
- Lightwork Therapeutic Massage
- Massage by Design
- Puravida
- Red Shafer Mixed Martial Arts
- Spotlight Barber Shop
- Milwaukee Baseball Academy

**Gas Stations**
- Clark Gas Stations
- Kool Petroleum

**Retail/wholesale**
- Barefoot International
- Big Lots
- Citi Trends
- CW Price
- Dollar Tree
- Family Dollar
- GameStop
- Get It Now!
- Goodwill Store
- Heavy Rotation
- Imagine Motorsports, Inc
- Lakefront Brewery Distribution Center
- Lee's Beauty Supply
- Office Depot
- Payless Shoe Source
- Radio Shack
- rainbow
- Schick Cycles
- Shoe Time
- T-mobile
- Tobacco One
- Wal-Mart Super
- Walgreens
- World Artisan Guild - Warehouse
- The Bead Shop
- Fresh is Best Natural Pet Food

**Labor & Industry**
- Technology/Biotech/Science
  - manufacturing
  - skilled trade/craft

**Transport/car rentals**
- auto repair/wash
  - Budget Truck Rental
  - Citywide Transit
  - Dairyland Buses
  - Gallas Safeguards, Inc
  - Hernia Movers
  - U-Haul

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ART/EDUCATION/COMMUNITY:

Marketing/Broadcasting:
- Rainmaker XLP
- Seville Media Photography
- Armen Group
- BIGMPG Design/Marketing
- Communicor
- Journal Broadcast Group

non profit/community:
- Habitat for Humanity
- Riverworks Development Corporation
- New Horizon Center

education:
- LAD Lake Education & Life Skills Development Center
Riverworks Design Charette_2014

The Riverworks design charette took place on Tuesday, September 23, 2014 at the University of Wisconsin Milwaukee, School of Architecture and Urban Planning. The day began with a brief overview of the Riverworks neighborhood, focus areas, background, and goals, which led into a full day of design and development ideas and discussions regarding each site. Architects, developers, lenders, city officials, property owners and numerous friends of Riverworks collaborated on each site developing concepts that would add value and improve the area. Each group presented their initial proposals for feedback and revised their concepts based on group feedback. The day concluded with each of the five groups presenting their final proposal for revitalizing the Riverworks neighborhood.

Participants

Alderwoman Coggs and Alderman Kovac
DCD Commissioner Rocky Marcoux and City Staff
Riverworks Center staff and members
Riverworks Business Improvement District members
WHEDA and WEDC staff
Residents, civic leaders, property owners, lenders, brokers, and developers

Local architects and landscape architects
  Miller Architectural Group
  SAA Design Group
  Korb Tredo
  American Design
  Engberg Anderson
Riverworks Charette_Strip Study Area

- Capitol Drive
- Holton Street
- Keefe Avenue
- I-43
Riverworks Charette_Opportunity Sites

#1_3775 North Richards Street

#2_Beer Line Trail Extension and Capitol Dr. Overpass

#3_3456 North Buffum Street

#4_634 East Keefe Ave

#5_532 East Capitol Drive
Focus Group Comments
1. Reuse – good truck and loading dock access
2. Improve character along Richards Street
3. Link to the Artery Trail
4. Could be one or multiple tenants

Charette Program Requirements
1. Adaptive reuse of all or part of the building – light industrial or office
2. Create linkages to the Artery Trail – employee access and public access at Vienna
3. Develop a Riverworks identity
4. Determine funding options
5. Create jobs
#1_3745 North Richards Street
#1_3745 North Richards Street Design Development Concept
Miller Architectural Group

Given the condition of the existing structure, the team thought the best solution for this site was to reuse the building, while improving the exterior character and creating flexible tenant spaces on the interior. The initial design of this site focused on a connection with the Beerline Trail and promoting its use through functional programming of the building for both trail users, local employees, and business owners. The group proposed flexible light manufacturing for the northern section of the building and a brewery and beer garden for the southern section of the building.

To increase foot traffic onto the trail, create a stronger connection to the adjacent neighborhood, and improve safety in the area, the team recommends housing redevelopment be explored. Housing redevelopment programs and sites could provide an opportunity for residential investment. The team
also proposed an art installation where the Beerline Trail connects with the local streets to help create an identity and gateway to the site and trail.

The adaptive reuse of the building offers the opportunity for additional jobs, work/sell of products produced in the building, and a destination space for area residents and visitors. Vienna Avenue is extended west to create both a visual and physical connection with the Beerline Trail. The street also provides parking for employees and customers of the building.

Since the charette, the building is partially occupied but these ideas offer options for the long-term redevelopment and reuse of the site or adjacent sites along the trail.
The final proposal designates the site as a Riverworks Brewery and Bikery Incubator. The plan includes an entry gateway and passage onto the Beerline Trail from Vienna with an art sculpture or installation that would serve as a light source at night. In order to further emphasize safety and “eyes on the trail” concept, they incorporated an outdoor beer garden on the west side of the building along the trail with a live/work townhouse development across the trail. This creates a visual connection that will help to deter crime and promote the use of the trail.

A restored Quonset Hut Pavilion emphasizes public access on the south end of the lot. The group encouraged sustainability by including a green wall along the north and solar paneling over the parking lot on the east.
Quonset Hut Pavilion

Solar Panel Parking

Public Access Perspective
#2_Beer Line Recreational Trail Extension and Capitol Drive Overpass

Key Entrances to Beerline Trail at Richards and Abert

The Beerline Trail has been implemented to the south of Keefe Ave. To the north of Keefe Ave is the area known as the Artery, which is a proposal to extend the Beerline Recreational Trail.

Looking North at Richards St

The existing Beerline Recreational Trail located between Bremen Street and Buffum Street is a project that transformed an abandoned section of the former Milwaukee Road rail corridor into a recreational trail and linear park. The vision for the trail development came from residents and community stakeholders in the Riverwest neighborhood, and after several
years of planning, ultimately led to the City of Milwaukee purchasing and installing a multi-use path in 2007. In 2011 signage, landscaping, and streetscape amenities were implemented in partnership with the Riverworks Business Improvement Districts.

The success of the existing Beerline Recreational Trail led to discussions in 2009 between Riverworks and the City to look into the possibility of extending it north to Capitol Drive, which would roughly double the length of the Trail. Work to secure funding for the purchase and development of the extension was successful, and the City is currently scheduled to purchase the property between Richards Street and Capitol Drive for the extension of the Trail in 2015. This set the foundation for work that is taking place along the Beerline Recreational Trail Extension today around the concept of creative placemaking.

The Artery_Creational Trails_ArtPlace Milwaukee

The Greater Milwaukee Committee (GMC) is partnering with beintween, Riverworks, and the City of Milwaukee on Creational Trails: the Artery at the Beerline Recreational Trail Extension. This project aims to incorporate creative placemaking along the Beerline Recreational Trail to help create an interesting place that capitalizes on the distinctiveness of the neighborhoods and business districts that surround the Trail. This is highlighted by “the Artery” programming which focuses on exploration and mentoring in public performance and design-build skills.

The introduction of the Artery occurred in 2013-14 through a significant award from ArtPlace America, a national collaboration that exists to position art and culture as a core sector of comprehensive planning and development in order to help strengthen the social, physical, and economic factors of communities. The initial success of the Artery programming through the ArtPlace America award was highlighted through performance and demonstrative art along the trail extension over the summer of 2014, providing a glimpse of what this section of former railway could become.
#2_Beer Line Recreational Trail
Extension and Capitol Drive Overpass

SITE 2
3521 North Richards St & Capital Drive
Overpass

Owner: Glendale Redevelopment LLC
Assessments:
  Land: $252,900
  Improvements: NA
  Total: $252,900

Lot Area: 297,231 sf
Bldg Area: NA

Zoning: IL2 [Older Light Industrial]

Key Entrances to Beerline Recreational Trail at Richards and Abert
The rail line once continued north through Glendale, but some parcels have been sold to private property owners. Alternate connections and trail routes will need to be explored to provide a continuous link to the north. Currently the trail will end at the Capitol Drive overpass.

Ideas for connectivity could include a trail on the north side of Capitol Drive to connect to Port Washington Road or an eastern connection to the Oakleaf Trail at Estabrook Park.

Focus Group Comments
1. Regional connections important
2. Neighborhood connections/linkages critical
3. Safety concern
4. Long-term programming and maintenance important
5. Sustainable strategies should be incorporated
6. Increase use of the trail by employees and residents
7. Build upon recent planning and programming activities

Charette Program Requirements
1. Create linkages to the surrounding neighborhood and regional trails
2. Identify lighting and signage elements
3. Improve image of the Capitol Drive bridge
4. Improve pedestrian and bicycle access between the trail and Capitol Drive
5. Develop a Riverworks identity
6. Determine funding options
7. Create jobs
The main goals for the Beerline Recreational Trail are focused on improving function, safety, and connections. SAA Design Group and Community Design Solutions (CDS) emphasized creating a connection between the Riverworks neighborhood, area businesses, and the trail by incorporating access points, gateway signage, lighting, improved identity, nodes of activity along the trail that foster 24 hour use and educational venues, and overall sustainability strategies. Partnerships with area agencies, foundations, employers, and funders is critical for the long-term success of the trail.

Shipping containers along the trail create pockets of activity that could be used as classrooms, galleries, and retail spaces providing destinations along the trail. Gardens that extend off the trail could harvest rainwater while also providing green space for pedestrians, bikers, and workers in the surrounding neighborhood. Lighting could be both functional and artistic, seen from the neighborhood and Capitol Drive. Exercise stations provide an opportunity for employees and residents to utilize the trail year round.

The goal for the Capitol Drive overpass is to create a destination and a gateway. The concept below proposes a farmers market on the overpass using lightweight structures that could easily be taken up and down.

After feedback from the group, SAA Design Group developed concepts for the module shipping containers that could be used on site. The concepts show the flexibility of the containers and the ability to add on for additional space and different functions. Options for programming the structures include retail space, drive-thru coffee shops, education labs, entertainment stages, and playgrounds. The containers create flexible destinations while also providing an industrial aesthetic unique to the trail and the Riverworks neighborhood.
A bloom canopy is a colorful, lightweight, semi permanent structure that offers seating, sun shading, and an artistic aesthetic for the trail bridge. Visible from both the trail and Capitol Drive, the canopies will provide a visual attraction while also offering a flexible option for hosting markets, art festivals, or just a place to take a break along the trail.
Fitness stations could contribute to the overall identity and would help make it an attraction. Providing permanent art sculptures and signage that pay tribute to the industrial nature of the neighborhood while advertising it as a fitness trail, will give users an incentive to use the trail. Adding solar, water powered, and decorative lighting will improve the safety and the aesthetic character for evening users. With a combination of physical, educational, and artistic improvements the trail will be a destination.
Focus Group Comments
1. New construction due to environmental issues
2. Consider including parcels along Keefe or Holton to expand the site presence
3. Small and isolated
4. Capitalize on the trail access
5. Allow a variety of uses

Charette Program Requirements
1. Include mixed-use with housing above
2. Create an active ground floor use
3. Develop a Riverworks identity
4. Determine funding options
5. Create jobs

SITE 3
3456 N Buffum St

Owner: Simon Barbier

Assessments:
- Land: $45,300
- Improvements: $490,700
- Total: $536,000

Lot Area: 18,121 sf
Bldg Area: 27,554 sf

Zoning: IO2 [Older Industrial Office]

Since this site was a tax delinquent 'do-not-acquire' property, RACM is cleaning the property in partnership with EPA, Milwaukee Health Dept, DNR, WI Dept of Health Services. The outcome will be a clean site for development.
#3_3456 North Buffum Street

East Elevation

South Elevation

N Holton Street Elevation
Located on the Beerline Trail, the goal for site 3 was to design a transitional structure that connects the trail with the residential neighborhood to the west, and with potential retail uses along Holton Street. The team’s original proposal included properties along Holton Street in order to create a presence on this major street, and help to revitalize the area.

The ground floor is proposed as flexible work spaces for residents that live above or in the neighborhood. A transparent ground floor allows a visual connection into the space to see production processes or retail displays of the products.

Phase I provides retail space along Holton Street with light industrial and parking in the back, as well as a courtyard on the west side of the building. The courtyard provides a direct connection with the trail.

Phase II includes additional housing above the first level plinth as the market allows. The team proposed occupying a larger portion of real estate along Holton Street in order to give the building a stronger presence on the site while promoting Holton Street as a potential retail hub.

The team reduced the size of the building to fit within the boundaries of the original site footprint, Buffum to the alley, in response to concerns about the market and need to purchase properties along Holton Street.
The final proposal has the potential to be a landmark structure in the neighborhood, bringing both residents and visitors to see the production of goods along the ground floor. The building front faces the Beerline Trail and Buffum Street to create a direct connection with the trail and surrounding neighborhood to the west.

The program includes makerspace, producing and selling items, on the 1st floor. Housing on the upper floors could be a combination of tax credit housing along with market rate units. The flexible work/sell units encourage job creation for area residents.
Focus Group Comments
1. More than 90% of the building has been vacant for many years, consider partial or full demolition
2. Variety of uses may be appropriate
3. Be sensitive to the housing to the south

Charette Program Requirements
1. Partial adaptive reuse or all new construction
2. Activate the street edge along Keefe Avenue
3. Develop a Riverworks identity
4. Determine funding options
5. Create jobs
#4_634 East Keefe Ave

Looking South from Nash St
With dense residential to the south and light industrial surrounding the site, the team initially proposed a “deconstructed” reuse of the existing building into an agricultural food hub with a housing component.

There was opposition to housing on this site due to interest in preserving industrial uses and previous input from property owners against housing within the industrial area.

The proposed Food Hub has four components:
- market
- food production
- greenhouse
- outdoor garden.

The saw tooth roof structure could be restored and re-purposed to maximize daylighting to various degrees to support the four functions.

The development of the outdoor garden area includes deconstructing the roof to create an industrial trellis. The deconstructed building provides a unique commentary on the industrial history of the Riverworks neighborhood. Land to the north is developed into gardens defined by the curved wall that is a remnant of the old rail line. An orchard could be planted on the northwest side of the curved wall with a path extending into the neighborhood and ultimately connecting to the bike trail.
The revised plan focuses on the community market, greenhouse, food processing, and outdoor garden spaces. The team embraced and preserved the ruinous quality of the building, exposing the steel structure and keeping portions of the saw-tooth roof. The purpose of the Food Hub on Keefe is to provide access and opportunities for food related start-ups. Partnerships with existing institutions and neighborhood groups will be explored and cultivated.

Nationally these food hubs create food districts as small start-ups graduate from the food hub. These districts typically give the community an identity through the natural interaction between growing, production, and commerce of food products.
#5_532 East Capitol Drive

SITE 6
532 E Capitol Dr

Owner: JMB Capital LLC

Assessments:
- Land: $739,200
- Improvements: $1,189,800
- Total: $1,929,000

Lot Area: 291,286 sf
Bldg Area: 131,640 sf

Zoning: IL2 [Older Light Industrial]

Focus Group Comments
1. Consider a variety of uses depending on the market
2. Image of Capitol Drive important
3. Divide site into separate areas, include street connections

Charette Program Requirements
1. Integrate an active use along Capitol Drive
2. Consider reuse of the building
3. Create street connections
4. Develop a Riverworks identity
5. Determine funding options
6. Create jobs

West Elevation of Holton St
#5_532 East Capitol Drive

South Elevation at Capitol Dr

West Elevation at Holton St
Site 5 boasts a unique opportunity to create a stronger Riverworks identity as part of the retail corridor along Capitol Drive. The team explored two options for the site, (1) reuse of the existing structure for offices, makerspace, or recreational uses and (2) a “big box” that could be retail, community spaces, or recreational. Both options could serve as a destination within the region. The northern portion of the site could be used for athletic fields and other outdoor activity.

The proposed ‘big-box’ could contain a number of smaller program elements including soccer fields that could be used year round by employing a low-cost inflatable dome, baseball fields for the University of Wisconsin-Milwaukee, and other indoor/outdoor athletic facilities. Currently adjacent to the building is an indoor baseball training facility. Promoting physical activity on this site would provide a niche that is currently absent in the area.

The final proposal includes three schematic design options for Site 5.

Scheme 1 proposes office space along Capitol Drive, industrial storage directly to the north, parking in the middle and light industrial at the far north of the site.

Scheme 2 proposes a big box retailer along Capitol Drive surrounded by parking and indoor/outdoor soccer fields at the north end of the site. This scheme encourages recreational use all year round.
Examples of recreational facilities that could be developed on-site.
Scheme 3 proposes further development of the site into a recreational facility. Reuse of the building along Capitol Drive could integrate smaller retail spaces, offices, manufacturing, fitness center, and a public market that takes advantage of the warehouse structure. The north end of the site is designated for indoor/outdoor athletic facilities that can be used year round.
OPPORTUNITIES FOR MANY

JOBS  MAKER SPACES  URBAN AGRICULTURE  COMMUNITY SPACES  RETAIL  ADAPTIVE REUSE  RECREATION  HOUSING