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I. Plan Summary

The Watertown Riverfront Plan presents a redevelopment strategy to transform Watertown's long neglected riverfront into a vibrant focal point for the community and the region. The centerpiece of the plan is a continuous but varying riverwalk that extends along both sides of the river and is punctuated with various points of interest for recreation, art, history, education, commerce, and casual interaction. The plan contemplates that the riverwalk will phased in over a period of several years, and that its construction will be coordinated with both private redevelopment activities and other public projects such as streambank restoration, flood mitigation, and seawall reconstruction.

The plan touches upon design issues throughout; however, it is not a design plan. Rather, it prescribes riverfront land uses and design character; and the type, timing, and placement of public improvements. In other words it is a general master plan, and the first stage in a sequence of planning tasks that culminates in actual schematic designs and construction drawings. A critical component of this plan is an implementation section that discusses the how to phase, as well as finance, the construction of a riverwalk. The plan emphasizes the need for the City to act now to prepare for this long term vision including the creation of funding mechanisms and the immediate acquisition of riverfront easements.

Project Boundary

The project area encompasses the City's urban waterfront. This is generally defined as the area along the Rock River between Cady Street on the north and Highway 26 on the southwest and between Water Street on the west and First Street on the east. This segment of the riverfront is approximately 1.5 miles long, or 0.75 miles on each side. There is room for riverwalk expansion on both sides of the river.

The project is laid out in three phases. Each phase addresses development and redevelopment opportunities, general design character, and needed public improvements.

Phase I concentrates on the central part of the planning area between Main and Milwaukee Streets where some of the most urgent changes are needed and where redevelopment will have the most immediate impact. It addresses the development of many major active spaces along the river, and the connections between those spaces.

Phase II focuses on the northern part of the planning area between Cady and Main Streets. It focuses on the properties around Fischer's Department Store and City Hall and on residential development opportunities.

Phase III addresses the southern part of the study area – generally the area between Milwaukee Street and Highway 26 including the riverbend area. The theme here is a more naturalized river trail extending along both sides of the river with potential connections between the extended riverwalk and a future high-speed rail stop.

Overall, this plan contemplates little if any building demolition, and encourages the renovation and adaptive reuse of existing waterfront buildings. It also encourages a significant amount of infill and mixed use development bringing pedestrian traffic to the riverwalk at various times of the day. Building off much of the good work already done in the downtown area, the riverfront has the potential to draw regional tourism through the creation of mutually supportive recreational, retail, and entertainment activities. This redevelopment will result from the mixed-use nature of the development, the emphasis on recreational events on the river such as canoeing and kayaking, the community's arts focus, and the educational potential that the river's ecology and hydro power capabilities can provide.

Watertown Riverwalk **Major Project Segments** Watertown, Wisconsin **Project Boundary Downtown Riverfront** West Bank East Bank Redevelopment Sites esidential Redevelopment Site CAD Residential/office Relocate existing parking to more Ensure good/public access to river **Public river access** Residential Redevelopment Site MADISON MAIN Fischer Department Store **Parking Lot** Riverwalk installation Clear public access from Water St. Preserve view to east along Public Improvements Emnet St. Boardwalk replacement Sea wall upgrades where needed **Empire-Globe Properties** Retail/residential mix 7Up: Long-Term Redevelopment Urban riverwalk expansion coor- Possible relocation/redevelopment dinated with private development Candidate for business park TIF Underground, structure, or Potential commercial/residential/ general parking improvements Retail/rental focus on watersports public/mixed use (kayaking, canoeing, fishing, etc.) New restaurants Senior Center **Easement dedication** Improve access from 1st Street Staging grounds for water sports-(kayaking, canoeing, fishing, etc.) Sea wall upgrades where needed Streetscape Improvements Senior Center as multi-use • Water St. from Cady to Milwaukee Urban/downtown theme Streetscape Improvements 1st Street from Jones to Western WESTERN Residential Redevelopment Site Urban/downtown theme Townhouse/rowhouse Ensure good access to river Potential Arts Enclave/ **Public river access** BAILE **Festival Grounds** Art, dance, music Long-term Relocation of city yards Riverfront Path Pick 'N Save Adaptive reuse of existing buildings Transition to less urban riverwalk Live-work studios Recreational path Less urban riverwalk character Fishing enhancements Alliance with RRC (maintenance) Riverwalk tied back along Residential/Office Redev. Site Water St. Rights-Of-Way Parking improvements Riverfront improvement Investigate possibility of trail / Brownfield remediation underpass riverwalk connection Shopko THE PARTY Gateway to City Visual enhancement needed Long-Term Redevelopment Framed view to steeple • Retail, office, residential 400 Feet

II. Planning Principals and Guidelines

The primary goal of this project is to create a vibrant community center that incorporates art, education, ecology, commerce, and active community space along the riverfront. This goal can be advanced through the following precepts.

Mix of Land Use

A mix of land uses will play a significant role in the development of an active riverfront corridor and will provide opportunities for shared parking and passive policing. Such uses include retail, office, recreation and residential. Mixed-uses are characteristic of urban development patterns and are often best arranged in multi-story building formats. Mixed use with residential over retail is contemplated for the west bank of the "central riverwalk" (Phase I). A continuous riverwalk system will require the acquisition or retention (in the case of City-owned lands) of easements before development occurs. Throughout the entire project area, Watertown may consider granting density bonuses to river front developers in exchange for public easement dedications.

Access to the Riverfront

By creating more pedestrian entrances to the riverwalk and by enhancing pedestrian access through various clearly marked paths, pedestrians will be more likely to use the riverwalk. Connecting the northern end of the riverwalk to Fannie P. Lewis Park and the southern end of the riverwalk to Bethesda Lutheran Homes would provide opportunities to use alternative transportation to travel to those locations. Linking the riverwalk to regional bicycle trails will integrate the riverwalk into the local transportation network and provide safer and more pleasant routes for bicyclists and pedestrians.

The river and the riverwalk system must also be incorporated into the visual experience of the City. Design standards that control a building's overall mass and length of continuous river frontage will help prevent the river from being walled off from the rest of the City. Maintaining view corridors to the river along extended east-west rights of way is another way to protect visual access to the river.

Conversion of Underutilized Lands

Conversion of underutilized riverfront lands to more intensive uses would help concentrate activities along

Summary of Riverfront Redevelopment Goals

(condensed from the vision workshop worksheets)

Goal #1: Elevate the role and profile of the river in the civic, cultural, and economic life of the community.

Objectives:

- Promote redevelopment of underutilized riverfront sites.
- Stage more public and/or ceremonial events along the river.
- Symbolize the City's connection to the river in promotional materials and programmed events.

Goal #2: Increase activities and access along the riverfont.

Objectives:

- Build a riverwalk system.
- Promote mixed land uses along the riverfront.
- Facilitate river use among elderly and disabled persons.

Goal #3: Redevelopment the river corridor as a center for regional recreation.

Objectives:

- Develop a centralized, multi-use public space (art festivals, dances, beer-n-brats, farmers' market).
- Tie riverfront improvements into regional trail system.
- Capitalize on the central location of Watertown within the Rock River Shed.
- Develop a whitewater sluice and fish ladder at the dam.
- Offer a variety of recreation alternatives: biking, rollerblading, walking, kayaking, canoeing, fishing, paddle boating, etc.
- Provide a balance of engineered vs. natural riverfront areas to accommodate recreational variety.

Goal #4 Integrate art, education, and ecological improvements into redevelopment of the riverfront recreational corridor.

Objectives:

- Include pubic art in riverfront redevelopment.
- Develop "education stations" along the riverfront.
- Give place to the existing local art collection.
- Encourage local heritage and art festivals.
- Use the dam to generate hydrogen energy (education/ ecotourism/economic development).

the riverfront. Currently, too much parking is located along the river resulting in a fractured land use and urban design pattern. Although these lots appear to be well used, the property (given its location on an urban waterfront) is not being employed for its "highest and best" use. Relocating some of the riverfront lots will release these lands for activity generating uses that will help enliven the riverfront and exploit its considerable TIF potential. Surface and/or structured parking should be explored in alternative locations. Also, relocating larger, industrial uses away from the river, perhaps to one of the City's existing TIF districts, will help fuel those TIFs while furthering the City's goals for riverfront redevelopment.

Architecture and Design

Design guidelines for new construction and historic preservation, with a special emphasis on building sizes, heights, massing, parking, and façade treatments — including limitations on the lineal frontages of new buildings — should be used to protect river viewsheds and prevent monolithic development along the river. Requiring multiple openings to the riverwalk will allow for a more porous and appropriately scaled development pattern consistent with historic development patterns.

In general, new buildings may be contemporary in appearance but should relate to the historic fabric of downtown through related use of materials; the horizontal alignment or vertical repetition of major linear elements; familiar building/roof shapes and

massing; and proportional use of façade openings to solid surfaces.

Goal #5: Integrate and coordinate public and private investment in riverfront redevelopment.

Objectives:

- Identify riverfront improvements on both sides of the riverfront.
- Phase development such that public improvements can be developed and funded incrementally.
- Identify and pursue redevelopment opportunities, specifically capitalizing on the urban riverfront and redevelopment of riverfront parking lots.
- Improve riverfront security through effective lighting, activities, natural surveillance, and design.
- Stimulate private development in the central city.

Goal #6: Promote economic stability of downtown Watertown through riverfront redevelopment.

Objectives:

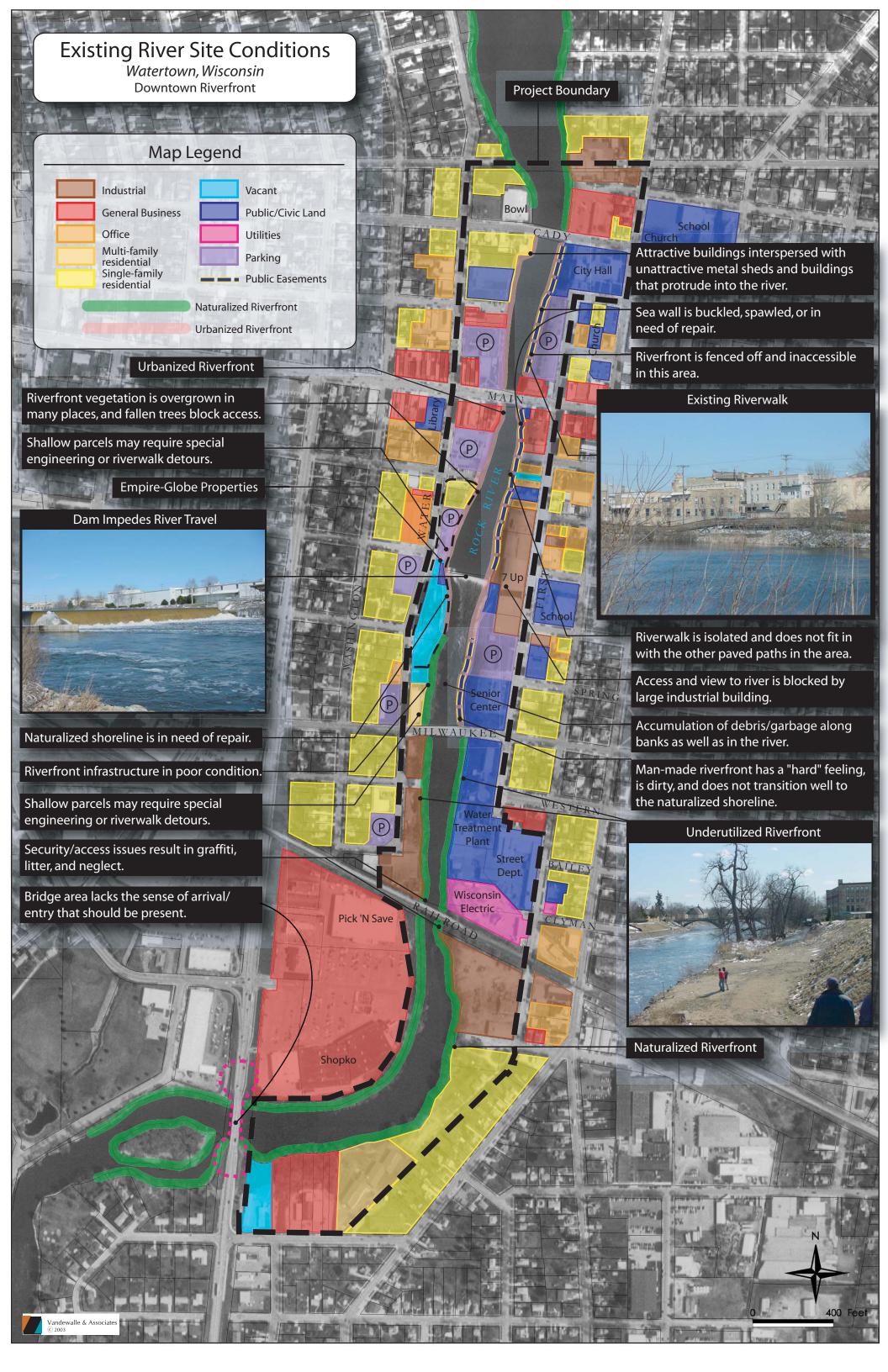
- Locate events such that they tap into the economic synergy of the existing downtown commercial area.
- Locate new commercial uses in areas that capture riverfront recreational users as well as local traffic.
- Develop a balance of riverfront land uses, including residential, commercial, and public open space.

General Public Improvements

A final project goal is to improve the general condition of the riverbanks where postponed repairs and public improvements may be impeding private development. These include both engineered improvements to the urban riverfront, and shoreline restoration and debris removal in the more naturalized parts of the river. Many of the existing seawalls need to be replaced or reinforced, and at least one bridge needs to be completely renovated. Ideally much of this work should be done with an eye to how it can accommodate or advance the creation of a continuous riverwalk/river-trail system. Repairs should be coordinated with private development efforts whenever possible.

III.Existing Conditions

Contrary to what the City's name would suggest, the riverfront is not a celebrated or well used feature of the community. Despite having several handsome historic buildings and bridges, much of the riverfront has a raw, unkempt appearance and large amounts of debris have collected along the riverbanks and shoals. Large areas of riverfront are privately controlled and are fenced off and inaccessible to the public. There is a significant amount or vacant and underutilized land along the river, and portions of the existing riverwalk and seawalls require major reconstruction. Reports suggest that portions of the riverfront have become unsafe or uninviting due to the presence of loitering youth. Finally, the entrance to both Watertown and to the riverfront lacks a sense of entry or arrival. The lack of architectural accents to the Highway 26 bridge and other key portals along with the lack of public space along the river downplays the City's most remarkable resource.



IV. Planned Improvements and Major Project Segments

Construction of the riverwalk will not occur all at once, but rather incrementally over a period of several years. Such a project therefore requires a strategic and coordinated approach to project execution and

phasing, with each major phase tied to a specific funding source. Prioritizing the various stages of the project should be based on the relative effectiveness and immediacy of achieving overall project goals as well as the potential to take advantage of known opportunities and cost efficiencies arising from related projects.

This plan is broken down into three main segments which provide a general planning framework for project design and implementation. These segments are used to distinguish slight variations in design character arising from the particular qualities of surrounding properties and the expected intensity of use at each location. Except for the need to accommodate urgent seawall improvements north of Fischer's Department Store, and the longer term relocation of the 7-Up property, these segments also roughly coincide with the proposed timing of each major project phase.

Area-Wide Actions and Improvements

There are a few common elements to all of the segments/phases of the riverfront plan. Most importantly, this redevelopment project will establish a unified riverwalk system to connect activity centers on both sides of the Rock River.

Urban design guidelines should be established for all new development along the river. These guidelines could require that all new buildings relate to the existing scale and architecture of the current waterfront buildings and that they incorporate public access.

Another overall theme of the riverwalk redevelopment plan is to tie the riverwalk to other transportation improvements in Watertown. The riverwalk should take advantage of potential connections with the regional bike trail system (i.e. the Glacial Drumlin or the Wild Goose State Trails) to facilitate alternative modes and routes of travel. Eventually, the riverwalk should also link to an eventual high-speed rail stop in Watertown.

The riverwalk should be designed to reflect its historical setting. Signs, railings, benches, and surfaces could be compatible with existing architecture and streetscape elements in downtown. Stylized or period railings, lighting, and planters should unify the riverwalk and emphasize places of interest such as overlook points, gathering areas, and art installations. Attention should be given to making effective transitions between urban and more naturalized portions of the riverwalk and matching proposed land uses to the prescribed character of the riverfront in its various



The riverwalk and adjacent buildings should play off the City's historic setting.



Making effective transitions between urban and naturalized sections of the river is a key ingredient of good riverwalk design.



A pedestrian bridge or catwalk should be a long-term goal for the central section of the riverwalk.

sections. The same streetscape motif should be carried through on major sections of First and Water Streets in the central and upper portions of the urban riverwalk.

Major sections of seawalls need to be re-engineered. These infrastructural upgrades should be coordinated with riverwalk construction and the timing of private development.

Finally, the City is advised to quickly begin the complex and time consuming process of acquiring the necessary easements to make the riverwalk a reality. Fortunately, many easements are already in place or are capable of being recorded with little difficulty (such as in the case of existing City-owned property like parking lots and the City yards). Other easements may be acquired through voluntary dedications, in fee purchase, or in the extreme case, condemnation. Density bonuses may be a method by which to encourage such dedications.



PHASE I: THE CENTRAL RIVERWALK (URBAN SECTION)

Phase I is bordered by Main Street on the north and Milwaukee Street on the south. It includes the most urgent public improvements and it also contains many immediate redevelopment opportunities. It also represents that portion of the riverfront with the greatest possible mixture of land uses and activities. Many easements that can be used for this part of the riverwalk are either attainable or already in place. This part of the riverwalk also connects many of the community's major riverfront activity centers including Main Street, the Senior Center, the Library, and the Market. Development in this section of the river should be urban in theme reflecting the character of nearby development. It, along with Phase II (discussed below) should also be designed exclusively for pedestrians.

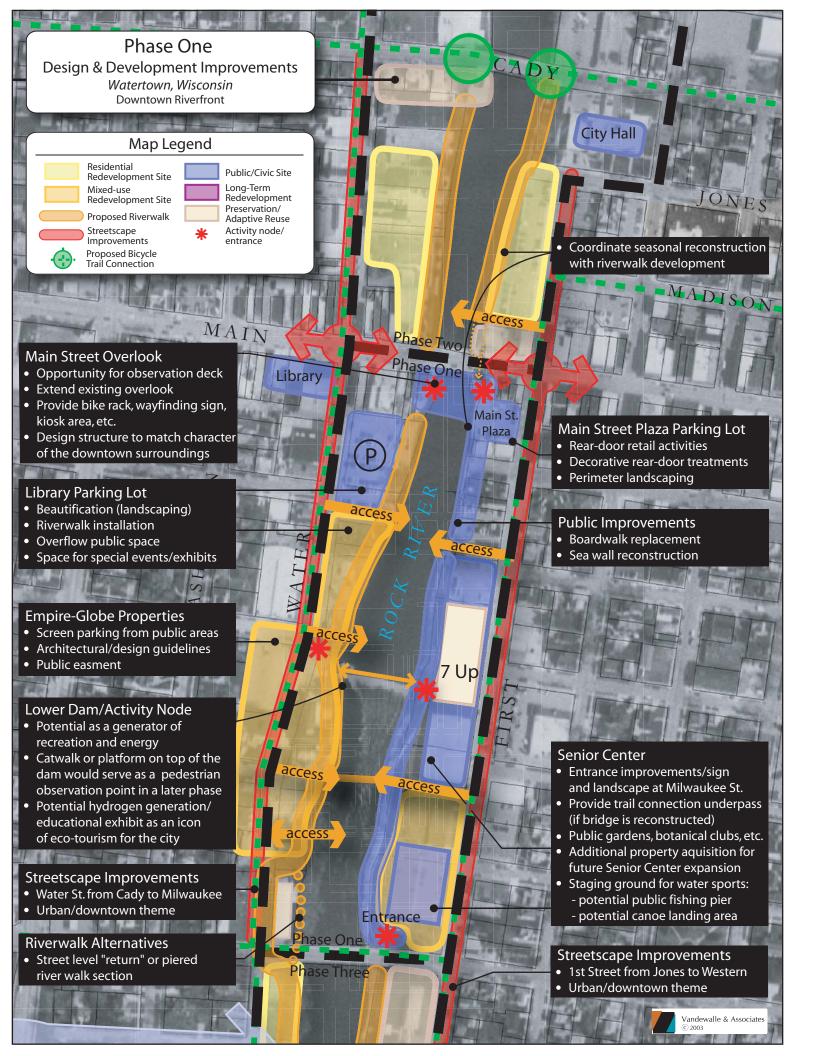
The riverwalk throughout Phase I needs to be replaced or updated to reflect a more urban aesthetic. Although certain wooden treatments can be used effectively, the existing plank system could be replaced with a more durable material such as concrete. Architectural features that reflect a more urban character such as pavers and period lighting could be placed along the riverwalk in this area. A consistent style of riverwalk treatment should be maintained throughout Phase I.

This phase should also include streetscape improvements to (and along) Water and First Streets. These improvements should complement the style and theme of the adjacent riverwalk and the core downtown, and include bicycle lanes as an interface between the riverwalk and the regional trail system.



The central section of the riverwalk should reflect a more urban aesthetic.





East Bank:

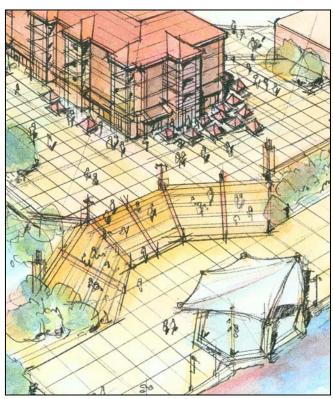
Main Street Plaza Parking Lot

The parking lot adjacent to the Main Street Plaza should be beautified with planters and decorative reardoor treatments. The edges of the parking lot should be designed to encourage rear-door retail activities that spill out along the edges of the parking lot to animate the lot and the adjacent plaza.

The 7-Up Property

Although expected to remain for the foreseeable future, the 7-Up Property represents an important long-term relocation and redevelopment prospect. Relocation to a business park setting would provide superior access to major arterials and the interstate system while freeing valuable riverfront property for a higher and better use.

The original tobacco warehouse portion of the 7-Up facility contributes valuable riverfront architecture and could be preserved as a community center or other type of public space. It could also be a location for future expansion of the senior center. This structure should be adaptively reused for a mixture of uses including retail, commercial, or residential activities. The later additions to the original warehouse could be torn down to provide more pedestrian oriented open spaces surrounding the building.



The Senior Center

The Senior Center is one of the major activity centers along the river. Landscape and streetscape improvements to the Center and to the surrounding property will improve the entrance to the riverwalk at Milwaukee Street. The acquisition of additional property adjacent to the Senior Center should be considered for future Senior Center expansion or a community center addition.

The Senior Center already has a botanical garden on-site. Opportunities for expanded public gardens or new botanical clubs could be considered as part of open space preservation around the Center.

The area along the river in front of the Senior Center could be used as a staging ground for water sports because of its proximity to the dam. If the Milwaukee Street Bridge is reconstructed as is currently the plan, the redesign should accommodate a below-grade riverwalk. The existing bridge however, is a significant piece of the City's historic fabric

and possible restoration should be strongly considered. (Grants for the renovation of historic transportation buildings are available through the State's Transportation Enhancement program funded through TEA-3).

The East Bank area around the Senior Center also presents an opportunity to build a public fishing pier and a public canoe landing area. Both of these new uses will encourage more lively use of the riverfront and will draw more people to the riverfront area.

West Bank:

Main Street Overlook

A small triangular shaped overlook already exists on the west side of the Main Street bridge on the south side of the street. The City should consider extending the overlook beyond the edge of the building to create a better prospect and to act as a counterpoint to the East Bank Plaza. This small overlook or pocket plaza could include a bike rack and a wayfinding sign in a small kiosk area and could act as a place for visitors to pause when traveling along the riverwalk. If a kiosk is built, its structural design should blend in with downtown surroundings.

Library Parking Lot

The library parking lot is a key piece of the proposed riverwalk and this segment should be planned jointly with the redevelopment of the Empire Globe property. The parking lot should also be outfitted with streetscape elements such as trees and shrubs to buffer the view of rows of parked cars and to define the outside edge of the riverwalk. If the need arises, the parking lot could be closed off for public events such as art fairs or special exhibits when additional overflow or display space is needed.

The Empire Globe Property

The Empire-Globe properties should be redeveloped into retail/residential mixed-use buildings with underground parking. The buildings could have first floor retail (with stores opening up to both the street and riverwalk) with residential properties above the retail. Some of the commercial establishments on this property could be retail or rental stores focusing on recreational river uses, such as kayaking, canoeing, biking, fishing, and other outdoor sports. Restaurants with seasonal outdoor seating could also be incorporated into this development. If more parking is required, development of an off-site parking structure should be explored.

Both the fronts and the backs of these new Empire-Globe buildings will be visible to the public, making it important that the building facades relate to surrounding streetfronts as well as the river itself. It is important that a public easement be obtained along the river prior to construction



Mixed use with underground parking should be planned for the Empire Globe property.

The Lower Dam

The dam represents significant recreational and energy producing potential for the river and the surrounding area. A catwalk on top of the dam could be used as a platform for viewing river activities





A pedestrian bridge at or near the Lower Dam world help connect downtown's major activity centers and provide a viewing area for river sports. Such a facility should be funded only after major sections of the riverwalk have been completed.

such as kayaking and canoeing and connect the two riverbanks. If physically feasible (and approved by the DNR) a sluice could potentially be built for canoes and kayaks, allowing for continuous river travel and creating a dynamic recreational activity that could be observed from the catwalk or a separate pedestrian bridge at the end of Lafayette Street. Land around the dam area should be designed and developed to accommodate spectator viewing areas to provide landing and portage areas for canoers and kayakers.

With extensive retrofits, the dam could ultimately be used as a hydrogen generation facility. Educational exhibits around the dam could be incorporated into the riverwalk and could provide information about the hydrogen generation process. This combination of education and recreation could help create an ecotourism identity for the City.

Phase I Implementation

Phase I of this project could be funded through Tax Incremental Financing. The improvements to the Empire-Globe properties could provide a tax revenue stream to finance this part of the project because of the added value to the land as a result of the building improvements. To take full advantage of this potential an easement would have to be dedicated by the developer of the Empire Globe property, and a TIF district would have to be established prior to construction.

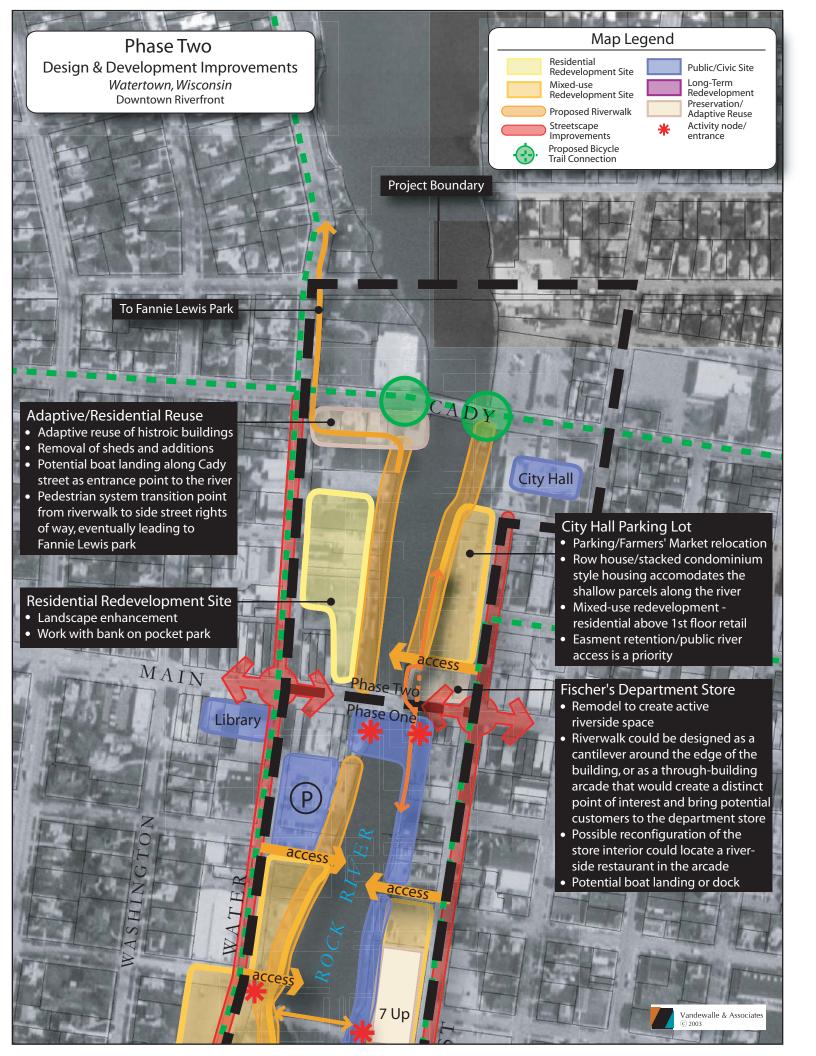
Key Implementation Steps:

- 1. Create TIF district encompassing the Central and Upper sections of the Riverwalk
- 2. Begin detailed design planning and construction cost estimates for the riverwalk and seawall reconstruction
- 3. Work with Empire Globe to secure public access easement along river
- 4. Prepare grant applications.
- 5. Develop urban design guidelines for all development along river with emphasis on public access (visual and physical), compatible scale and massing, and front to back design.
- 6. Work with WisDOT to coordinate the design/planning of riverwalk with renovation/reconstruction of Milwaukee Street Bridge.
- 7. Coordinate seawall and riverwalk (re)construction.

PHASE II: THE UPPER RIVERWALK (URBAN SECTION)

Phase II of the riverfront redevelopment plan is bordered by Cady Street on the north and Main Street on the south. It includes residential development opportunities on both sides of the river and retail and commercial redevelopment opportunities in and around Fischer's Department Store. This phase should be considered an extension of Phase I improvements and continue the urban design character established in that section.

Ultimately the riverwalk system may extend north of Cady Street and wrap around the outside of the bowling alley on the west bank of the river. (In fact, if the bowling alley is ever proposed for redevelopment this should be strongly encouraged.) In the meantime, the pedestrian system should tie back toward Water Street and then north along Water Street to Fannie P. Lewis Park along existing street rights-of-way.



East Bank:

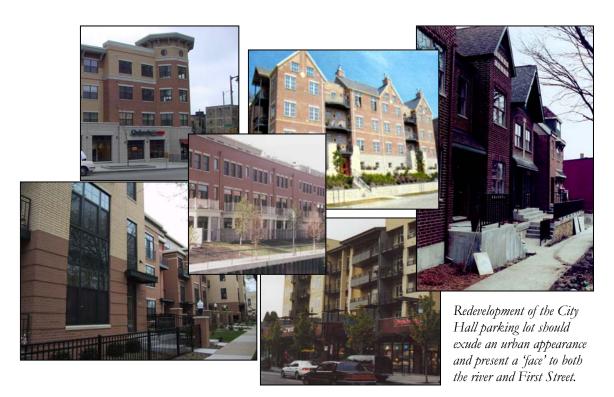
City Hall Parking Lot

The City Hall parking lot represents a prime redevelopment site immediately adjacent to the river. The current use of this site does not take advantage of its riverfront location or its tax revenue potential. An alternative location for this parking exists directly across from City Hall where existing parking could be consolidated and expanded with the relocation of the two brick houses that separate the two small corner parking lots. Additional surface or structured parking could potentially be built on the existing lots near Second and Madison Streets. Selling the City Hall lot to a private developer will generate immediate income for the City that can be used to fund replacement parking and generate significant property tax income.

Given it potential economic spillover potential, the City should consider returning the Farmer's Market to the heart of downtown. It could potentially be relocated to First Street or Water Street just south of Main Street. It is important that the Farmers Market remain close to downtown to maximize downtown expenditures on market days.

The parcels along the river between Fischer's Department Store and City Hall are relatively shallow in depth, thereby limiting the types of uses that could be developed. Urban attached row houses or stacked condominiums with underground parking could be built; however, while still maintaining public access to the river through public easements. If the City believes that it can support additional retail and commercial opportunities, then this site could be developed for a mix of uses, with residential spaces above first floor retail. Building heights should not exceed the height of the Fischer building. The residences should be designed with front door stoops or small patios facing the river to create an active riverfront environment. As with all new development proposed between the river and the streets immediately to its east and west, the design of new buildings on this land must present a face to both the street and the river.

If included within a TIF district, the sale and redevelopment of the City Hall lot could potentially fund a significant amount of Phase II improvements including replacement parking.



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Fischer's Department Store

Extending into the river itself, Fischer's Department Store represents several potential challenges for an uninterrupted riverwalk system. Although the riverwalk could be designed to cantilever around the outside edge of the building and over the water, this could present several financial, engineering, and permitting difficulties. Alternatively, a throughbuilding arcade aligned with the riverside entrance to the building, could allow the riverwalk to traverse directly through the store bringing numerous potential customers with it. This is likely to be far less expensive than the cantilever option and will create a distinct point of interest within the pedestrian system.

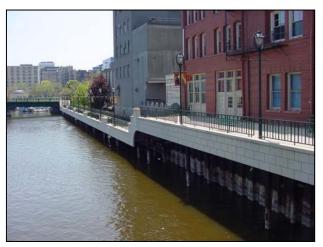
The interior space of the store could possibly be reconfigured so that a riverside restaurant could locate in the arcade. Bringing restaurant and other foot traffic directly through this space may improve the store's merchandising. The riverfront around Fischer's would also be a good location for a landing for paddle-craft that would encourage recreational river use up-stream of the dam. Ideally, on site parking would be below grade or in an attached structure.

West Bank:

Over time, the various utilitarian structures that abut the riverbank just below Cady Street should be removed, and the historic buildings adaptively reused. This area would contain predominantly residential uses with some small public areas opening off of the riverwalk.

Future developers should work with the bank to create a small plaza or pocket park opening on to the riverwalk. Also, because the bank's parking lot is immediately adjacent to the riverfront, it could be enhanced with streetscaping and landscaping to blend in with the established aesthetic theme.

As stated above, the pedestrian system may ultimately reach Fannie P. Lewis Park via side street rights-of-way. Contingent upon DNR approval, a boat landing could be built along Cady Street as an entrance point to the river for recreational activities and small watercraft. In the long term, if Watertown Bowl is ever redeveloped, it will be important to ensure that easements are dedicated for the northward extension of the riverwalk.



The cantilever technique (with pilings) has been successfully implemented in other Wisconsin communities.



Piered segments should be explored with DNR for shallow riverfront lots — particularly on the west bank just above and below Milwaukee Street.



Wooden system with urban appointments

Phase II Implementation

Local funding for Phase II improvements could come from the tax increments generated by the sale and subsequent development of the City parking lot. This property is currently not generating any tax revenue therefore all improvements would result in a 100 percent tax increment. The bike trail connections will also help qualify this phase of the project for State Stewardship and/or Federal TEA-3 funding.

The sale of the City parking lot must involve the retention of a public easement along the river. The sale should occur only under the terms of a detailed development agreement spelling out specific design and public access requirements. Performance bonding should also be considered.

Key Implementation Steps:

- 1. Secure easement and joint maintenance agreement with Fischer's for through-building arcade.
- 2. Work to relocate City Hall Parking lot.
- 3. Acquire/relocate houses directly across from City Hall for new parking lot.
- 4. Record easement on old lot.
- 5. Prepare design and access covenants for existing parking lot site.
- 6. Issue developer RFP for existing parking lot site.
- 7. Coordinate seawall and riverwalk construction.

Treatments and Costs

A cost comparison of typical architectural treatments, and estimated costs (per lineal foot) for various urban riverwalk types, are shown below. Please note that the estimates do not include 'soft costs' for such things as design and engineering. Also, the coordination of shoreline stabilization/restoration with riverwalk construction may result in significant economies-of-scale.



Concrete Pathway (8' width, includes grading and plantings along edge) \$54 per linear foot



Wood boardwalk (8' width, includes wood railing and metal supports) \$180 per linear foot



Urban areas – concrete (8' width, includes railing and plantings, no walls) \$150 per linear foot



Cantelever deck (8' width, with metal railings and metal supports) \$300 per linear foot

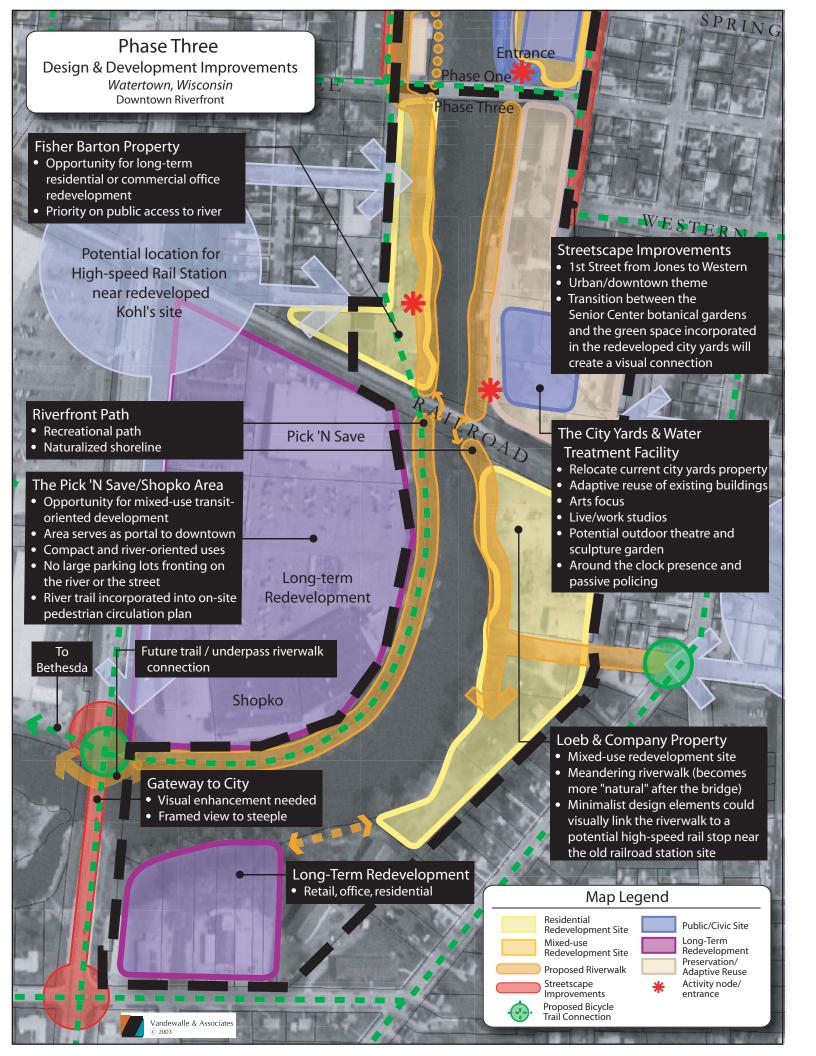
PHASE III: THE LOWER RIVER TRAIL

Phase III of the riverfront project is bounded by Milwaukee Street on the north and Highway 26 on the southwest. It contemplates the long-term redevelopment of big box retail sites on the west side of the river and the development of an arts enclave on an old City yards property. This section marks the transition from the urban riverwalk to a more natural aesthetic and a less intense activity pattern. Therefore, the design character for this section should be more akin to a linear park than a highly engineered urban riverwalk.

Although some of the same design elements and materials should be carried over from the upper and central sections of the riverwalk, this section should take on a less urban and architectural appearance. Also, unlike the urban sections which should be designed exclusively for pedestrians, the lower section could be designed to also accommodate bicyclists. This segment of the riverfront should feature direct connections to the proposed bike lanes on Water and First Streets as well as connections to other segments of the regional bikeway system via County Y.



The lower river trail should be generously landscaped, less "engineered" and showcase remaining historic structures including the railroad trestle.



East Bank:

The entire area between the Milwaukee Street Bridge and the railroad trestle should be reserved for attached residential development such as row houses or loft condos. A significant number of older buildings in this area, including many owned by the City, should be adapted for this purpose.

The City Yards and Water Treatment Facility

The land around the City's water treatment facility provides a long term opportunity to develop an arts enclave with a public sculpture garden or outdoor performance space as its centerpiece. This space should be accessible from the riverwalk. The residential units surrounding this space could be live-work studio units. The water treatment facility itself needs to remain; however, it could include a public interpretive exhibit explaining the water treatment process. The



Many of the utilitarian buildings below Milwaukee Street have good re-use potential for the type of live/work studios and lofts shown above.

exhibit would also be directly accessible from the riverwalk.

To realize this vision, the current City yards property will need to be moved to a more a less valuable location. Selling this now tax-exempt property could produce substantial tax increments that could be used to fund other riverfront improvements.

The combination of arts and residential use will result in an around the clock presence providing passive policing of the area. Studios for living and working, through the adaptive reuse of existing buildings along

2nd Avenue would provide additional on-site surveillance over the area. The portion of the site containing the performance area and sculpture garden would remain open to the public at all times.

To tie this area to downtown, streetscape improvements are needed along the entire length of First Street, terminating with a gateway feature marking the entrance to this district. Again, the riverwalk should run under the Milwaukee Street Bridge if the bridge is reconstructed rather than renovated, and should transition from the highly engineered and paved urban riverwalk to a more park like and less manicured garden space with less pavement. This transition will visually connect the greenspace incorporated in the redeveloped City yards and water treatment facility to the Senior Center's botanical gardens.



The riverfront below the railroad bridge should transition to a more natural setting.

Loeb & Company Property

South of the railroad bridge, the former Loeb & Company site offers a good long-term redevelopment opportunity. Uses could include commercial office, residential or a mixture of the two. The history of this site suggests that it may be a contaminated brownfield. If this is the case, this property may best be suited for commercial office or flex-space rather than residential use.

The riverwalk in this area should come in under the railroad bridge and have a more meandering and natural appearance. This section of the riverwalk could be made of non-hardscape materials, such as compacted gravel or wooden planks, provided they meet ADA standards. Minimalist design elements could visually link the riverwalk to a potential high-speed rail stop near the old railroad station site.

The Riverbend

Ideally, the riverwalk would continue south along the bend of the river to connect with Highway 26, completing the circuit on both sides of the river. Recognizing that property ownership along this part of the river is highly fragmented and redevelopment parcels small and irregularly shaped, this section of the river should be considered a much longer-term redevelopment goal. Redevelopment of this area may be accelerated, however, by its commanding river views and redevelopment pressures emanating from upriver. The City should be prepared for this eventuality and seek easements to extend the riverwalk further to the southwest.

West Bank:

There is potential for a residential development along the West Bank of the river between Milwaukee Street and the railroad bridge. These lots are very shallow and will require coordinated site planning to accommodate both townhouse/row house units and a river trail.







Townhouses (top) or rowhouses (bottom) may be a good fit for the properties below the Milwaukee Street bridge along the west bank.

Like the proposed treatment of the east bank of the river, the riverwalk here should contain fewer hardscape elements and be more deferential to the natural setting. Semi-permeable surfaces would provide additional environmental benefits by reducing run-off and filtering pollution. Enhancements can be made to this part of the riverwalk to improve fishing access along the river. Strong pedestrian links along nearby street rights-of-way could help tie the riverwalk to a possible high-speed rail station on or near the redeveloped Kohl's property.

Fisher Barton Property

If and when the Fisher Barton property becomes available, it could represent an opportunity for long-term residential or commercial office redevelopment. As in the case of the 7-Up distribution facility, moving Fisher Barton to a business park location will provide it with easier access to major roads and highways and will free up valuable riverfront land for livelier uses. Because this is a former manufacturing property, it is possible that it is a contaminated brownfield. If this is the case, this property may be better suited for commercial rather than residential development.

The Pick & Save/Shopko Area

With much new commercial development stretching south along Highway 26, the long term redevelopment of this area should be anticipated in the next 10-15 years if not sooner. Moreover, if a high speed rail station is constructed on the vacant Kohls site, new and exciting opportunities for mixed-use transit oriented development could occur on many adjacent properties including the Pick & Save and Shopko parcels.

This site represents a main threshold to both downtown and the river. It is therefore one of the most visible and image-setting sites in the entire community. Future development of this area should include more compact and river-oriented uses that accent both the riverfront and the City's main portal to downtown. New development should have both streetfront and riverfront aspects, with no backs of buildings or large parking areas fronting on either. The river trail should be incorporated seamlessly into the on-site pedestrian circulation plan. Buildings should be arranged to frame (not block) views of both the river and the landmark church at the top of Highway 26.

Points West

The riverwalk could ultimately be linked to Bethesda Lutheran Homes and Services via regional trail connections. Bethesda is the largest employer in the area and these trail connections would provide employees with an alternative transportation option for commuting to work or visiting downtown.

Because this part of the riverwalk would serve as the gateway to the City of Watertown, future renovations of the existing bridge should also involve enhancements to its basic architecture. Well appointed sidewalks, possibly with pedestrian overlooks, and the addition of some design features that give it 'presence' and a vertical dimension, should be considered. Purely functional improvements would include riverwalk access ramps and underpasses.

Phase III Implementation

The increments derived from the sale of the City Yards property could provide the tax increments to fund Phase III improvements. Selling this currently tax exempt property to a private developer will generate 100 percent increment that can be used to fund other improvements along this segment of the river. As with the proposed sale of the Farmers Market parking lot, the sale of this property will elevate it to a higher and better use. Again, the sale should be contingent on the execution of a detailed development agreement with specific design standards, public access requirements, and the retention of a public easement along the river.

The public improvements recommended in this phase address various ways to make cross-modal connections between pedestrian, bike, and even passenger rail modes. This emphasis may also qualify many of these improvements for transportation monies from the Wisconsin or Federal Departments of Transportation.

Key Implementation Steps:

- 1. Secure alternative location for City Yards facilities.
- 2. Construct river trial on east bank with adequate security for water treatment facility.
- 3. Acquire easements on both sides of river as circumstances warrant
- 4. Integrate riverwalk with any redevelopment proposed for the Pick & Save and Shopko sites.

Treatments and Costs



Asphalt path, (8' width, includes grading and plants) \$38.50 per linear foot



Gravel path (8' width, includes grading and plants) \$22.50 per linear foot



Wood boardwalk (8' width, includes wood railing and metal supports) \$180 per linear foot

V. Riverwalk Implementation

As discussed above, tax incremental financing (TIF) can potentially pay for many of the public improvements put forth in this plan. Each phase of the project has at least one major redevelopment project that could help fund major public improvements. As of this writing, the City has approximately \$35 million of eligible tax base that can be placed under a TIF. This is less than half of the aggregated tax base for all properties within the study area (approximately \$17 million). Furthermore, the broad scope of the project which includes downtown and riverfront revitalization, intermodal transportation, and environmental restoration likely makes it eligible for various grants as well. TEA-3 and the Wisconsin Stewardship Fund are two such potential funding sources. Information about these and other grants is included in the appendix of this document.

Limits on TIF duration may make more it more sensible to establish two or more TIF districts over a 20-year period in order to fund this project in its various phases. Phases I and II could perhaps be funded together in one TIF. Phase III, on the other hand, may require a separate TIF district because of its potentially longer planning horizon.

In the absence of TIF, the City has the legal authority to create a special assessment district to fund the required improvements. This option, however, can be politically contentious and often places a very heavy burden on some property owners while allowing others to benefit indirectly without paying a share of the costs.

In preparing for this project, the City should act in the following areas:

- 1. Begin to secure/record easements on all available riverfront land in the project area. (This can be a very time consuming process therefore it will require much lead time.) Voluntary dedication should be sought; however, the City should not be averse to condemnation if the situation warrants.
- 2. Create a TIF district encompassing the Central and Upper sections of the proposed riverwalk.
- 3. Combine urgent reconstruction of the seawalls on the east bank north and south of Main Street with riverwalk development/reconstruction at the same locations.
- 4. Work with Empire Globe to dedicate easement along west bank of river.
- 5. Purchase (and ideally move) the two brick houses directly across from City Hall. Explore other parking opportunities nearby that will involve minimal demolition or neighborhood disruption.
- 6. Begin search for alternative site for the City yards. Ideally, this should be placed in an unobtrusive (and less valuable) location away from downtown and the river.
- 7. Augment/enforce standards for riverfront design. Basic guidelines should stipulate:
 - Preservation of river views along major view corridors (primarily at the ends of east-west streets),
 - The use of traditional building forms and materials such as exterior wood and masonry,
 - Front to back (dual façade) architecture that presents an attractive face to both the street and river.
 - Limitations on building footprint and massing to prevent monolithic 'superblock' development.
- 5. Initiate discussion with 7-Up and Fisher-Barton regarding their possible future relocation off of the river. Assist property owners to identify and secure alternative sites.
- 6. Share plan with the WiDNR and WisDOT, and elicit their input on the timing and financing of public improvements.
- 7. Begin concept design and schematics for the "architecture" of the riverwalk.
- 8. Enter discussions with owners of Fischer's Department Store to possibly extend the riverwalk *through* their building.
- 9. Coordinate riverwalk construction with seawall restoration.

VI. Conclusion

Many people can benefit from the riverfront redevelopment project. Watertown residents will have a new central place to recreate, relax, and enjoy the beauty of the river. Increased foot traffic will benefit local businesses by improving visibility and increasing spending, thus adding to the local economy, as well as increasing security of previously troublesome areas. Watertown's retail and restaurant proprietors, including those along Main Street, will have more patrons visit their establishments and owners of property along the riverfront will see their property values increase. Watertown's tourism industry will grow as a result of the implementation of this riverfront redevelopment plan, further benefiting local retail, recreation, and hospitality industries.

Perhaps the most important benefit of the riverwalk project and related associated improvements is that it will give the City a renewed sense of identity. It will help put the 'water' back into "Watertown", and mark the rediscovery of the City's most important resource. Equally important, it will offer an 'experience' that can't be replicated in new suburbs or regional shopping centers, and will help downtown businesses thrive in an increasingly competitive retail environment.

Appendix A: Funding Sources

Funding for Bicycle and Pedestrian Pathways

Program	Purpose	Funding Details	Dead-	Notes	Admin.	Contact
W			line		Agency	
Wisconsin Stewardship Progra	ms					
Aids for the acquisition and development of local parks (ADLP)	To acquire or develop public nature-based outdoor recreation areas and facilities.	50% local match per project.\$4 m available each year.	May 1	 A comprehensive outdoor recreation plan is required. Priority for land acquisition. Projects must comply with ADA 	Wisconsin DNR	Tom Blotz, Southeast District (414) 263-8610
Urban Greenspace Program (UGS)	To acquire land to provide natural space within or near urban areas, or to protect scenic or ecological features.	50% local match per project.\$1.6 m available each year.	May 1	 A comprehensive outdoor recreation plan is required. Projects must comply with ADA 	Wisconsin DNR	Tom Blotz, Southeast District (414) 263-8610
Acquisition of Development Rights	To acquire development rights for nature-based outdoor recreation areas and facilities.	 50% local match per project. \$1.6 m available each year. 	May 1	 Funds are available to acquire development rights (easements) in areas where restrictions on residential, industrial, or commercial development are in place. May include enhancements of nature-based outdoor recreation. 	Wisconsin DNR	Tom Blotz, Southeast District (414) 263-8610
Urban Rivers Grant Program (URGP)	To acquire lands, or rights in lands, adjacent to urban rivers for the purpose of preserving or restoring them for economic revitalization or nature-based outdoor recreation activities.	 50% local match per project. \$800,000 available each year. 	May 1	 A comprehensive outdoor recreation plan is required to participate. Projects must comply with ADA 	Wisconsin DNR	Tom Blotz, Southeast District (414) 263-8610
Federal Programs						
Land and Water Conversation Fund (LAWCON)	To acquire or develop public outdoor recreation areas and facilities.	 50% local match per project. Land acquisition. Development of recreational facilities. 	May 1	A comprehensive outdoor recreation plan is required to participate.	Wisconsin DNR with TEA-21 funds.	Tom Blotz, Southeast District (414) 263-8610
Recreational Trails Act	To provide funds for maintenance, development, rehabilitation, and acquisition of land for motorized, non-motorized, and diversified trails.	 50% local match per project. Maintenance and restoration of existing trails. Development and rehabilitation of trailside and trailhead facilities and trail linkages. Construction of new trails (with certain restrictions on federal lands). Acquisition of easement or property for trails purchase. 	May 1	 Funds may only be used on trails which have been identified in or which further a specific goal of a local, county or state trail plan Funds may be used on trails which are referenced in a statewide comprehensive outdoor recreation plan. 	Wisconsin DNR with TEA-21 funds.	Tom Blotz, Southeast District (414) 263-8610
Statewide Multi-Modal Improv	vement Program (SMIP)					
Transportation Enhancements Program (TE)	Providing facilities for pedestrians and bicyclists. This program includes rehabilitating and operating historic transportation buildings and structures/restoring railway depots, as well as streetscaping "Main Streets" and landscaping near transportation facilities	 Funded through TEA-21. 80%/20%. 20% required match (funds are not awarded upfront, but are reimbursed). 	February 25	 Non-construction projects over \$25,000. Construction projects over \$100,000. Rennovation of Milwaukee Street bridge and riverwalk construction would be eligible projects. 	WisDOT	Mary Frigge, District 2 (262) 548-8763



Funding for Bicycle and Pedestrian Pathways

Program	Purpose	Funding Details	Dead- line	Notes	Admin. Agency	Contact
Surface Discretionary Grant Program (STP-D)	Provides flexible funds, which can be spent on a wide variety of projects, including roadway projects through the Federal-aid highway system, bridges, transit facilities, and bicycle and pedestrian facilities.	 Funded through TEA-21. 80%/20%. 20% required match (funds are not awarded upfront, but are reimbursed). 	February 25	 Any project that fosters alternatives to single-occupancy vehicle trips. Facilities for pedestrians and bicycles. System-wide bicycle planning. Non-construction projects over \$25,000 Construction projects over \$100,000 	WisDOT	Mary Frigge, District 2 (262) 548-8763
Federal Transit Administration	Grants				I.	
Section 5309 (old Section 3 discretionary funds)	Transit capital projects; includes intermodal facilities such as bicycle racks on buses and bicycle parking at transit stations; most funds are to be directed toward transit itself.	20% local match per project	Early spring	 Funding for this program is allocated on a discretionary basis. Congress / Administration can pick the projects although the authorization bill contains a list of specific earmarks. 	WisDOT Bureau of Transit.	John Duffe (608) 264-8723
Congestion Mitigation and Air Quality (CMAQ) Improvement Program	Funds projects which will reduce vehicle trips and miles; reduce emissions due to traffic congestion; or reduce the per mile rate of vehicle emissions.	• 50% local match per project	Early April	 Limited to Milwaukee, Kenosha, Racine, Ozaukee, Waukesha, Washington, Sheboygan, Kewaunee, Manitowoc, Walworth, and Door Counties 	United States Department of Transportation.	Mary Frigge, District 2 (262) 548-8763
Section 402-Highway Safety Fu	inds	,				
Community Programs Empowerment Program Enforcement Program	For bicycle and pedestrian safety education and training projects, including helmet promotion and purchases, sponsorship of rodeos, classes, and development of brochures.	 20% local match per project Bicycle and pedestrian education and enforcement projects. Non-construction projects (e.g.; helmet purchase, brochure development). 	October to December	 Communities with higher than average pedestrian and/or bicycle may be contact WisDOT regarding the use of funds Engineering and maintenance work not eligible for funding. 	WisDOT Bureau of Transportation Safety	Thomas Loeffler, Southeast District Phone: 414-266-1097
Highway Safety Program (Section 403)	Available for bicycle /pedestrian education. May also be used to develop safety classes for bicycle/pedestrian offenders.	 20%-50% local match per project. 	February	 Communities that can document bicycle crashes related to motor vehicle violations Funds new enforcement programs up to \$1,000. 	WisDOT Bureau of Transportation Safety	Thomas Loeffler, Southeast District Phone: 414-266-1097
Research Projects	Funds the research needed to substantiate unique local needs for additional safety funding.	 20% local match per project. 	February	A study of transit needs on public lands to assess the feasibility of alternative transportation modes. (Section 3039).	WisDOT Bureau of Transportation Safety	Thomas Loeffler, Southeast District Phone: 414-266-1097



Funding for Bicycle and Pedestrian Pathways

Program	Purpose	Funding Details	Dead-	Notes	Admin.	Contact
			line		Agency	
Other Programs					•	
Wisconsin Main Street Community Program	Comprehensive downtown revitalization program, which includes streetscape improvements.		No specific date.	 General downtown program. May benefit trail enhancements through streetscaping. 	National Main Street Center 202/673-4219	Wisconsin Dept. of Commerce, Bureau of Downtown Dev. (608) 266-7531
Surface Transportation-Environment Cooperative Research Program	Federal program designed to evaluate transportation control measures, improve understanding of transportation demand factors, and develop performance indicators that will facilitate the analysis of transportation alternatives.	20% local match per project.		 \$500,000 is made available for the development of a national bicycle safety education curriculum. \$500,000 per year is made available for grants to a national not-for-profit organization engaged in promoting bicycle and pedestrian safety to operate a national clearinghouse, develop informational and education programs, and disseminate techniques and strategies for improving bicycle and pedestrian safety. \$200,000 is made available for a study of the safety issues attendant to the transportation of school children to and from school and school-related activities by various transportation modes. 	FHWA	U.S. Department of Transportation 202-366-4000
Urban Forestry Grants	Assistance for tree maintenance, planting, and public awareness.	 \$450,000 to \$500,000 available annually. \$1,000 to \$25,000 grants awarded with a 50% local match. Match may include in-kind services and donations. 	November 1	• 50 to 60 grants made per year.	Wisconsin DNR Urban Forestry	Dick Rideoyt (608) 267-0843
Hazard Elimination Program	Program designed to survey hazardous locations, or projects regarding any publicly owned bicycle or pedestrian pathway or trail and safety-related traffic calming measure, as well as improvements to railway-highway crossings.	10% local match per project.	June 2003	 Communities are encouraged to start working with the District Office (District 2) in March, 2003. The project must exemplify that the benefits will outweigh the costs of accidents. 	WisDOT-Bureau of State Highway Programs funded by TEA-21	Anita Pusch (262)548-8789



Appendix B: Seawall Restoration and Costs

Appendix C: Workshop Proceedings Report