



DAVENPORT *RIVERVISION* 2014 UPDATE

AUGUST 2014
Photo by Hunt Harris (c) 2014

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<i>SECTION 1 / Preface</i>	<i>1</i>
<i>SECTION 2 / Executive Summary</i>	<i>5</i>
<i>SECTION 3 / Introduction</i>	<i>9</i>
<i>SECTION 4 / Progress Since 2004</i>	<i>13</i>
<i>SECTION 5 / Context & Precedents</i>	<i>19</i>
<i>SECTION 6 / Update Recommendations</i>	<i>35</i>
<i>SECTION 7 / Management & Phasing</i>	<i>73</i>
<i>SECTION 8 / Market Profile</i>	<i>89</i>
<i>SECTION 9 / Appendix: Economics</i>	<i>95</i>



AUGUST 2014

1

PREFACE





PREFACE

*“A great city deserves
a great riverfront.”*

- Mayor Gluba



2

EXECUTIVE SUMMARY



DAVENPORT RIVERVISION 2014 ILLUSTRATIVE PLAN



The RiverVision 2014 plan builds upon the 2004 recommendations for 'urban rooms:' a framework of tree-lined rooms. The current plan recommends a mix of tree-lined rooms, balanced with larger river-focused expanses of lawn, with parallel bands of flood-tolerant shade trees. Identifying the right mix of program components and activities is key to activating the riverfront, transforming the parking lots to parks.



EXECUTIVE SUMMARY

RiverVision 2014 Plan Update targets the Davenport riverfront, between Harrison and Iowa streets. The planning process moved quickly with four public meetings between January and April 2014, presenting developing progress and embracing public guidance. The RiverVision 2014 Plan Update provides recommendations for the transformation of the riverfront, from parking lots to public park. The imminent withdrawal of the casino operations and the potential redevelopment of The Dock site represent an opportunity to generate a sweeping transformation. The recommendations point the City of Davenport toward a resolution, acknowledging that there are challenging remaining questions, decisions and conclusions yet to be made.

Control of the riverfront buildings has long been a responsibility of the Levee Improvement Commission (LIC). Existing buildings along a lengthy stretch of the Mississippi River are solely owned by the City, and operated by the Levee Improvement Commission. This sets the precedent for future operations and redevelopment. With more than twelve acres of riverfront in play, integrating The Dock redevelopment, public riverfront park, surface parking, and flood resilient strategies is imperative. Any redevelopment must reinforce the larger public landscape with a complementary service-oriented program, preferably dining, with options for choice and encouraging repeat visits. Redevelopment shall occur within a prescribed building envelope, following design principles for a civic-oriented building. Given the singular site characteristics of The Dock site: immediately adjacent to the heroic design of the Lock & Dam 15, and at the Mississippi River seawall; The Dock reconfiguration must meet the high expectations of the community by maximizing the attention paid to design detail. The prominent Dock site is highly visible from the river, Rock Island, and River Drive, accentuating the need to get the scale, massing, cladding and details right, particularly with regard to flood zone considerations.

One prominent objective of RiverVision 2014 is to help guide Davenport toward a reconstituted and vibrant riverfront. To achieve this objective, the right mix of public open space and attractions are necessary, balanced to respect the heritage of the riverfront as public realm and create an active destination.

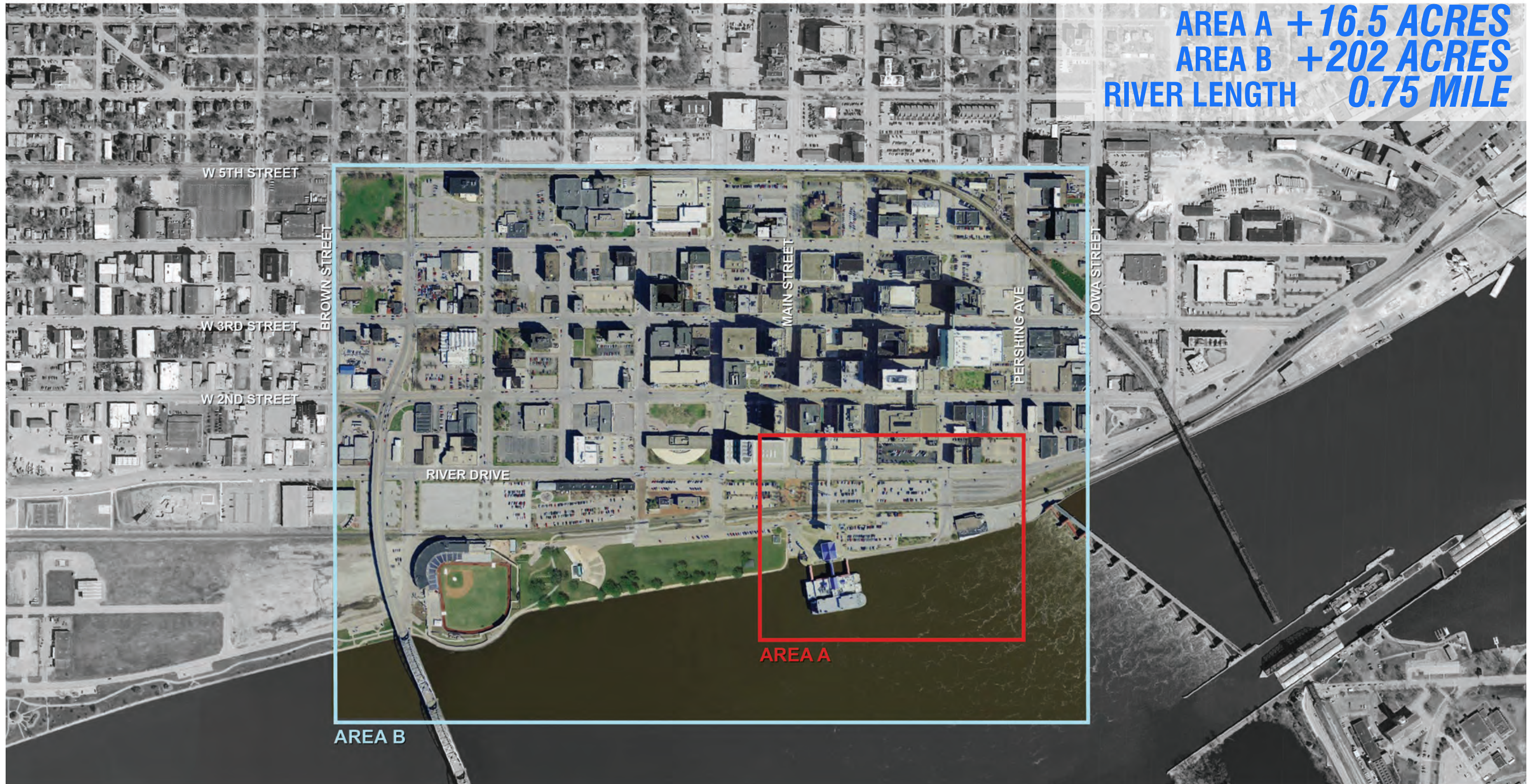
RiverVision 2014 recommends that the City of Davenport proceed with the redevelopment of The Dock as a public park amenity. This approach will ensure the best fit, balancing an expanding riverfront park and a reinvigorated dining destination at the river edge. Relevant precedents across the country speak to the success of small, publicly-owned, privately operated cafés and restaurants that both complement and reinforce a wider range of riverfront activities and attractions.

If partnering with a private developer is desirable to the city, the mix of uses is likely to include office, which will not be a real draw for riverfront activity, but may be necessary to meet economic models for private development. Whether totally public or a public / private partnership scenario, the maximum size of the redevelopment should range between 15,000 and 41,000gsf, well below the 80,000gsf of purely private development approved by the City in 2013. A public-private partnership would allow the City to maintain an active role in management and selection of lessees, ensuring a complementary fit for commercial offerings in a high profile public site, freighted with a long history. The Plan economic analysis revealed that public investment will be nearly the same whether the redevelopment is small or medium sized, leading to the recommendation that a smaller venue with more public control will yield a project most in keeping with, and best suited for the Davenport community, over the long term.



3

INTRODUCTION



PROJECT BOUNDARY

Two areas, Area A and Area B are illustrated. Area A represents the core study area (River Drive to the Mississippi River, Main Street to Pershing Avenue). Area B delineates a larger context encompassing all of LeClaire Park (5th Street to the Mississippi River, Brown Street to Iowa Street), for scale, connections, and capture of recent and proposed projects as precedents.



INTRODUCTION

The City of Davenport created the Levee Improvement Commission (LIC) in 1911. The LIC has incrementally filled, acquired, and improved land along the nine-mile long Davenport riverfront. The commission has a dual focus on the creation of public waterfront improvements south of River Drive, and economic development to benefit the larger Davenport community along the riverfront. The first decade of the 21st-Century continued the trend of transitioning away from commercial property along the riverfront and toward public open space, resulting in an increasingly connected network of public parks.

In this context, the LIC issued a request for proposals for the redevelopment of The Dock property during the summer of 2013. The Dock, a former 18,350gsf restaurant immediately adjacent to Lock & Dam 15, closed for good in 2003 after successive waves of fire and floods significantly damaged the structure. Four proposals were received, and a preferred developer identified to proceed. City Council ultimately agreed to update the 2004 RiverVision Plan, with a particular focus on the area between the Lock & Dam and the Freight House, below 2nd Street.

Concurrently, the Rhythm City Casino began the processing of a purchase agreement, concluded in January 2014, which will remove the existing facility from the current riverfront location. The blue porte-cochere structure, barge and casino boat will all be removed from the riverfront at the Skybridge. The casino closure will free up more than five acres of surface parking and vehicular pavements between Harrison Street and Perry Street, with more than 600 surface parking spaces in play.

Together, the departure of the casino and the potential reconfiguration of The Dock, offer a promise of more than twelve acres of significantly transformed Davenport riverfront. The removal of the sprawling concrete vehicular pavement and removal of the languishing Dock suggest two pivotal catalysts for reigniting various RiverVision 2004 initiatives. As such, the City of Davenport temporarily tabled The Dock progress, and stipulated a 2014 update to RiverVision, as a means to confirm or redirect the 2013 trajectory.

In late 2013, the City of Davenport hired Hargreaves Associates as prime master planner and landscape architect to provide an update. The Hargreaves Associates-led team included Gamble Associates for urban design; Hunden Strategic Partners for market and economics; and Solis Russell for local liaison and public facilitation. The RiverVision 2014 report is an update of the 2004 report, and is viewed as a companion document with additional analysis that remains pertinent.



4

PROGRESS SINCE 2004





PROGRESS SINCE 2004

RiverVision 2004 saw the emergence of a market for residential loft conversion of existing warehouse structures, and provided a prioritized framework for incremental transformation of the riverfront toward expanded public riverfront parks. Since 2004, public open space has expanded with notable improvements, including a skate park, ball fields, courts and a spray ground within Centennial Park; recent construction at Heritage Park; and a modest first step at Veterans Memorial Park.

The City now operates the River's Edge as the premier indoor sports center for ice and indoor field sports. Modern Woodmen Park has completed a series of updates and improvements, including a Ferris Wheel. The Skybridge has been completed, providing a free elevated view over the riverfront. The Figge Art Museum has since opened at River Drive, presiding over the riverfront with a spare yet modern civic presence. The Hotel Blackhawk has transformed what was a worn hotel into a stunning destination. A series of loft conversions and new construction have expanded market rate opportunities for downtown residential living. Mutually reinforcing, this in turn has spurred an expansion of dining options, breathing new energy into downtown.

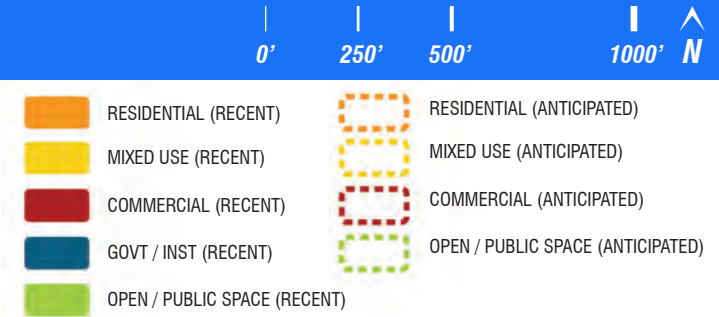
Recent projects and those about to begin include the \$61 million renovation of the Putnam and Parker buildings into apartments, offices and a hotel. Mayor Gluba recently noted that in 2013, 59 businesses either opened or expanded in Davenport, creating 1,054 new jobs. The pending shift of the casino from the riverfront holds the key to unlocking more than eight acres of riverfront for public use.



- ① CENTENNIAL PARK
- ② RIVER'S EDGE
- ③ 805 W 2ND ST APARTMENTS
- ④ GERMAN-AMERICAN HERITAGE CENTER
- ⑤ LADY OF GERMANIA PLAZA
- ⑥ MODERN WOODMEN BALLPARK
- ⑦ ANDRESEN APARTMENTS
- ⑧ LAFAYETTE SQUARE
- ⑨ THE REFORM BUILDING
- ⑩ THE MARKET
- ⑪ SCOTT COUNTY COURTHOUSE EXPANSION
- ⑫ RIVERWALK LOFTS
- ⑬ FREIGHT HOUSE RENOVATION
- ⑭ RIVER DRIVE IMPROVEMENTS
- ⑮ NEW VENTURES
- ⑯ DAVENPORT POLICE STATION
- ⑰ EXECUTIVE SQUARE
- ⑱ CENTRAL GROCERY EXPANSION
- ⑲ BAYER BUILDING RENOVATIONS
- ⑳ DEL-RICH RENOVATIONS
- ㉑ UNITED CIGAR BUILDING
- ㉒ WELLS FARGO BUILDING RENOVATIONS
- ㉓ FIGGE ART MUSEUM
- ㉔ SKYBRIDGE
- ㉕ RIVERFRONT PARK
- ㉖ THE DOCK DEVELOPMENT
- ㉗ RADISSON IMPROVEMENTS
- ㉘ REDSTONE BUILDING IMPROVEMENTS
- ㉙ CITY SQUARE
- ㉚ RENWICK BUILDING
- ㉛ ST ANTHONY'S RENOVATIONS
- ㉜ CHRISTIE PARK APARTMENTS
- ㉝ THE DEMOCRAT
- ㉞ FORREST LOFTS
- ㉟ FEDERAL COURTHOUSE RENOVATION
- ㊱ MISSISSIPPI LOFTS / ADLER THEATER
- ㊲ HOTEL BLACKHAWK
- ㊳ UNION ARCADE
- ㊴ BARREL HOUSE
- ㊵ BUCKTOWN CENTER FOR THE ARTS
- ㊶ PETERSON PAPER LOFTS
- ㊷ ABERNATHY'S
- ㊸ BECHTEL PARK
- ㊹ GREAT RIVER BREWERY EXPANSION
- ㊺ FORMER HOWARD JOHNSON SITE
- ㊻ HERITAGE PARK
- ㊼ SIEG IRON LOFTS
- ㊽ KERKER LOFTS
- ㊾ PERSHING LOFTS
- ㊿ PERSHING HILL LOFTS
- 51 5TH STREET LOFTS
- 52 DAVENPORT LOFTS
- 53 HALLIGAN COFFEE BUILDING
- 54 POTENTIAL YMCA SITE

RECENT AND ANTICIPATED DEVELOPMENT

Davenport has witnessed a sustained resurgence in downtown redevelopment of existing buildings and construction on under-utilized properties. Recent activity has focused on adaptation of existing structures for market rate housing and loft-style apartments, as well as expansion of dining establishments. The decade of 2004 to 2014 saw several notable one-of-a-kind projects completed, including the Figge Art Museum and the Skybridge. Restoration of the Hotel Blackhawk brought a lively mix of boutique hotel with market rate housing and commercial. The soon to be started City Square project promises a continuation, with mixed use on a large scale reinforcing the core, attracting more residents to an increasingly active downtown.





RECENT DEVELOPMENT

The City Square redevelopment of the Parker and Putnam buildings on 2nd Street between Main and Brady will create a mixed-use complex, including a high-end hotel, office space, grocery store, rooftop lounge and nightclub, residential units and retail. The historic Hotel Blackhawk was recently redeveloped as part of Marriott's Autograph collection of hotels and the historic Wells Fargo building was recently renovated from a traditional office building to a mixed-use commercial-residential building. Throughout downtown, redevelopment projects have created new residential loft units.



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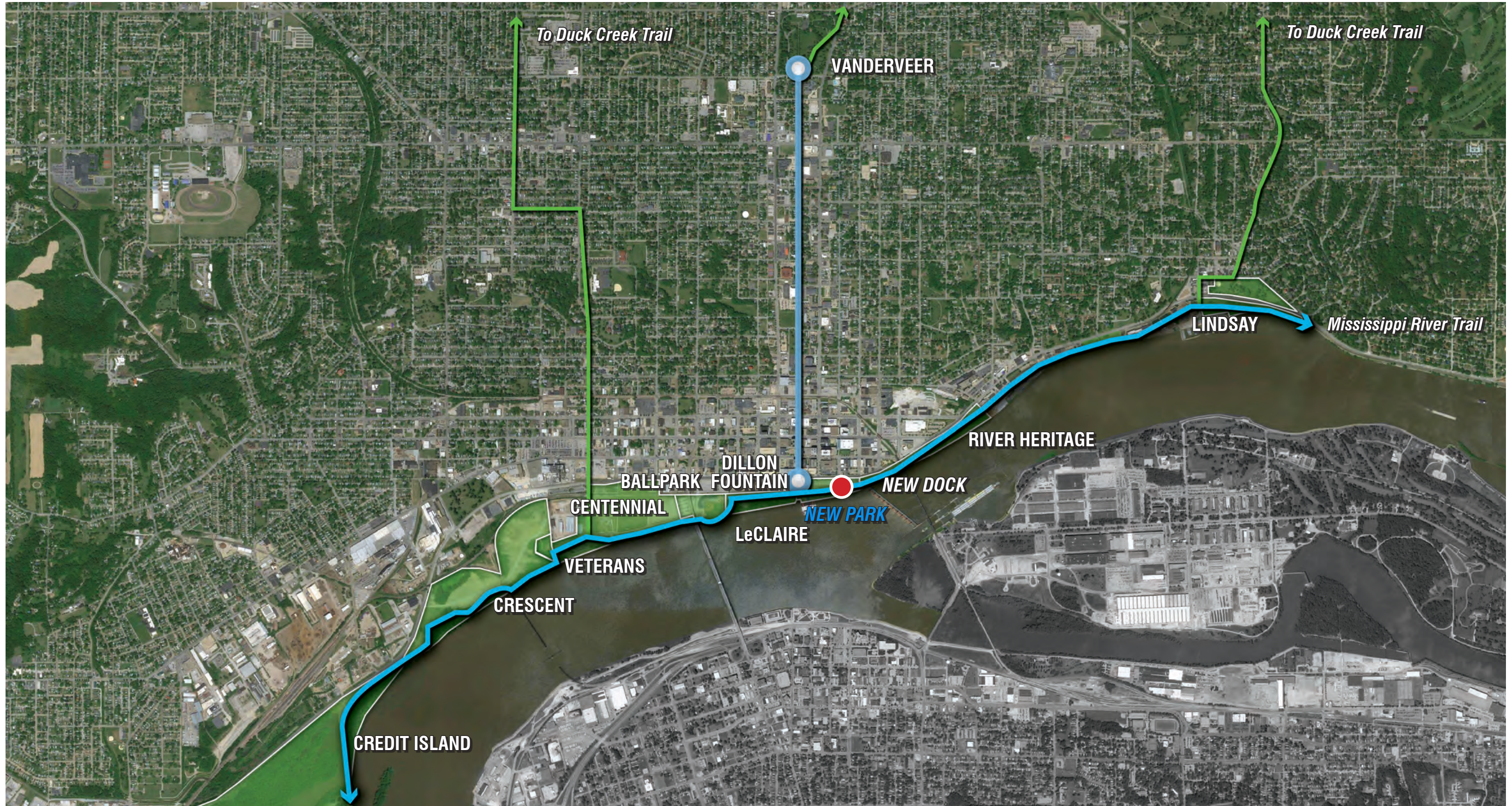
CONTEXT & PRECEDENTS





CONTEXT & PRECEDENTS

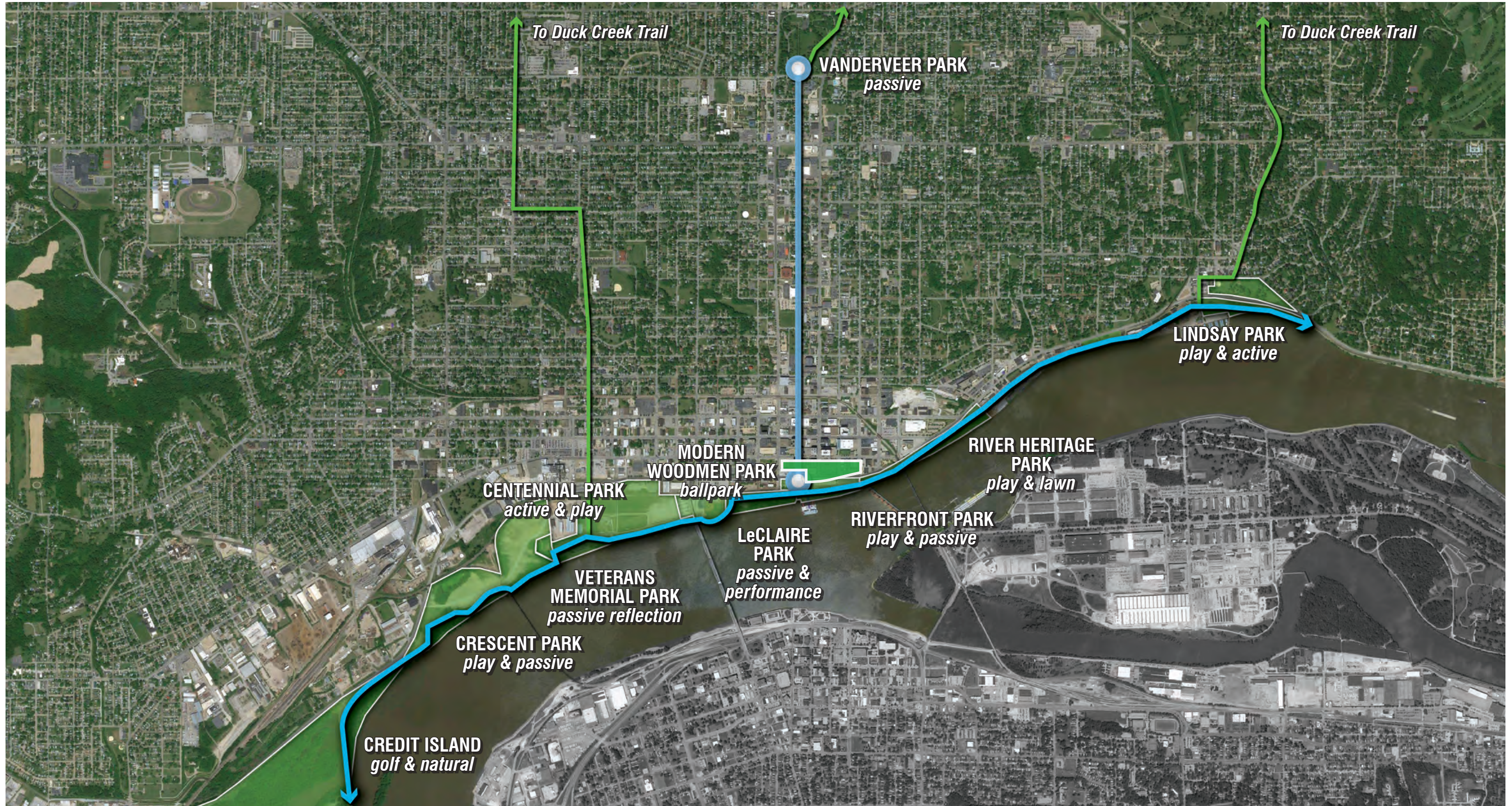
The primary scope has been to look at the broader, current Davenport riverfront, from Credit Island to upriver, as context for a targeted focus on the downtown riverfront centered loosely on Brady Street. With an updated understanding of the continuity along the riverfront, precedents of similar waterfront transformations were presented and discussed. The objective was to identify public open space components and redevelopment strategies that would be most applicable to the imminent changes pending for Davenport. Public workshop discussion and feedback in turn shaped the concept design, and ultimately the recommendations.



CONNECTIONS

A series of existing City parks line the Davenport riverfront, connected by the Mississippi River Trail, and available to bicycles, walkers and runners. Each park has a different program, dependent on size, topography, adjacent

neighborhood, and investment to date. The Mississippi River Trail continues well beyond Davenport, continuing upriver and downriver, with connections to other Davenport, regional and national trail and park systems.

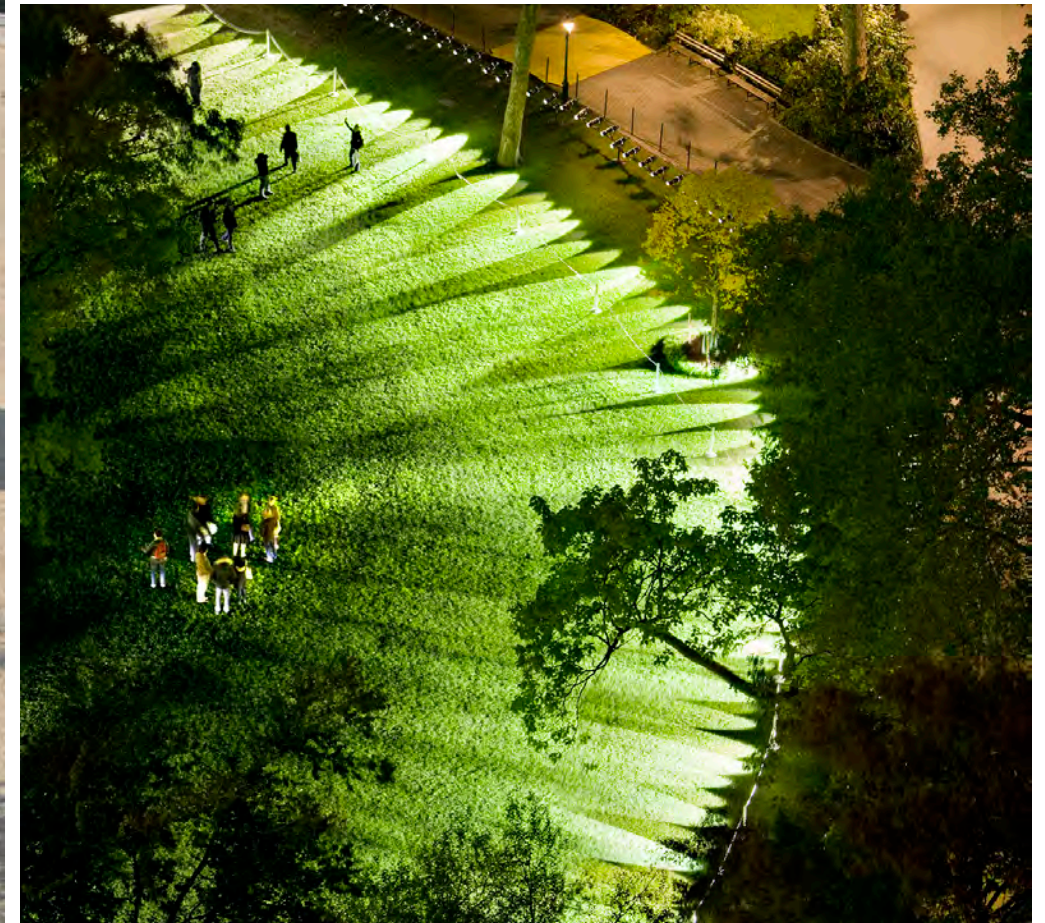


PARK PROGRAM



The Davenport Riverfront has a near contiguous string of parks from downriver to upriver with a variety of open space programs: some more wild than that others; and others more heavily programmed for recreation, events and activities.

All connect to the Mississippi River Trail, providing a continuous public riverfront, with connections to other parks and trail systems.



PRECEDENTS: PARK PROGRAM

Potential features for consideration focused on a diversity of outdoor, free of fee activities aimed at drawing the widest range of visitors from families with small children to seniors. Attractions that would be compatible with and complementary to the riverfront were highly sought after. As such, an urban beach perched adjacent and above, but not

into the river, would attract users to the water edge condition without literally descending into the Mississippi. Temporary installations such as seasonal outdoor movies attract residents on a select few days in high summer. Innovative lighting installations, temporary or permanent, further differentiate the riverfront from a standard destination.



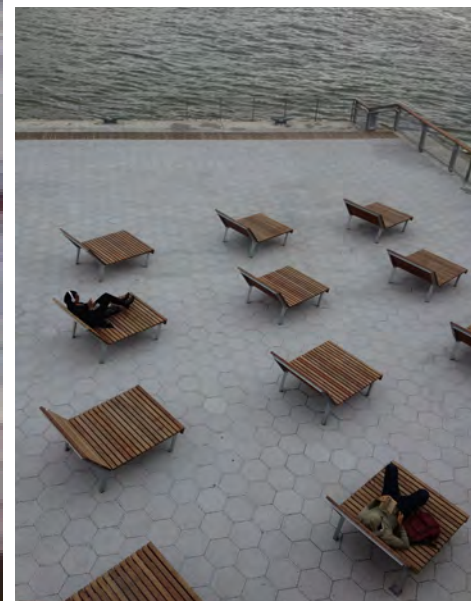
PRECEDENTS: PARK PROGRAM

Custom fabricated play environments incorporating the popular favorites of swings and slides can be integrated with sculpted topographies and abstracted forms, challenging young people physically and imaginatively.



PRECEDENTS: PARK PROGRAM

Seasonal art installations and winter rinks help attract visitors during cold months, providing a stimulating atmosphere for much needed activity. Seasonal lighting displays and events can also help activate a sleepy riverfront in cold climates.



PRECEDENTS: PARK PROGRAM

Diversity of seating choices helps to attract a wide range for visitors, from individuals to groups; from shaded conditions to full sun; from fixed to rotating to movable; from river edge to stacked bleachers; a wide range of options maximizes people watching opportunities and vantage points for viewing the river.



PUBLIC + PRIVATE PRECEDENTS

There are readily available examples of public/private partnerships comparable to The Dock project, with the three illustrated here smaller. These three, in very different contexts, all share a public park environment free from vehicular parking lots.

The Shake Shack began in 2001 as a New York City, non-profit funded (Madison Square Park Conservancy) hot dog cart, and within three years, quickly grew into a custom-designed +600sf floor plate with outdoor-only seating within Madison Square Park. The Shake Shack has since duplicated this success by expanding to 32 brick and mortar locations along the east coast.



PUBLIC + PRIVATE PRECEDENTS

The Watermark @ Pier 15, in New York City, is 3,500sf floorplate with a publically accessible roof deck and ground floor terrace. Patrons sit outside on the same terrace within a seasonally adjusted perimeter, with sweeping views of the East River.



PUBLIC + PRIVATE PRECEDENTS

The Grove at Discovery Green in Houston is a +10,000sf floorplate, integrating a casual rooftop bar with a white table cloth restaurant on the terrace level. This affords two distinct dining/entertaining options in one structure, complementing the nearby Lake House, a less formal dining venue also within the park, with a water view. Both were designed, constructed by the Discovery Green Conservancy, which then leases them to operators.



PUBLIC + PRIVATE PRECEDENTS

Despite varied architecture, each is scaled to and custom-detailed as a public park amenity: a pavilion in a park, rather than a more typical strip mall establishment. Each either integrates a raised public terrace or sits within a designated public terrace that visitors are encouraged to linger in for extended periods of time. Activating the evening and nighttime hours is a specific objective, encouraging outdoor eating and drinking, celebrations and events on terraces immediately overlooking the Mississippi River.



PUBLIC COMMENTS: PUBLIC SPACE & CONNECTIONS

Over the course of four public workshops, we heard a range of comments from “no building,” to qualified support for a structure bigger than the existing Dock building. The emerging consensus was that a building proposal beyond 41,000gsf would be too big for this site.



PARK PROGRAM:

- FILL the PARK !***
- Kid's Activities***
- Add Attractions***
- Public Garden***
- Running/Exercise Circuit***
- Skybridge Plaza as Hub of Park***
- Create Open Spaces***
- No Playing Fields***
- Green Space is Positive***
- Pier + Cannon + Sculpture + Beach***
- Seating Options***
- Concept is Sound***
- Keep Levee Inn***

THE DOCK:

- No-Build to Public-Focused & Small, to Appropriately Scaled Mixed-Use***
- Emphasize Public Dining as a Park Amenity***
- Maximize Public Use of Facility***
- Follow Design Principles***
- Design Excellence***
- Be Mindful of Flood Plain***
- Continue to Develop Downtown Core***
- Also Develop North of River Drive, including Former HoJo's site***

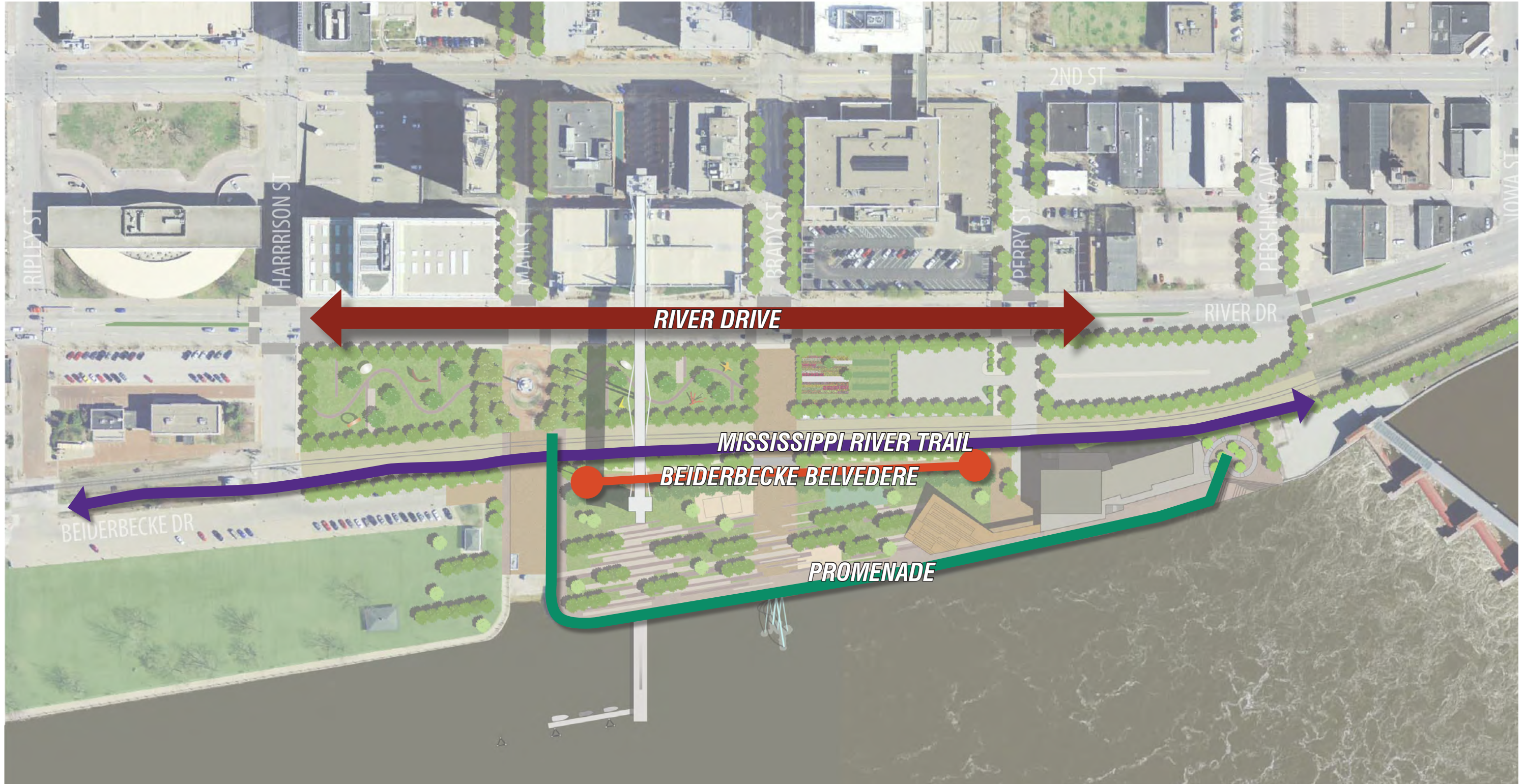
PUBLIC COMMENTS: PROGRAM & THE DOCK

Workshops occurred in January, February, March and April. Venues included the Hotel Blackhawk Gold Room, the Freight House, and the Figge Art Museum.



6

UPDATE RECOMMENDATIONS

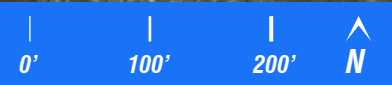


PARALLEL SYSTEMS

The reconfigured Davenport riverfront will build upon the existing circulation patterns of River Drive and the Mississippi River Trail, paralleling the Mississippi River. The public landscape will reinforce the upriver to downriver circulation by adding the Beiderbecke Belvedere and a pedestrian-only Promenade, with the express purpose of maximizing visitor views to and along the riverfront.



DAVENPORT RIVERVISION 2014 ILLUSTRATIVE PLAN



The RiverVision 2014 plan builds upon the 2004 recommendations for 'urban rooms:' a framework of tree-lined rooms. The current plan recommends a mix of tree-lined rooms, balanced with larger river-focused expanses of lawn, with parallel bands of flood-tolerant shade trees.

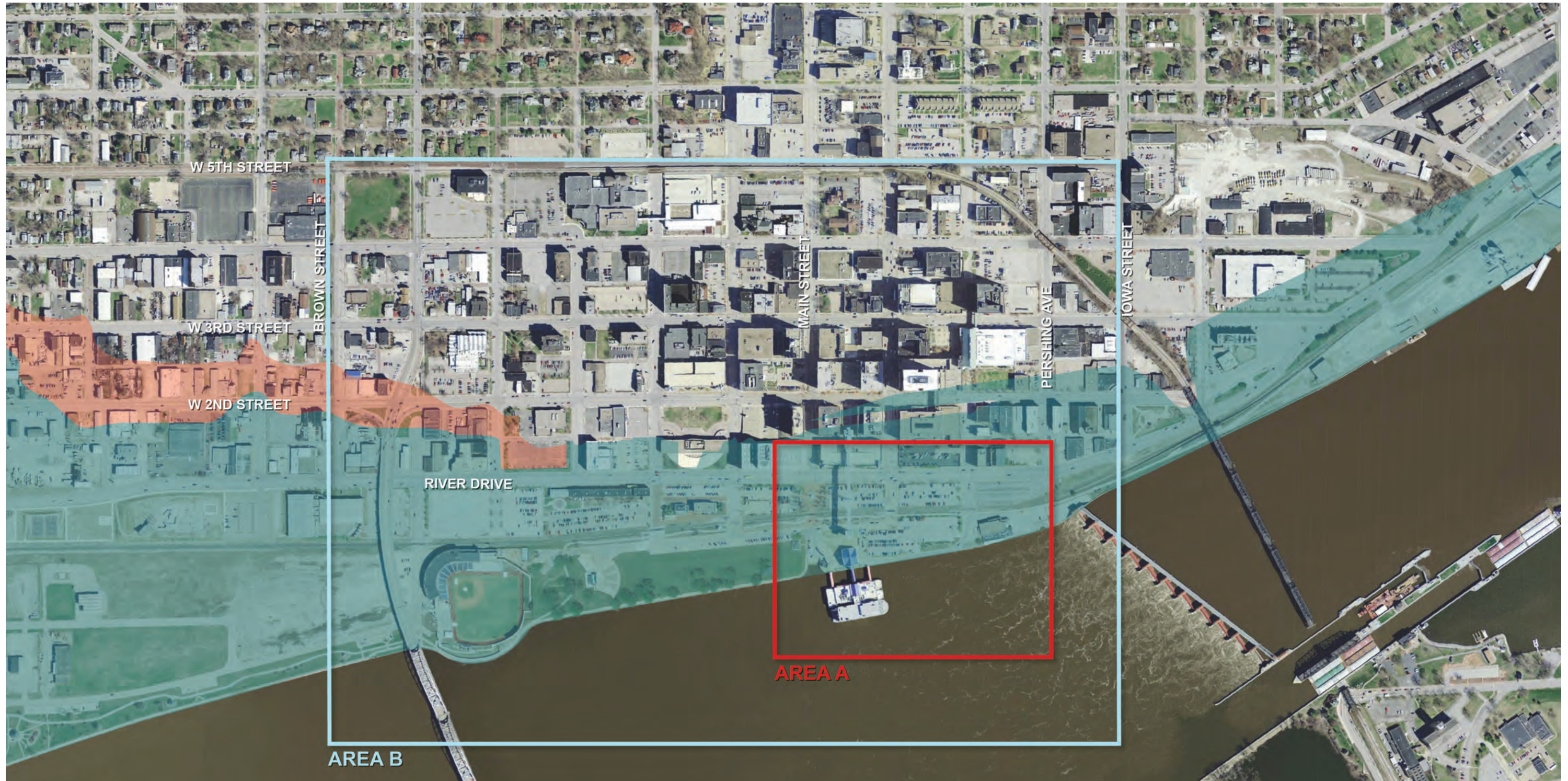


EXISTING

VIEW UPRIVER: AFTER

The removal of the casino allows for the reduction and removal of a significant number of parking spaces below River Drive. The railroad track is the main constraint and therefore organizer of the riverfront, with the parallel bike trail a close second. The primary driver for getting people directly to the river edge is by extending the Davenport street grid to the river, shown here as Brady Street transformed from a vehicular street into a pedestrian plaza. Beiderbecke Drive is similarly transformed from a vehicular drive into a raised pedestrian allee, or belvedere. Rows of shade trees follow the transformed street grid, resulting in a series of urban rooms, each with a different program or character. This allows for a diversity of activities and the phased construction of the riverfront in incremental steps. Between the Beiderbecke Belvedere and the river, the rows of trees transition into shorter rows and more informal drifts of shade trees, allowing for greater expanse of lawn. Informal play is balanced with a playground and an urban beach, while culminating with a River Cannon.

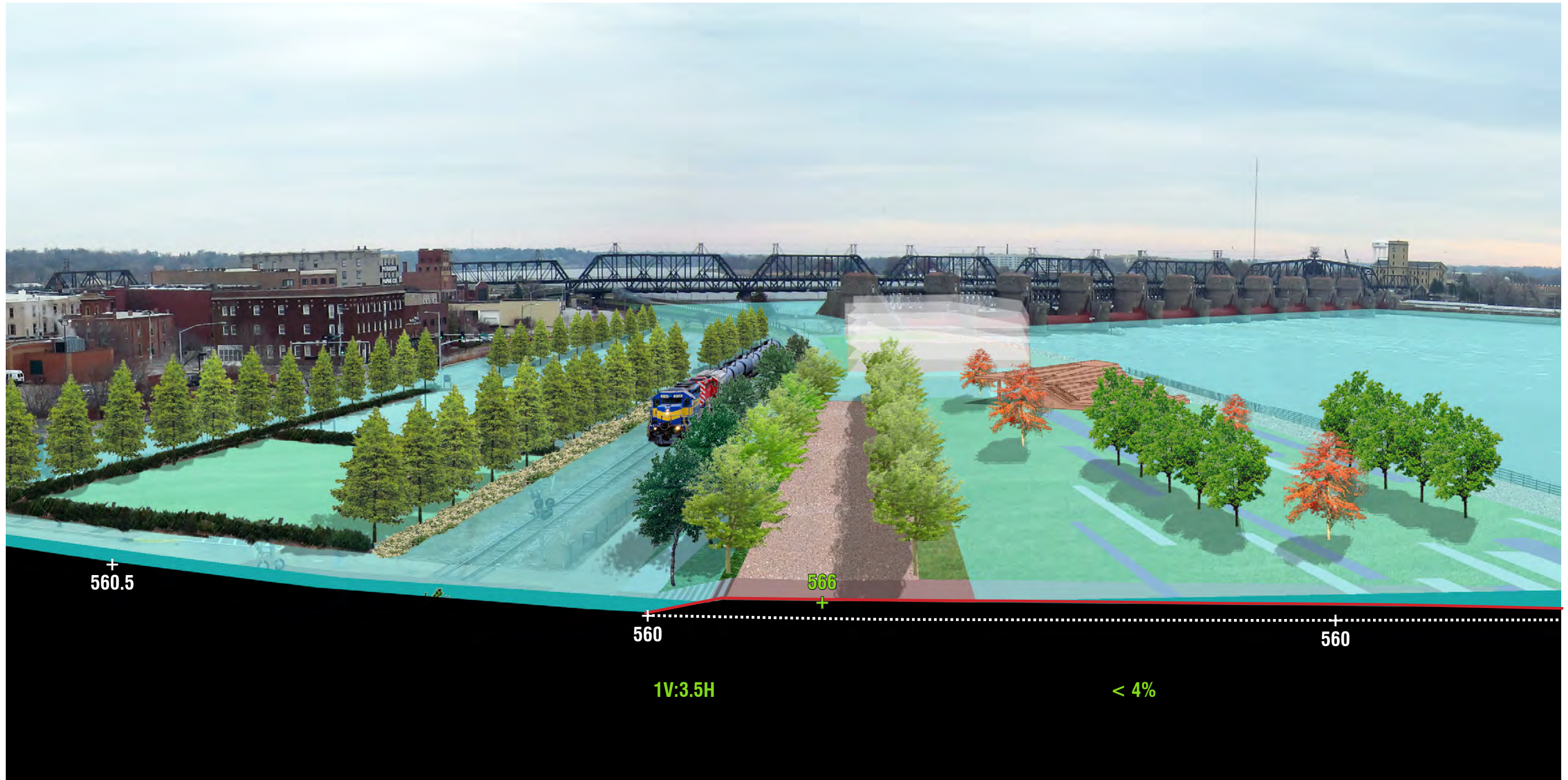




FLOODPLAIN REALITIES

Seasonal flooding is an annual certainty, predictably reaching River Drive and occasionally beyond that. Flooding is the singular reason that commercial riverfront interests have been incrementally eliminated from the Davenport riverfront, and the reason that residential development is out of the question. Davenport is in the unusual and unique position of having no permanent flood protection. This follows decisions in the late 20th-Century to decline federally funded flood protection. Flooding frequency and severity have increased since then due to a number of complex factors, and are only anticipated to intensify.

Lock & Dam 15, the world's largest roller dam, is a river level control structure, providing adequate depth for navigable river commerce, rather than a flood control structure. During seasonal floods, the non-submersible roller gates are opened to allow flood waters to pass through as well as around the structure. This means that flood waters top the Davenport seawall upstream of the dam, moving onto and along River Drive, and across the riverfront. Flooding is not a hypothetical 'what-if' question, but a 'how-frequent' occurrence. As such, any redevelopment of The Dock must be positioned on an elevated platform or plinth: a flood proof slab well above the 100-year flood elevation.



VIEW UPRIVER: IN FLOOD

The Mississippi River typically floods the Davenport riverfront more than once annually. The area of focus is currently surface parking paved with concrete. Removing a substantial portion of pavement from these 600 parking spaces means that adequate drainage must be configured to help convey receding floodwaters back to the river. Generally, floodwaters flow downriver along River Drive, and as they recede, their footprint shrinks southward until back within the seawall boundary. To facilitate this floodwater recession, fill would be placed along the current Beiderbecke Drive, effectively raising the roadway up above the floodwaters, matching the current elevation of the Skybridge doorway.

Of the nine LIC-operated buildings in the floodplain, several rely on topographic fill to keep them slightly above the 100-year flood zone. Others are subjected to seasonal inundation, or temporarily fortified with sandbags and HESCO bastions. Modern Woodmen Park, the downriver ballpark, has been retrofitted with earthen perimeter berms and removable floodwalls to keep flood water out. The Skybridge elevator core is set just above the 100-year flood elevation of 566. The Dock, situated within the flood zone, has sustained successive waves of flooding that ultimately contributed to its deterioration and closure. Any redevelopment of The Dock will necessarily require that it be configured at an elevation higher well above the 100-year flood.



SKYBRIDGE PLAZA

The removal of the existing Rhythm City Casino will include the boat, the barge and the open air porte-cochere. Once removed, the view from the Skybridge overlook will be free of the sprawling network of vehicular arrival and valet parking, with the potential of transformation into a new pedestrian destination. Skybridge Plaza will be a balance of contrasting pedestrian pavements set within a larger field of lawn. Bands of contrasting tree species parallel the river, shading benches and other adaptable seating devices for multi-purpose use.

Continuing the axial centerline of the Skybridge forward over the river, a new Pier is proposed, extending as far as the boat is from the seawall, approximately 250' in length. Conceptually, the Pier is at the same elevation as the seawall. Alternatively, the Pier deck could be sloped up at 5% so that the majority of the structure is above the 100 year flood elevation. A descending gangway leads down to a floating dock to accommodate transient recreational boats as well as a seasonal water taxi or small excursion watercraft. Larger commercial watercraft would utilize fixed marine fenders to protect the Pier, and use adjustable gangways to transfer visitors to and from the craft.



SKYBRIDGE PLAZA

Continuing the evening illumination of the Skybridge, the Pier will be designed with illuminated masts to function as beacons, with their light reflected on the surface of the Mississippi River. The bands of trees will be matched with bands of lights to illuminate the groundplane. Further development of the Skybridge Plaza shall maximize compliance with Dark Skies initiatives to direct light down onto surfaces rather than upward and outward as glare. Lighting strategies will necessarily need to consider annual flooding as a constraint, and to maximize energy efficiency. Use of LED technology will provide long term savings and efficiencies, as well as color rendering and color temperature in the 3700-degree range.



EXISTING

SCULPTURE PARK

The parcel directly south of the Figge Art Museum is currently dedicated to casino parking. As this use is eliminated, the parcel can be transformed into one of the 'green rooms' envisioned in the 2004 RiverVision, with a pedestrian focused use. One concept is as a sculpture park, curated for an appropriate mix of either temporary installations or a long term permanent collection, or a mix of both. The key to success will be a clear process for evaluating, attracting, and accepting art pieces by a professionally trained curator. The functional goal is to amass a stimulating collection of pieces, while avoiding a repository of 'lost' or unwanted pieces from elsewhere, contributed with the best of intentions. One conceptual objective is to focus on interactive pieces to encourage engagement with the public, and can withstand the annual flooding.



BEIDERBECKE BELVEDERE - FROM BRADY ST

The Beiderbecke Belvedere, parallel to and just south of the Mississippi River Trail, is elevated to match the Skybridge doorway, set just above the 100 year flood elevation. A short stair extends the reconstituted Brady Street pedestrian plaza up to the belvedere. Companion inclines compliant with Americans with Disabilities Act (ADA) pavements rise up from Brady Street both upriver and downriver, providing universal access for daily visitors and event logistics alike. The stair frames the River Cannon and park beyond, inviting exploration on foot. The removal of vehicular parking eliminates the clutter blocking views to the river, particularly from River Drive and above.



EXISTING



BEIDERBECKE BELVEDERE UPRIVER

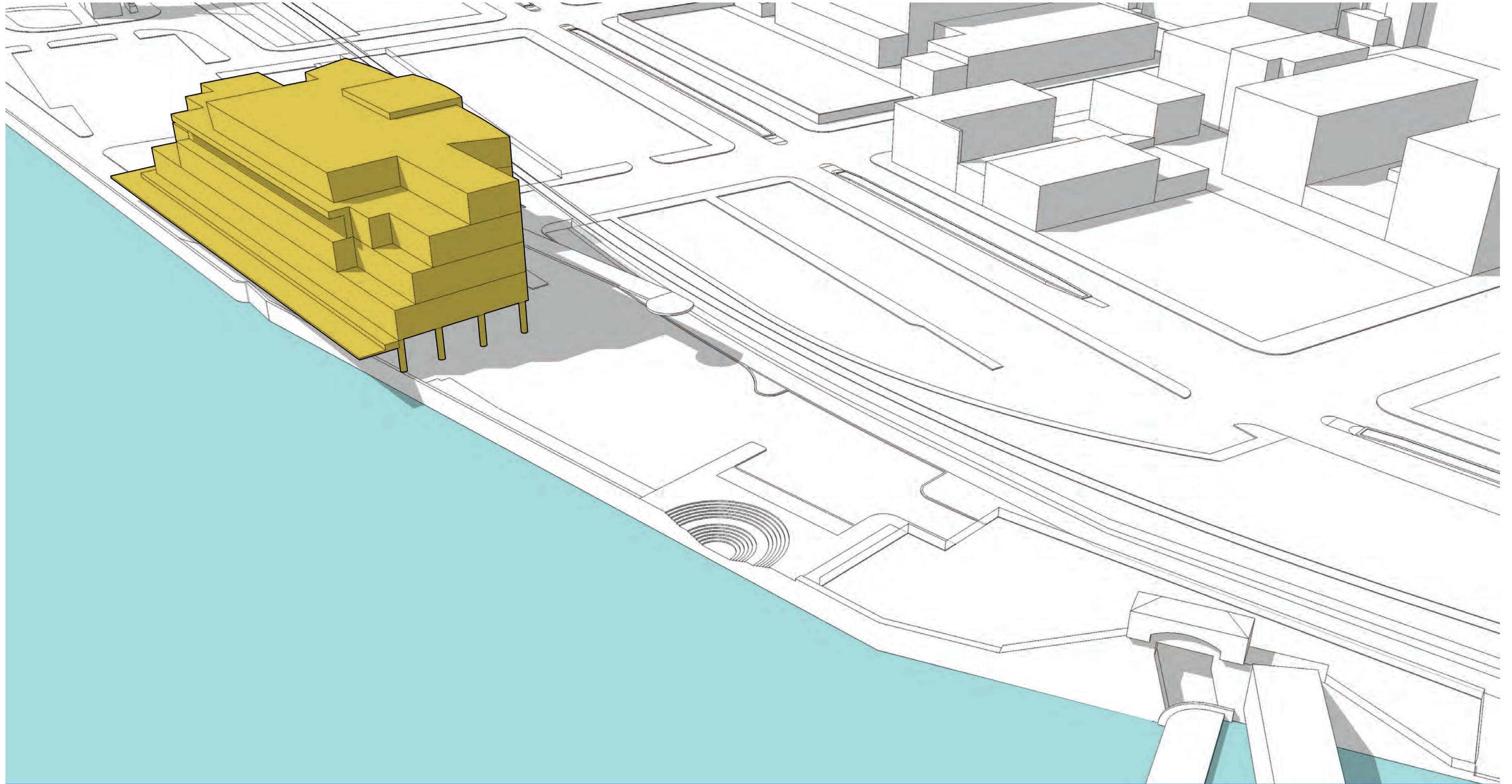
Brady Street bisects the Beiderbecke Belvedere, subtly sloping down toward the river edge promenade and the River Cannon. The Belvedere is configured for event staging, and for shaded seating, with views under shade tree canopies to the Mississippi River and Rock Island. The reconfiguration of existing vehicular parking spaces into a pedestrian landscape transforms a purely utilitarian lot into a public destination, with the flexibility to accommodate an evolving schedule of programmed activities and permanent park features.



EXISTING

BEIDERBECKE BELVEDERE

The elevation of the Belvedere matches that of the current Skybridge doorway, allowing for seamless access between the two. The Belvedere intersects with Brady Street, then slopes gently down toward the seawall where a broad pedestrian walk follows the river. Brady Street is punctuated with a River Cannon, drawing unfiltered river water into a submerged retractable pump, that shoots water out over the Mississippi River. The Belvedere is populated with linear benches for shaded seating beneath an allee of shade trees. Tree species shall be flood tolerant, and limbed up to maximize views under the tree canopy to the river.



THE DOCK: OCTOBER 2013

The +80,000gsf proposal from October 2013 was widely viewed as too big and positioned in the wrong place. The size was necessary to offset an absence of public investment, and so it had to be bigger in order to be economically viable.



URBAN DESIGN

The allure of a picturesque park along an active water's edge has a visceral appeal to most people. Parks are most successful, however, when they are defined by buildings that can provide amenities at all times of the day. A portion of the Study Area includes a site which can accommodate such uses in a new facility. **This analysis focuses on a critique of the development that has been proposed for the site of the former Dock Restaurant and American Legion building, and offers recommendations for how a new building in that location can enrich the site's intrinsic assets.**

For better or worse, Davenport had had a legacy of commercial uses along its waterfront. The Rhythm City Casino has visually dominated the landscape at the foot of Main Street for more than a generation. Furthermore, the required parking demands of the gaming facility cannibalized much of the land around it. While the vast majority of the area south of River Drive is envisioned to be a park, the departure of the casino from downtown to the periphery signals opportunities for a modest amount of new development nearby. **Any new construction in such close proximity to the river must be advanced with an ethic that it be as remarkable as the landscape upon which it rests, and that the building enhances the city's relationship to its greatest asset – the Mississippi River.**

Waterfronts are largely linear systems, and there is a need to terminate the expansive park with a use on the east side that will create a destination for the experience. To not do so would have the waterfront end anti-climactically at the U.S. Army Corps of Engineers (USACE) dam maintenance yard. Building on the reuse of the Freight House, having some additional food-related businesses and commercial activity within the park would be a benefit to visitors. Just as the Figge Museum is a civic structure that helps to activate downtown and extend people's experience, a publically-accessible facility near the Lock and Dam will provide another venue for activities. A new building on the east end of the park should be thought about as an anchor and complement to the elegant art museum.

In the public forums to date, there has been no community consensus that a building should or should not be built on the site of the former Dock Restaurant. The dilemma of what to do there has brought to light a host of opportunities and challenges relating to the building's appearance, height, scale, use and the provisions for parking and access. Residents have also expressed concerns for the preservation of view corridors and whether or not this is an appropriate site for any development.

On the one hand, there are advocates that say the existing building should be demolished and that the entire space remains open. Conversely, there are also advocates for development on the site, capitalizing on the breathtaking views of the Mississippi River. Some people feel that development is warranted, but it depends on degree. There is consensus that if a building is constructed, whatever gets built should include mainly public uses. There is also general consensus that a bulky building is not appropriate at this specific location, and that private uses (such as office or residential space) should not be permitted in the flood plain in general. Maintaining a continuous pedestrian way along the length of the riverfront is one objective shared by all.

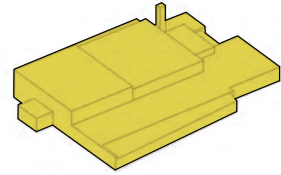
Despite the fact that there is no clear consensus, one needs to guard against getting mired in competing visions of the property that will hinder the long term transformation of the riverfront. Regardless of the final decision about the scale, program mix and character of building, a decision to do nothing is, in fact, a decision. Allowing the status quo of a derelict building to remain at such a signature location is detrimental to Davenport's vision of an aspiring world-class riverfront. The removal of the vacant former Dock Restaurant and American Legion building will significantly improve the character of the city and the quality of its riverfront. **The community at large may have to accept a complex compromise that balances the ability to add a prominently-positioned work of architecture with the benefits of expanding LeClaire Park eastward. "As is," is the worst option of all.**

Transforming surface parking to park - and allowing a modest amount of new development in it - represents an opportunity for Davenport to reinvest in itself. It demonstrates to other cities that the city is willing to capitalize on its unique geographic position as a place that deliberately embraced the river and didn't - like so many others - turn its back against it.



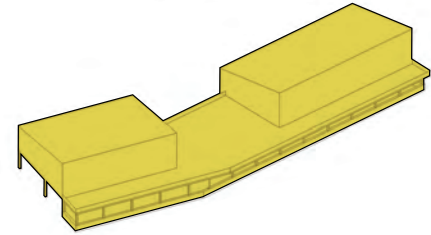
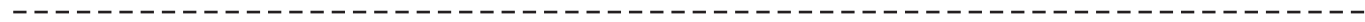
HISTORIC AMERICAN LEGION

3,250 SF



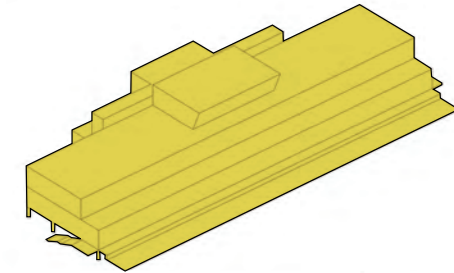
EXISTING DOCK BUILDING

18,350 SF



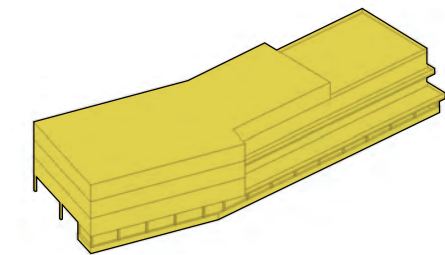
PAVILIONS

12,000 SF



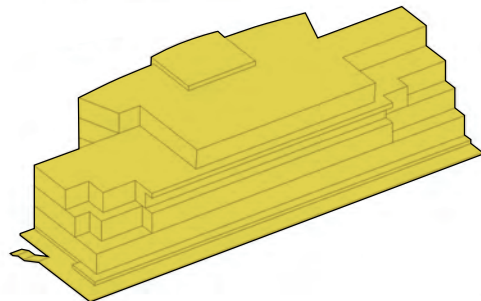
STUDY RANGE

15,000 - 41,000 SF



INITIAL RFP SUBMISSION

40,000 SF



CURRENT SUBMISSION

85,000 SF

THE DOCK: RELATIVE COMPARISON

The early 20th Century American Legion building was less than 18% of the size of the existing Dock building. The October 2013 proposal was +4.5 times larger than the current Dock building. With public feedback, our testing began to tighten the range up to somewhere between 12,000gsf and 41,000gsf.



SITE ANALYSIS

Despite the prominent location, the site is not without physical barriers. The active Iowa, Chicago, and Eastern (IC&E) train line limits the building footprint to the north. In addition, access is restricted to the area to the east as a right-of-way is necessary for the federal government to maintain the Lock and Dam. The U.S. Army Corps of Engineers (USACE) has established a minimum setback from the Dam in order to service the Lock. The Dock site is currently zoned C4- Central Business District, which offers no specific height restriction. For many however, the building's height is a signifier of all other aspects that define whether or not a building in this location is a success or failure.

In light of these site constraints, one must be judicious about further restricting the building footprint. **The development plan recommends setting the building back from the river's edge so that a continuous promenade can run along the river.** A second-level deck, running parallel to the river and lower level promenade, is recommended as a means to extend the pedestrian experience and provide an additional platform for viewing the river and its wildlife.

As the property lies within the flood plain, access to the building will be limited unless provisions are made to clear the 100-year flood elevation. The landscape plan recommends raising the ground plane slightly on a portion of the site. As described in the landscape approach, in its current alignment, the Beiderbecke Belvedere will help mitigate issues of flooding and will provide a springboard for future site access. Provisions need to be made which allow entry into the facility when the site floods. That said, there will always be the distinct likelihood that a larger flood will eventually impact a structure marginally above the 100-year flood elevation. To combat this, any new inhabitable structure should be positioned well above potential flood levels. In the discussion to follow, the assumption is made that any new structure shall be positioned above vehicular parking, and therefore nominally 12' above the existing ground plane.

1965 FLOOD



2008 FLOOD



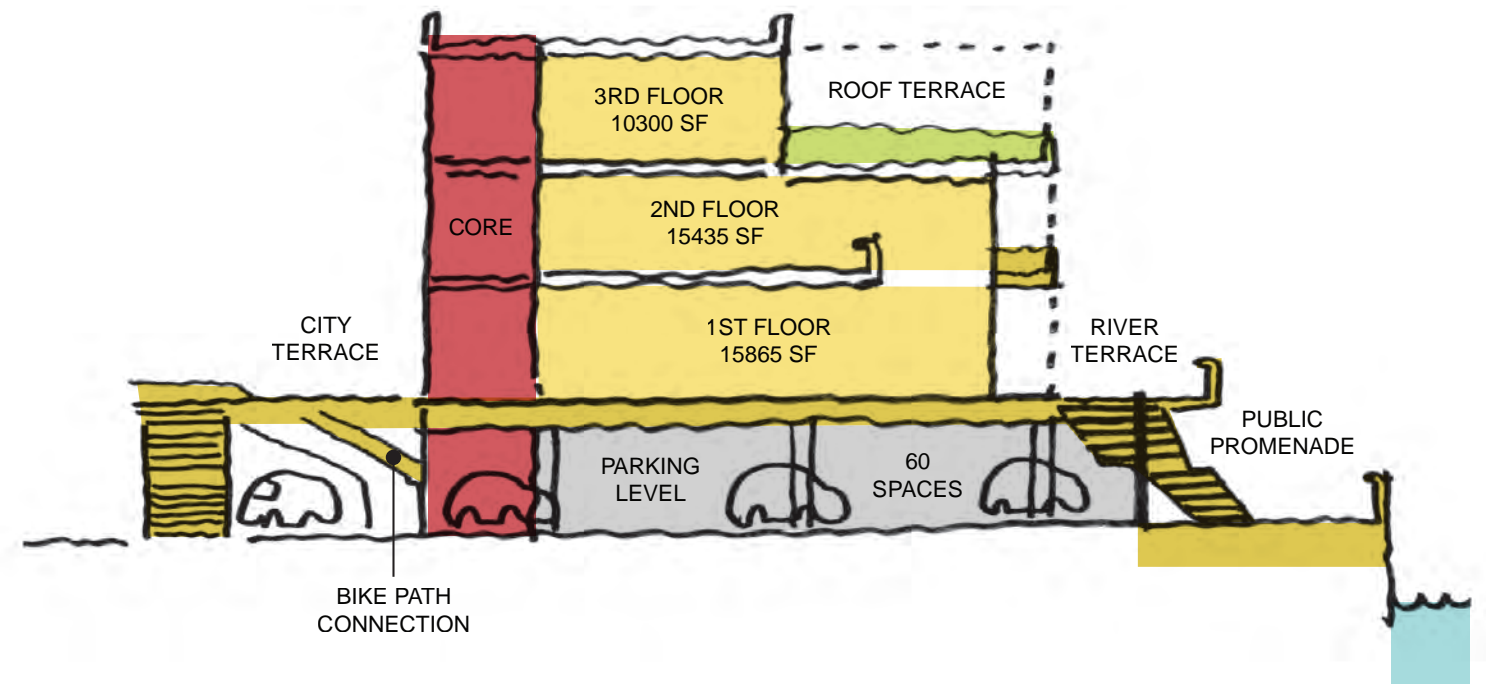
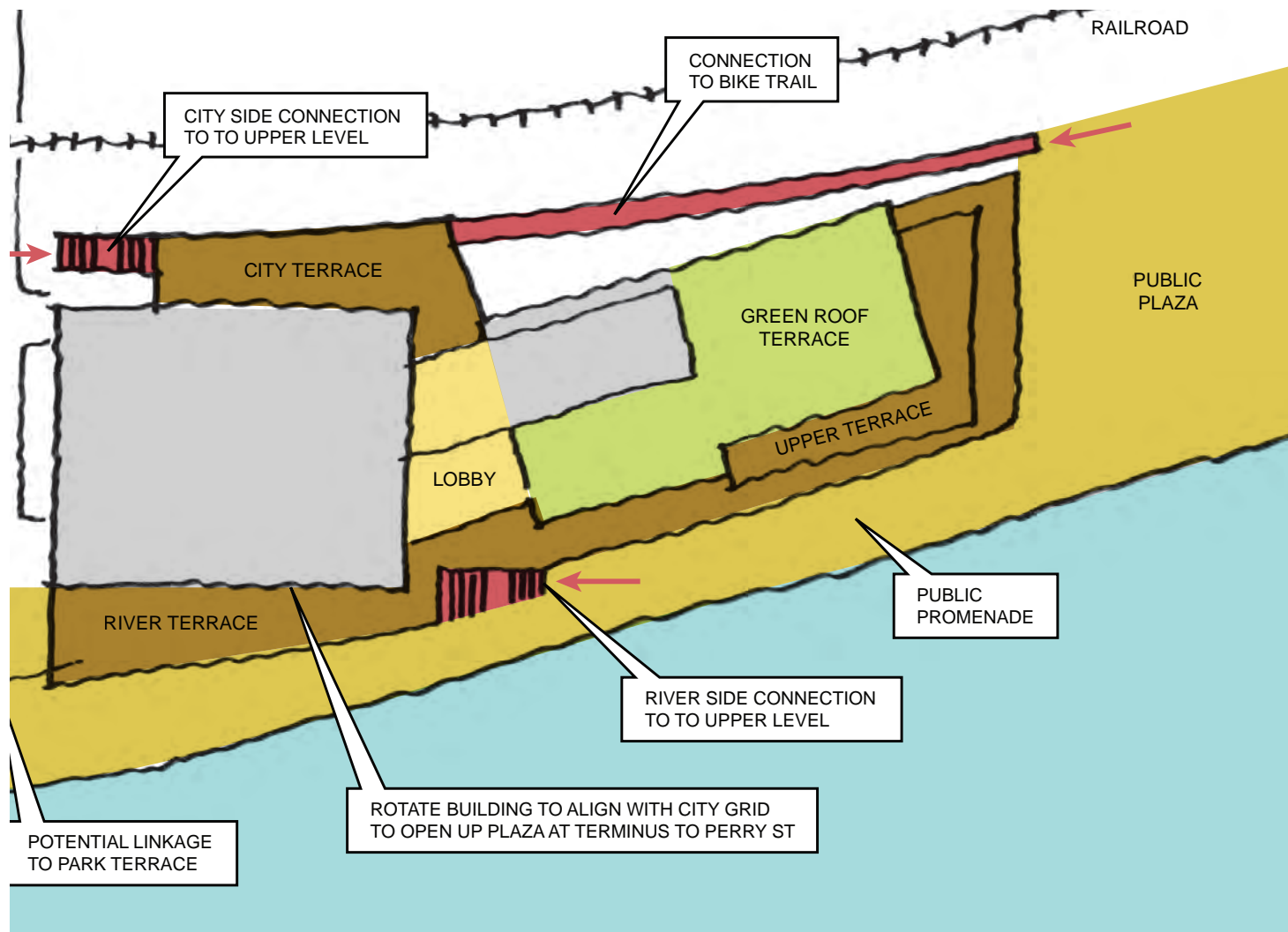
FLOODING

The Mississippi River floods annually, and often more than once each year. Flooding has occurred along the Davenport riverfront for decades, and will continue to do so. Any redevelopment plans for The Dock must embrace the fact that the site sits within the 100 year flood plain and configure inhabitable space in such a manner as to be protected from flooding impacts.



ADJACENT DEVELOPMENT OPPORTUNITIES

There are a number of immediately adjacent properties north of River Drive that are potentially ripe for redevelopment, ranging from surface parking lots to shuttered or under-utilized buildings. They share expansive views of the river, and are visually prominent to the passage of vehicles along River Drive. While many of these properties are still within the 100 year flood plain, they are further removed from the river, at a higher elevation, and therefore demonstrably less impacted than The Dock property. Regardless of how The Dock parcel is resolved, these properties are well-positioned for the next wave of redevelopment.



RECOMMENDED BUILDING PLAN AND SECTION

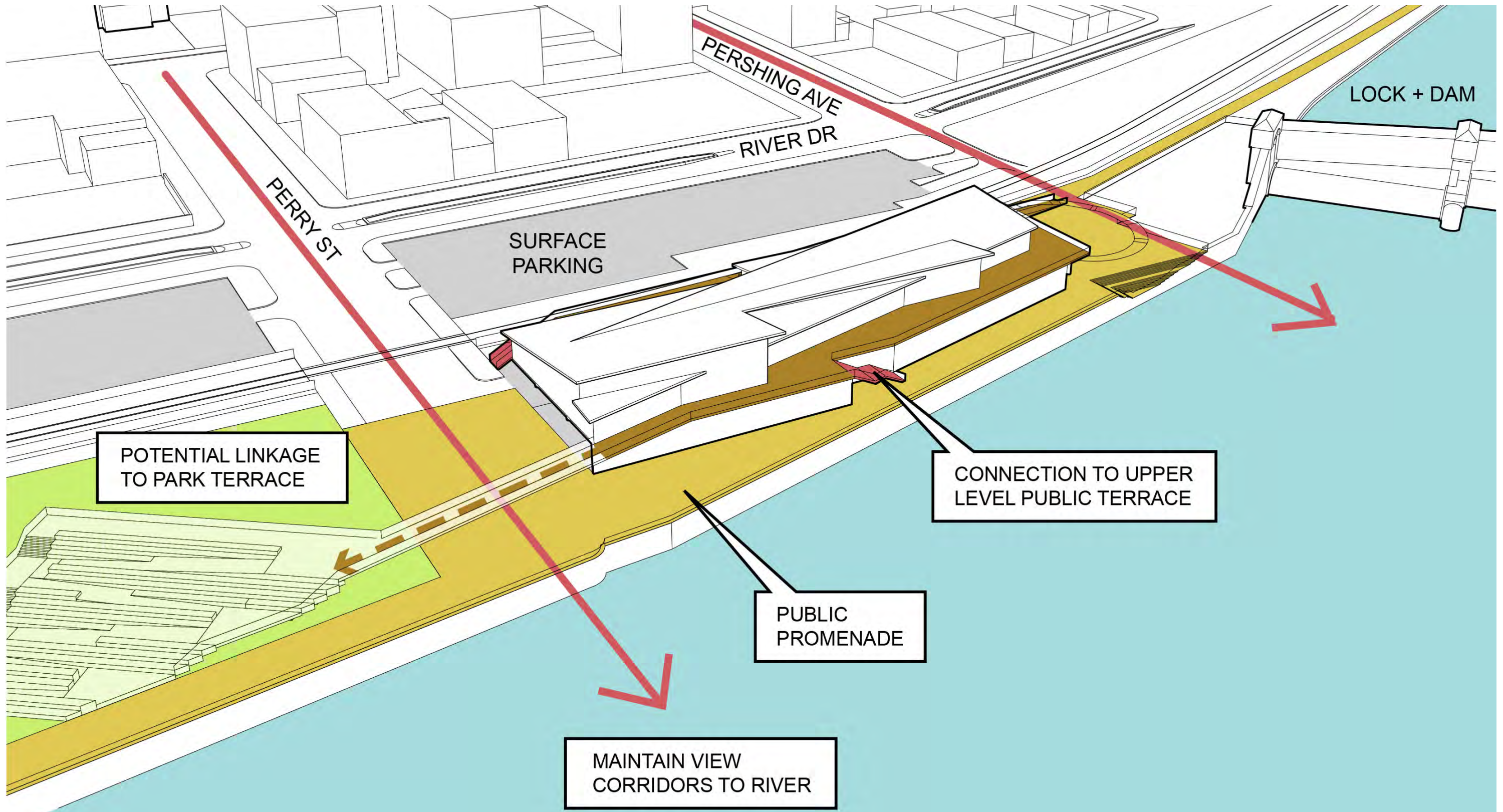
Inspiration for the building's design arises from the notion that the site's intrinsic beauty arrives from its proximity to the river, and therefore the more areas devoted to public viewing of the water the better. A large terrace (shown in plan in brown) provides public access around the building with multiple points of entry and exit.

DESIGN PRINCIPLES

In order to address the site constraints and guide new development, an urban design analysis resulted in eight “Design Principles”. These principles should be used to shepherd any development forward on the site of the former Dock Restaurant and American Legion building.

1. **SITE ASSETS:** Any new development on the site of the existing Dock building should enhance the relationship to the site’s inherent assets: the river, the dam, and an expanded public riverfront.
2. **PROGRAM:** The structure should activate the riverfront park with complementary uses such as eating, entertainment, spots for gathering and viewing platforms.
3. **VIEW CORRIDORS:** The placement of the building should not violate the view corridors, or project out over the river, respecting the continuity of public space corresponding with the streets that terminate at the river: Perry and Pershing.
4. **CONNECTIVITY:** The footprint of the new building should be generated by the optimal pedestrian circulation patterns around the property: the river promenade, the bike path and surrounding walkways.
5. **ICON:** As one of the only sites in close proximity to the river and dam, the building should participate in and project a civic and public character, befitting its role as an eastern terminus to the riverfront park.
6. **SCALE:** The overall massing of the building should not be so large as to overwhelm the riverfront, but at the same time be of a sufficient scale to establish an amenity that prolongs the visitor’s stay at the river.
7. **SURFACE PARKING:** Surface parking for the new structure should be located directly below the building and to the north of the train tracks, but not on property directly adjacent to the river.
8. **FLOODS:** Through good design, any new building must acknowledge the occurrence of the seasonal floods and accommodate the passage of water.

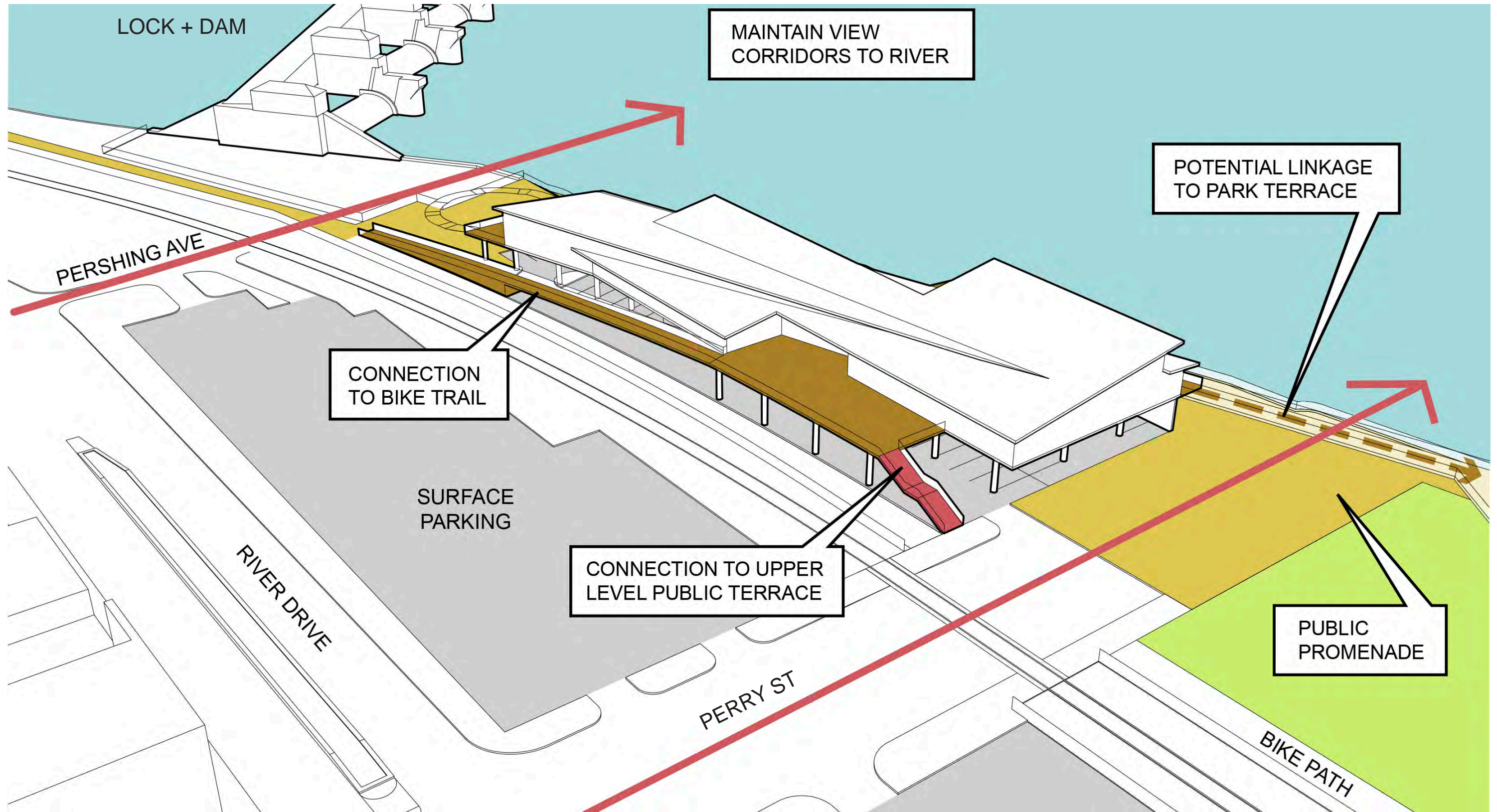
The Master Planning team has identified three of development scenarios which - when following the above planning principles - help to meet the stated objectives of a signature project on “one of the most memorable pieces of real estate on the Mississippi River.”



1 STORY / 15,000 SF

The minimum building envelope recommended for the site is a one story building above a parking level. The building footprint would have approximately 15,000 square feet. The building could offer a range of food options, with one primary

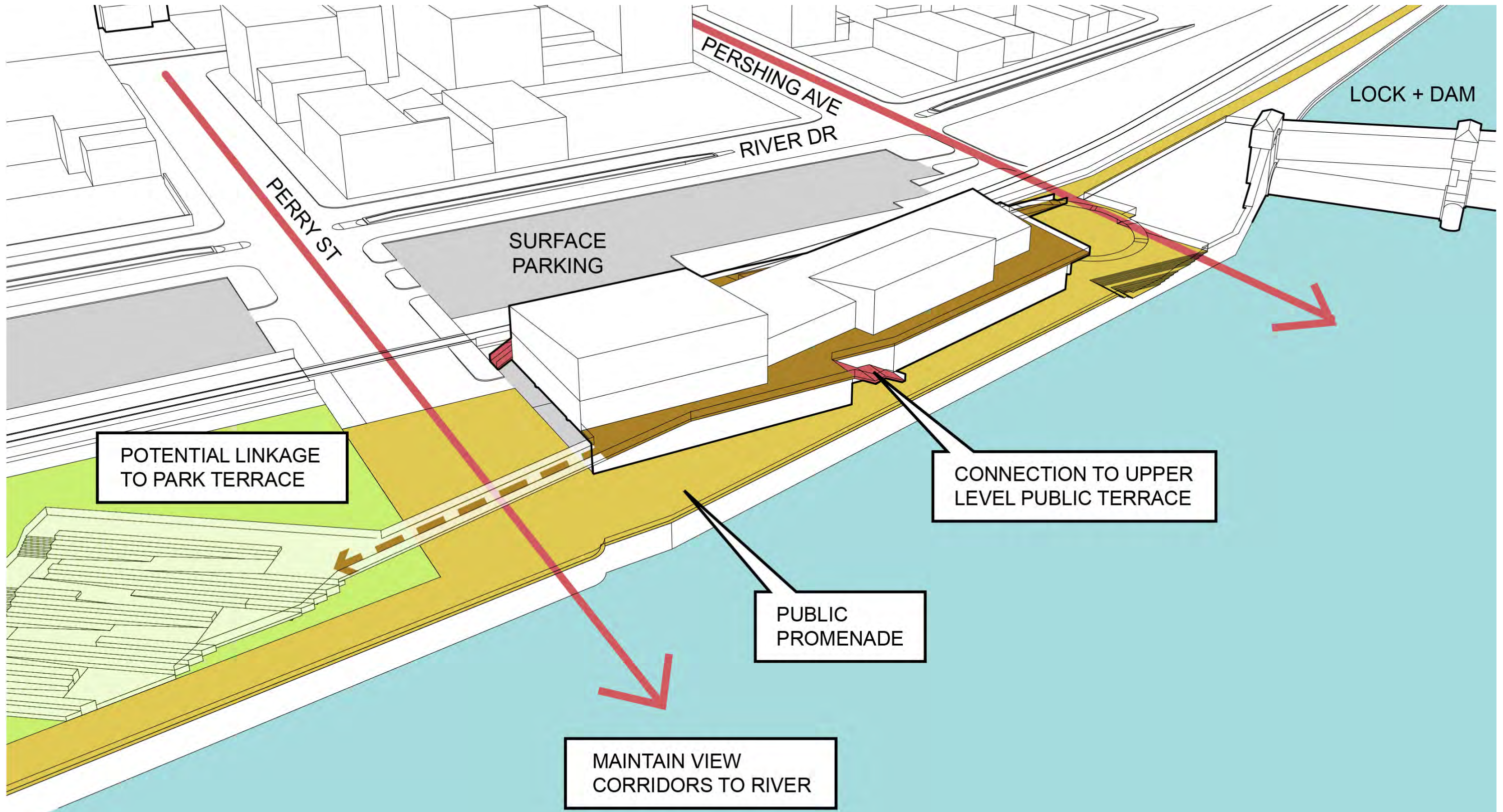
restaurant of approximately 7,500 square feet and two smaller food establishments (café, bakery, etc.) of approximately 2,500-3,000 square feet each.



1 STORY / 15,000 SF

For over a decade, the community's stated goals for the riverfront have included the preservation of views, public waterfront access and increased waterfront activities for families. An expansive exterior deck has views to the east towards the Lock and to the west towards the LeClaire Park. The south-facing outdoor terrace connection spans across

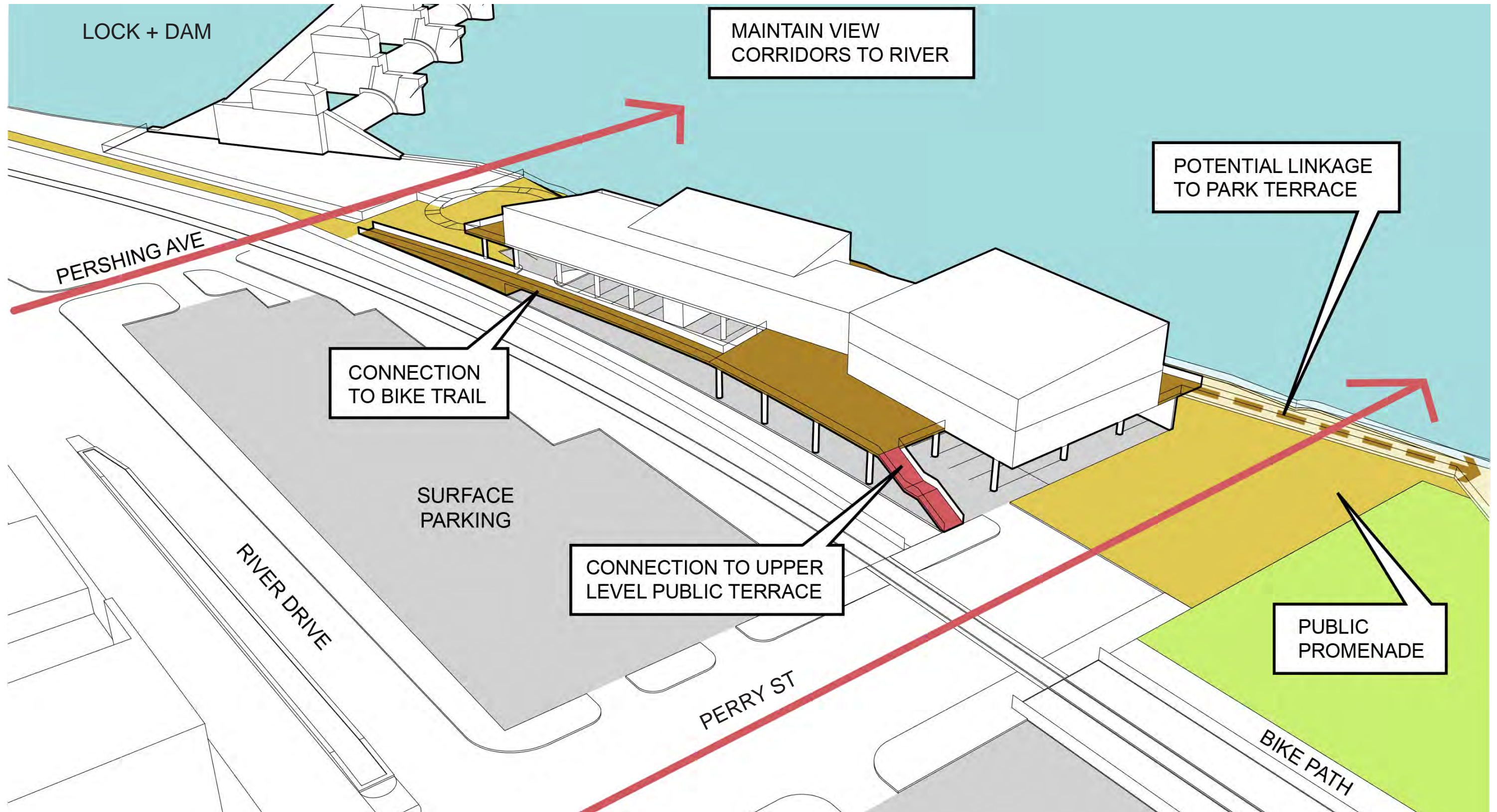
the Perry Street Plaza, connecting to an Overlook to the west. A handicapped-accessible ramp is also shown on the north side of the building which would be accessible from the bike trail. In light of the fact that the building would be smaller in its overall size, the roofline is shown more pronounced to project a civic character.



1.5 STORY / 22,500 SF

A partial floor is added above the first level which increases the size of the building from 15,000gsf to 22,500gsf. This space, envisioned as an event space, provides a public function room on the top level of the building. When adequately

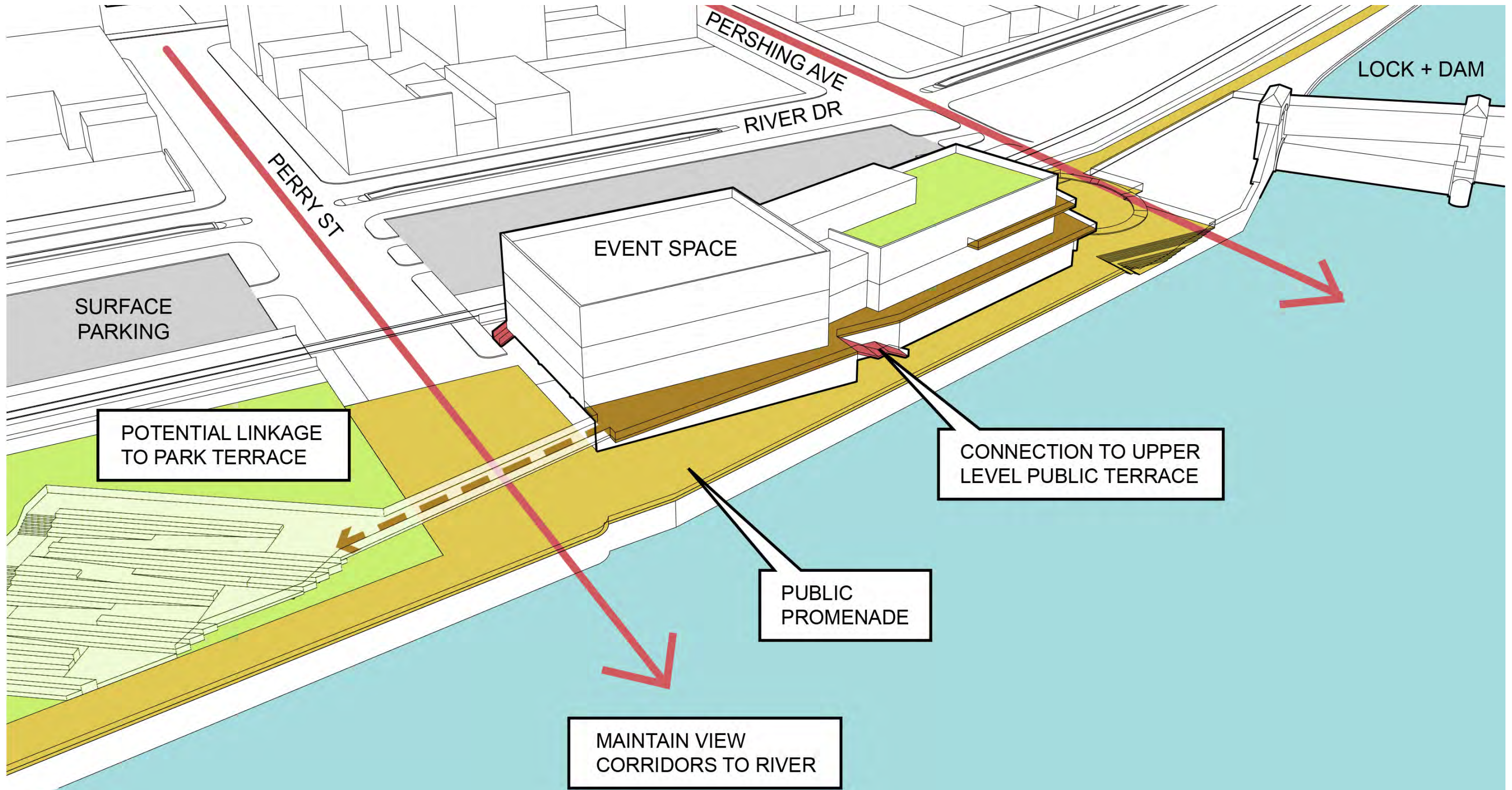
sized, the function room will provide public amenity space for the city and generate revenue for the facility. A large, publicly-accessible roof deck is connected to the event space.



1.5 STORY / 22,500 SF

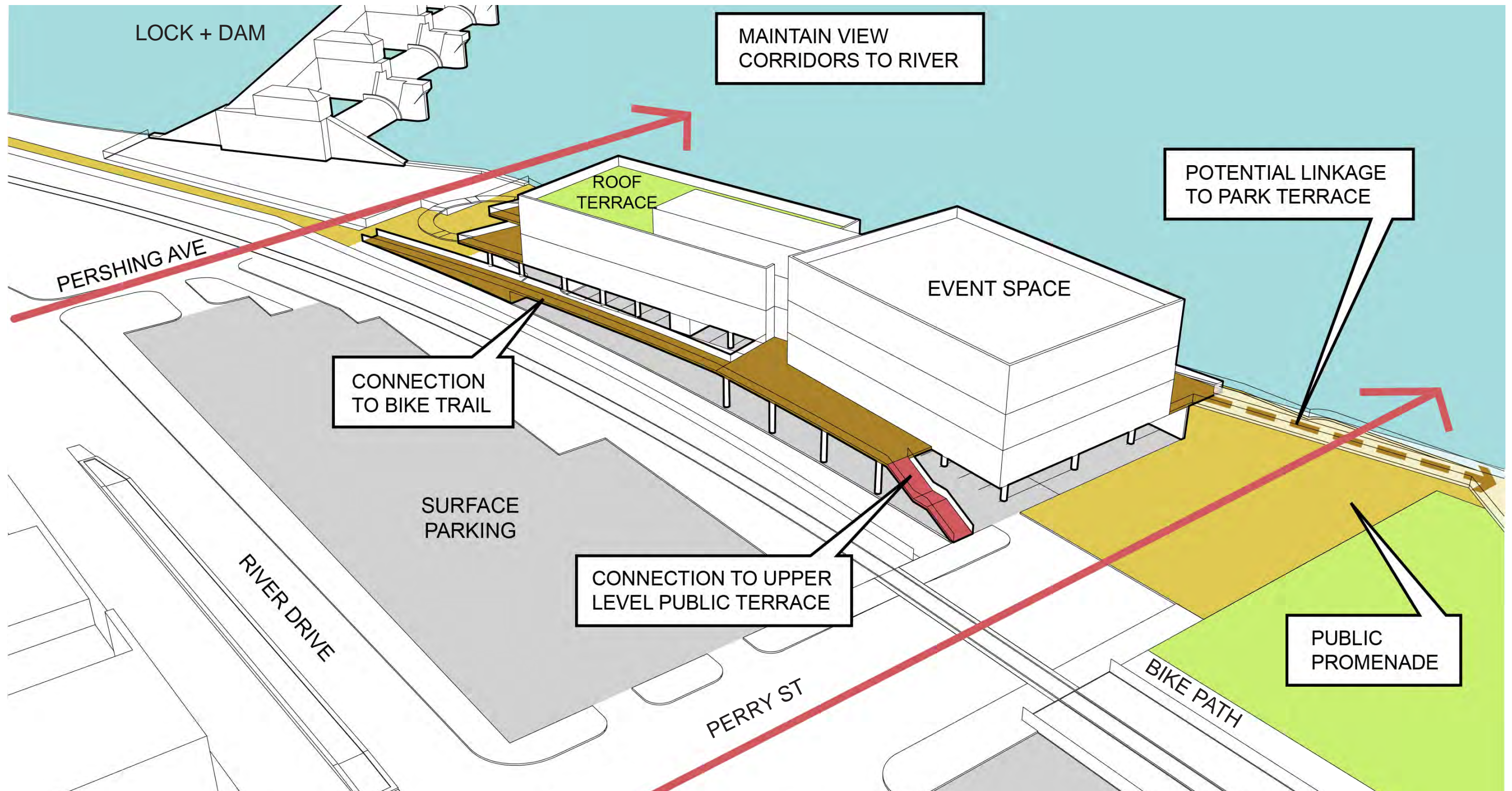
The building footprint remains the same as one-story proposal. Covered parking for approximately 60 spaces is provided within the flood plain and buffered from the fluctuations in water level by a low retaining

wall on the south side. All four sides of the building have connections from the ground to the first floor terrace which facilitates pedestrian movement around the site.



2 STORY / 41,000 SF

The maximum building envelope recommended for the site is two and one half floors above the parking level. The building is divided into two 15,000gsf floor plates and a partial level of the third floor. The total size of the building is approximately 41,000sf. This is similar in scale to the initial Request for Qualifications (RFQ) submission by Raufeisen Development. A building larger than three stories above a parking level (four stories total) has drawn community resistance for being out of acceptable scale.



2 STORY / 41,000 SF

A larger building creates more space for a range of tenants. The first floor could have a primary restaurant of 5,600gsf, a secondary eating establishment of 3,300gsf and two smaller spaces for coffee and/or yogurt at 1,600gsf apiece. The second level would also have space for a larger, finer-dining experience of 7,250gsf and additional tenant space of 5,000gsf. The third floor, as an Event space, could be serviced by the restaurant on floor two. This scenario creates a critical mass of restaurants which will provide the most options for visitors throughout the day.

In order to visually diminish the overall visual impact of the building, a narrow, center atrium lobby divides the volume into two distinct parts. The western portion aligns with the city grid and the eastern portion aligns with the angle of the riverfront. The atrium space is situated between these two angles and continues the sense of procession into the building from the exterior decks.



MATERIALS

Natural, high quality materials that have low-embodied energy and can be harvested locally are a more sustainable choice for the building's cladding than synthetic and engineered solutions. This image indicates a wood-clad atrium that could be a link between the building's forms.



MATERIALS

The north and south building elevations have inherently different roles to play. The north elevation (facing the city), can be more solid with less transparency and have larger expansive areas of brick or concrete. The southside (facing the water), by contrast, should contain a great deal more glazing to capitalize on views to the river and sun orientation.



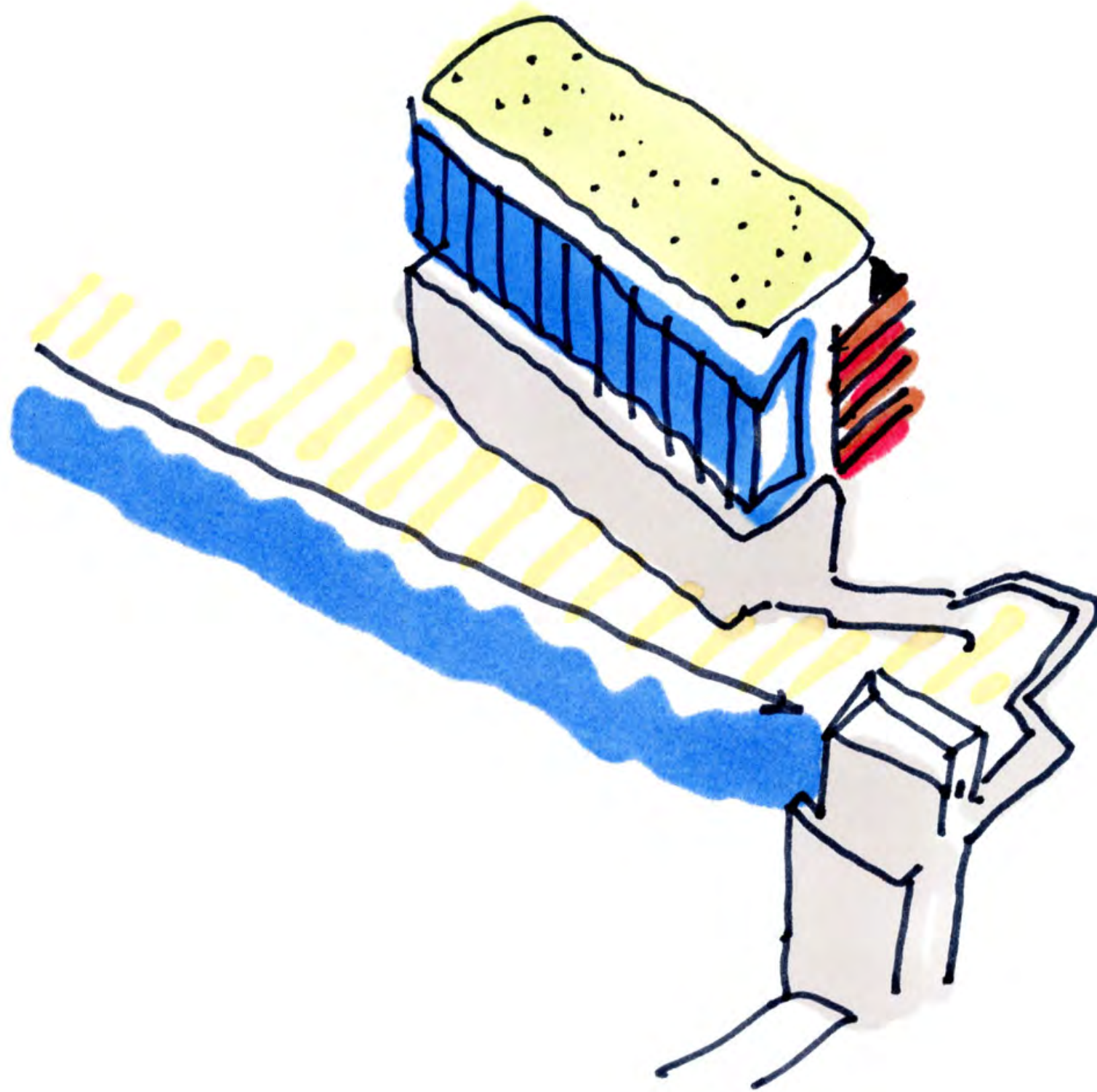
MATERIALS

Great attention should be paid to all materials of the building, but in particular the first two floors, where people come into touch with them most. The relationship of the ground to the building's vertical surfaces need to be thought about together, so that the building can be understood to be "part and parcel of the park".



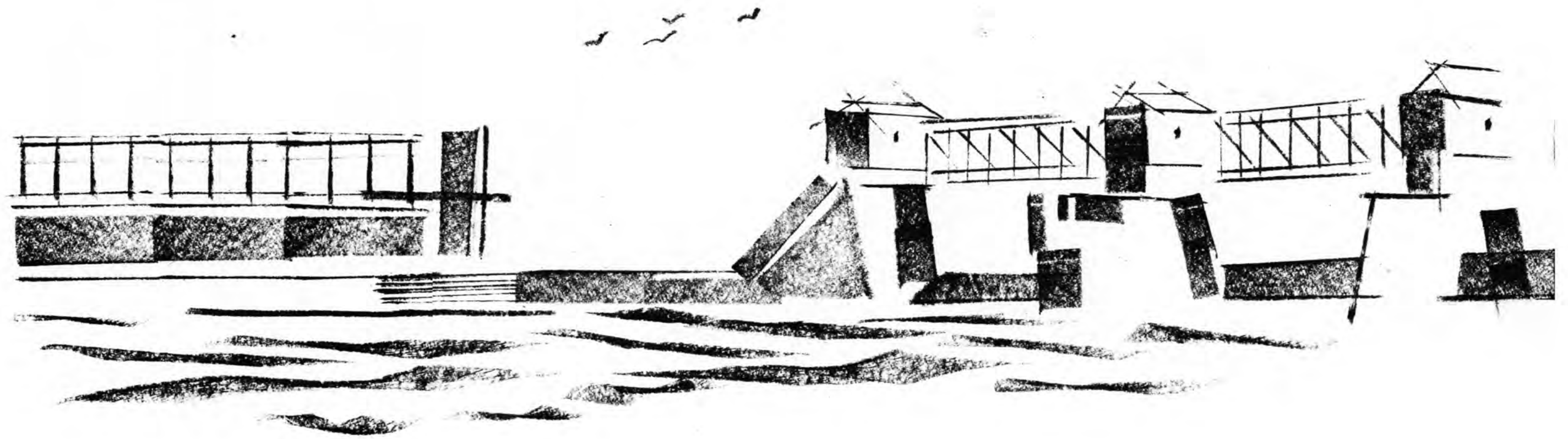
MATERIALS

Building elements such as sun-shading devices, walkways, balconies and handrails need to be carefully designed as they have an immediate tactile influence on how people touch and feel their surroundings.



MATERIALS

The historic Lock and Dam is an heroic work of architecture. The concrete base of this marvel of engineering may provide insights into how a new building could be integrated into its context. While the Stage, Freight House and Depot buildings are adaptive reuses, their visual weight can be emulated in new construction.



MATERIALS

When viewed from the river, a new building on the site of the former Dock Restaurant will be seen as a piece of infrastructure, helping to guard against water rise.



URBAN DESIGN SUMMARY

What is the appropriate size for a new building in the flood plain along the river? The ultimate scale will be the result of a confluence of factors including market forces and absorption rates. The magnitude of public and private financing will have a considerable impact on what gets built, and how. Thorough and comprehensive design review from the city will help to shape the character of the building, as well as a close working relationship with the Railroad, Levee Commission, and U.S. Army Corps of Engineers. Collaboration with these entities will be critical to ensure a successful development project that works within the constraints of the site and assures a reasonable rate of return for the investment.

The principal recommendation for any development project is that the building be scaled down from its current design, that the material palette of its cladding include high performing, natural materials and that the building project a civic presence befitting its prominent location on the river.

In an age of fiscal austerity - and with the local, state and federal governments striving to do more with fewer resources - investing public money in infrastructure projects represents a considerable investment. **Whatever gets built in the flood plain must not only withstand the periodic flooding that inundates the entire riverfront, but it must also contribute to Davenport's long-term cultural heritage.** The construction of the deck upon which new uses will rest necessitates that the deck be engineered in a robust manner that withstands rising water levels. However, it must do more than that. The Lock and Dam is a heroic work of design and engineering. A building placed next to it must likewise be durable and an exceptional structure. Given the high profile of the property, new development demands excellence in design.

Finally, development at the site of the Dock Restaurant is not the only game in town. Since the initial Master Plan, downtown Davenport has made steady progress toward economic and physical revitalization. Several new projects have materialized in the last decade just a short walk from the riverfront. Multiple conversions of older buildings into apartments and condominiums are taking place. More people living downtown translate directly into a more vibrant core, and an increasing demand for more riverfront amenities.

As important as the Dock site is, it must be acknowledged that the site is less than 10% of the overall property within the Study Area. **New development on this site will not significantly diminish the character of the riverfront; in fact, it will add to the vibrancy of the place.** As important as the site of the former Dock Restaurant and American Legion building is, the city should advance other initiatives in parallel that encourage investment north of River Drive. There are other sites which are underutilized and would also benefit from new development. At the end of the day, the primary objective of this RiverVision Update is to further improve and animate the riverfront park and knit it more closely with the rest of downtown.



DOCK RECOMMENDATIONS

The Davenport downtown riverfront centered between Main Street and the Lock & Dam is ripe for transformation. This stretch of riverfront is the main connection between downtown and the river with substantial vehicular travel and readily direct pedestrian links across River Drive. The views from this area of the riverfront out across the Mississippi River are among the most important, given the proximity to the Dam and the significant wildlife activity that occurs here. This importance is further accentuated by the concentration of now removed historic urban fabric and activities that once occurred here, with The Dock one of the sole remaining links to early twentieth century activities. In this context, the massing of any new proposal merits added attention.

The public realm will transform a vehicular environment into a public pedestrian landscape. To be a successful destination, the right mix of program activities are needed to attract visitors and users to activate a vibrant riverfront. One such component is a destination food structure, offering dining and beverage options. This structure would have a diversity of dining options in order to maximize repeat visits and to strengthen the long term economic viability of the investment.

The removal of the casino, and corresponding availability to transform literally hundreds of surplus surface parking spaces into a rebranded Davenport riverfront further accentuates The Dock redevelopment as part of a larger ensemble rather than standalone move. Pairing of a dining destination with a transformed riverfront strikes a comfortable balance on a municipal waterfront without having a new structure unreasonably encroach upon or overshadow the public domain.

The 2013 proposal exceeded 80,000gsf, more than four and half times the size of the existing 18,350gsf Dock building. The alignment and the building envelope were both at odds with the prevailing community vision for the riverfront. The size was a necessary threshold for a purely private redevelopment, though it exceeded the community's threshold for an acceptable size in dramatic fashion. There may yet be a sweet spot between what is visually acceptable; what is financially viable; and what is politically agreeable. To get there, redevelopment of The Dock will require public investment and participation.

Therefore, RiverVision 2014 outlines alternative scenarios for the Dock redevelopment ranging from 15,000 to 41,000gsf. Scenario 1.0, the smallest development alternative, embraces modest redevelopment of The Dock, while keeping a similar scale and the broadly supported premise that a dining and entertainment venue is appropriate at the river edge. The Dock site has the singular characteristic of being immediately adjacent to the Lock & Dam 15 structure, and will benefit greatly from the proximity to the river, and the wide-ranging seasonal variation of wildlife and watercraft activity. This location provides a bookend to the lower pool, punctuating the continuous string of parks progressing on to Credit Island, with a park focused amenity offering a variety of food and dining options. The recommendation in this scenario is that the City retain control of not only the site and infrastructure, but also management of design and construction of the facility. Selecting the proper mix of tenants is key to redevelopment success.

To achieve this, the City should retain a specialized, food-focused programmer to identify and secure the right mix of lessees for the Davenport market and this unusual site. To achieve this, the recommendation is that the Levee Improvement Commission would initially manage the demolition and site clearing of the riverfront. As the reconstituted park and Dock are completed, adequate time will have passed to allow evolution of the LIC to handle expanded roles or transition to a dedicated non-profit conservancy as operator of both building and park. This process will require ongoing discussion, preparations and decisions regarding funding structures and management for long term viability.

In the case that a public / private partnership scenario is selected RiverVision 2014 recommends scenario 3.0 at 41,000gsf. While this option is likely to include office space, the emphasis should still be on public amenities such as restaurants, coffee shops, and event space.



FREIGHT HOUSE



UNION STATION



PETERSEN PAVILION

CITY-OWNED RIVERFRONT BUILDINGS



CITY-OWNED RIVERFRONT BUILDINGS



The City of Davenport owns all structures between River Drive and the Mississippi River, from Marquette Street to Federal Street, a distance exceeding 1.6 miles in length. The buildings include park concessions and a performance pavilion; athletic venues; retrofitted historic train properties including commercial lessees; the Skybridge; and the shuttered Dock restaurant. The Levee Improvement Commission operates the majority of these structures, with Park and Recreation operating the remaining structures.



7

MANAGEMENT & PHASING

PRIVATELY-OWNED DEVELOPMENT

PROS

- *Profit motive incentivizes quality management and upkeep*
- *No ongoing City responsibility (management, operations and maintenance, responsibility of developer)*

CONS

- *Likely less public use/event space (restaurant space yields more rent revenue)*
- *City would not control success of development long-term*
- *Could result in lower quality tenants, finishes*

COMPARING DEVELOPMENT SCENARIOS

PUBLICLY-OWNED/DESIGNED DEVELOPMENT

PROS

- *City controls programming and public-use aspects*
- *Building may have a more cohesive relationship with park/coordinated activities*
- *City chooses development partners (architect, construction, leasing agent)*
- *City chooses best leasing/management team for multi-tenant concept*
- *Aesthetics and design choices coordinate seamlessly with park*
- *No material difference in net public investment*

CONS

- *Potentially adds marginal costs due to city-sponsored procurement rules*

COMPARING DEVELOPMENT SCENARIOS

CONSIDERATIONS WHEN COMPARING OWNERSHIP SCENARIOS:

Level of community use/access

Public investment dollars required

Developer experience versus city-hired programmer

OWNERSHIP CONSIDERATIONS

Weighing whether or not to redevelop The Dock site as a purely private, purely public, or a partnership of the two, several factors should be addressed. The degree to which the general public will have physical access to the facility; scheduled use of the facility for events; level of public investment in the infrastructure and/or the facility itself. Programming of the facility is crucial, and therefore the question of who bears responsibility for hiring a dining-focused programmer rises high on the list. Retaining an experienced programmer, either by the developer or by the City, will be pivotal to arranging the correct mix of lessees for The Dock site.

**REGARDLESS OF OWNERSHIP STRUCTURE, CREATING A
“CRITICAL MASS” OF RESTAURANTS IS ESSENTIAL TO:**

- *Providing an anchor along the Riverfront*
- *Drawing the spontaneous visitor versus the specific-purpose visitor*
- *Creating an amenity that prolongs visitor’s stay at the Riverfront*
- *Providing a destination with options for visitors throughout the day/night*
- *Providing options for various concepts and palates*

CRITICAL MASS

Diversity of options is one key to success for redeveloping The Dock. Market economics indicate that a single use restaurant or café is not feasible at this location. The right mix of dining options will have a better probability of attracting a wider range of visitors, and encourage them to stay longer. The ideal mix will provide a reason to visit, from morning through late evening, activating not only the development, but the riverfront.

SUMMARY OF DOCK SCENARIOS

ALL SCENARIOS INCLUDE FREE, GROUND-LEVEL PARKING

SCENARIO 1.0

THREE RESTAURANTS ON ONE LEVEL ABOVE PARKING

SCENARIO 1.5

ALL OF 1.0 PLUS HALF-ENCLOSED LEVEL ABOVE WITH RESTAURANT AND HALF OUTDOOR EVENT SPACE

SCENARIO 2.5

ALL OF 1.5 PLUS ONE ADDITIONAL LEASABLE LEVEL

GROSS SF

(including parking level)

LEASABLE SQUARE FOOTAGE

(including roof deck)

BUILDING EFFICIENCY

(GLA/gross SF)

DEVELOPMENT COST

(including TI allowance)

COST/SF

MARKET VALUE OF PROJECT

NET PUBLIC INVESTMENT REQUIRED

RENT COVERS % OF INVESTMENT

PUBLIC INVESTMENT NEEDED TO FUNCTION

31,730

11,000

35%

\$7,570,586

\$239

\$2,275,000

\$5,295,586

30%

70%

39,663

23,000

58%

\$11,236,918

\$283

\$3,825,000

\$7,411,918

39%

61%

55,528

35,000

63%

\$15,176,336

\$239

\$6,050,000

\$9,126,336

40%

60%

DOCK COMPARISON

The considered options include a single story building set on an elevated plinth; a one-and-a-half story building including an event space; and a two-and-a-half story building: all positioned above free, surface parking. Building efficiency rises as structure size and leasable area are increased.

The development cost doubles across the full range, though the cost per square foot hovers in the \$240 to \$280 range. The amount of necessary public investment ranges from \$5 million to \$9 million, with a slightly higher percentage of public investment necessary for a smaller building.



OPINION OF COSTS

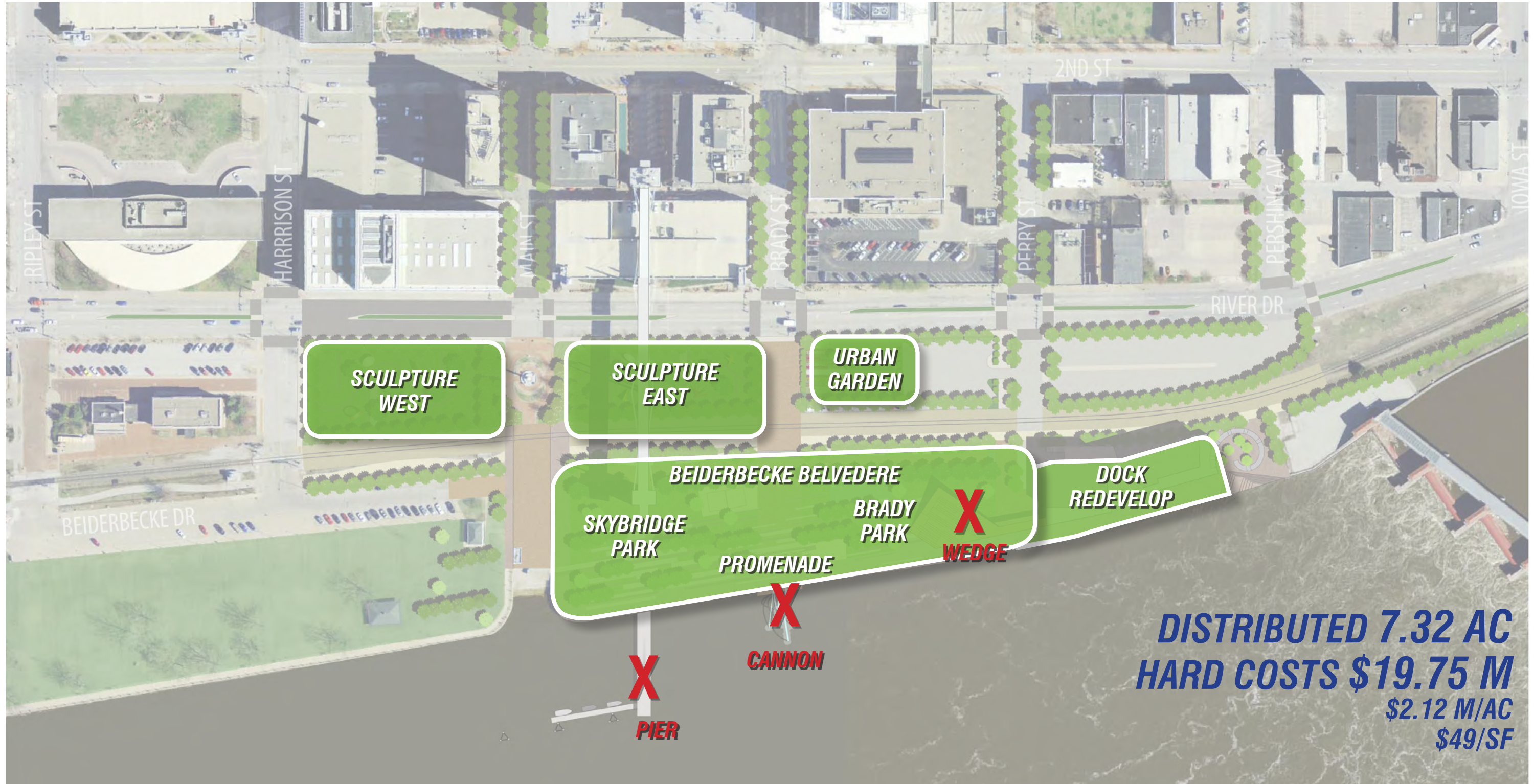
A concept-level opinion of cost appropriate to a short duration study begins to preliminarily identify possible hard construction costs, contingencies and fees in 2015 dollars. This opinion will necessarily be refined and adjusted as further design development progresses. Funding sources may determine that an all-at-once construction is not feasible, and turn to phased approaches to transforming the Davenport riverfront. Three scenarios that follow describe plausible scenarios for phasing in the riverfront, while lowering initial costs.



RIVERFRONT AREA

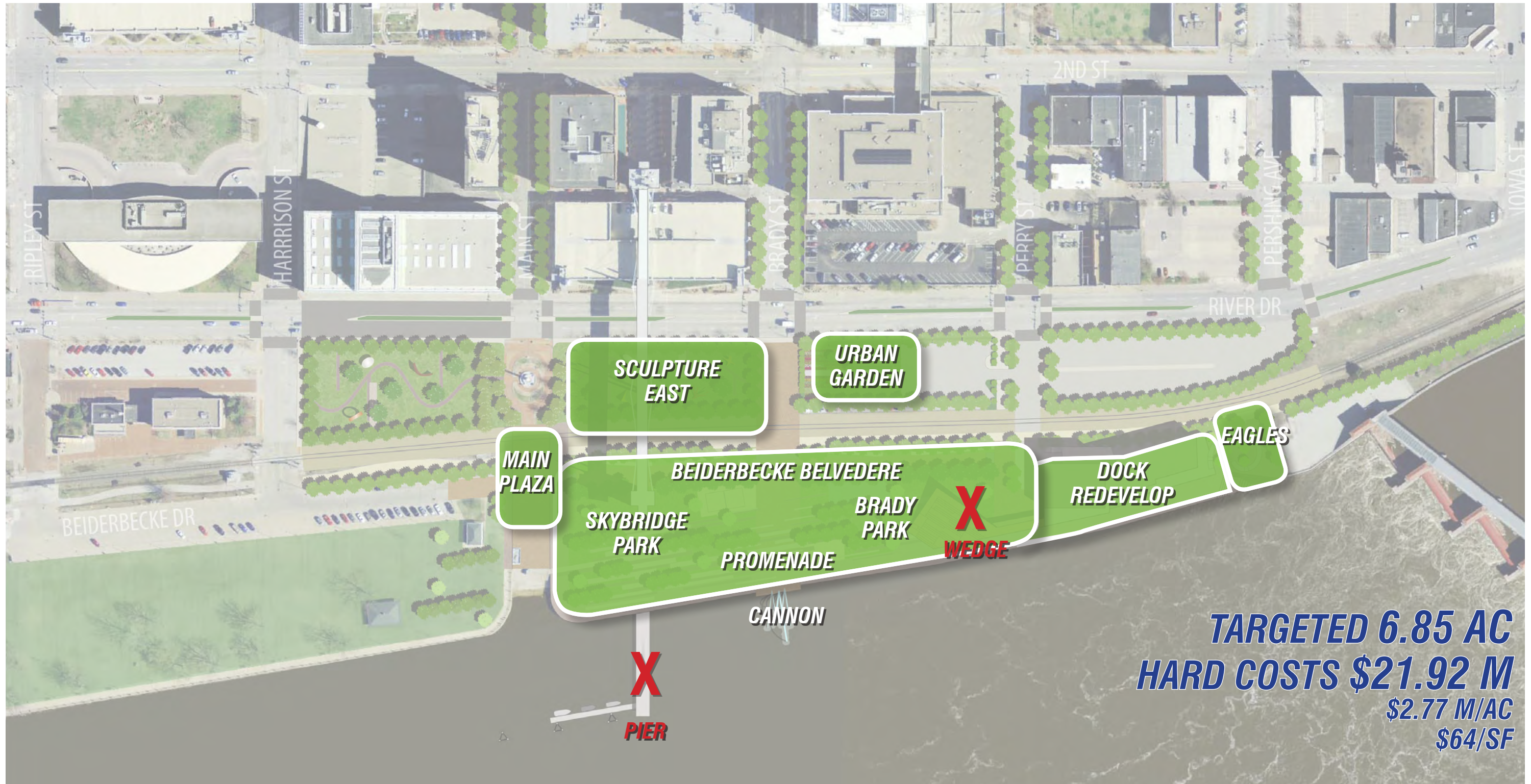
The nearly 10 acre riverfront outlined above can be quantified as two distinct areas: north of the railroad tracks and south of the railroad tracks, further distinguishing The Dock area. The Pier is an additional quarter acre not included in the footprint as it does not currently exist. In the event that the all-at-once total project cost exceeds available funding,

the following pages show three preliminary phasing approaches to accomplish several initial objectives while deferring full build out to later years.



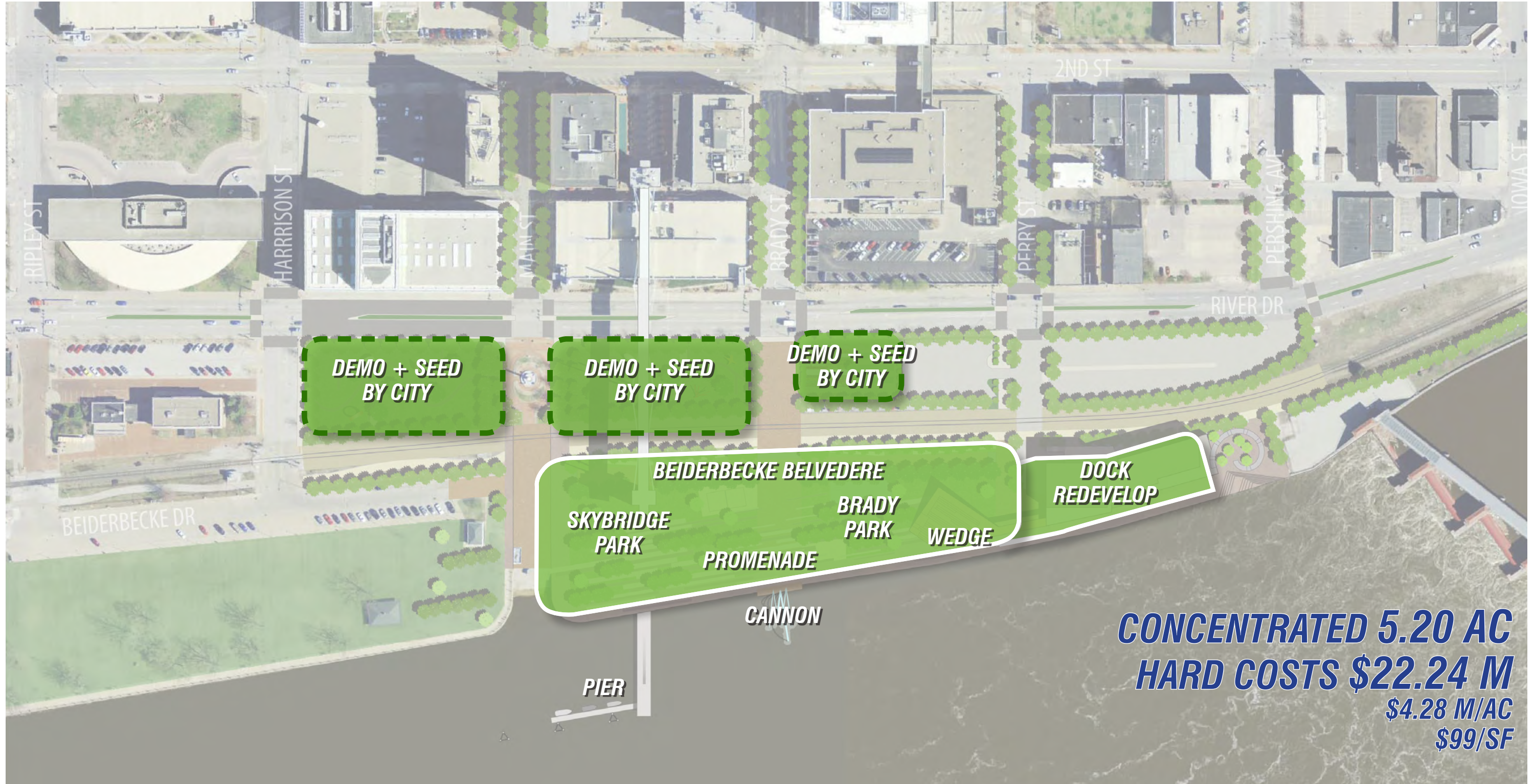
DISTRIBUTED - PHASING STRATEGY

This approach invests in most of the riverfront, maximizing the transformed acreage, but eliminates several prominent components (shown by red "X").



TARGETED - PHASING STRATEGY

This approach reduces the area slightly, relinquishing the downriver sculpture garden in front of the Figge, while adding back the River Cannon.



CONCENTRATED 5.20 AC
HARD COSTS \$22.24 M
\$4.28 M/AC
\$99/SF

CONCENTRATED - PHASING STRATEGY

This approach further condenses the public landscape to the river edge, south of the railroad tracks. It adds back in the Pier and Cannon. The City could demolish surface parking north of the railroad, deploy this material under Beiderbecke Belvedere, and resurface this area as temporary lawn until a future phase.



GROUNDS MAINTENANCE

PARK SECURITY

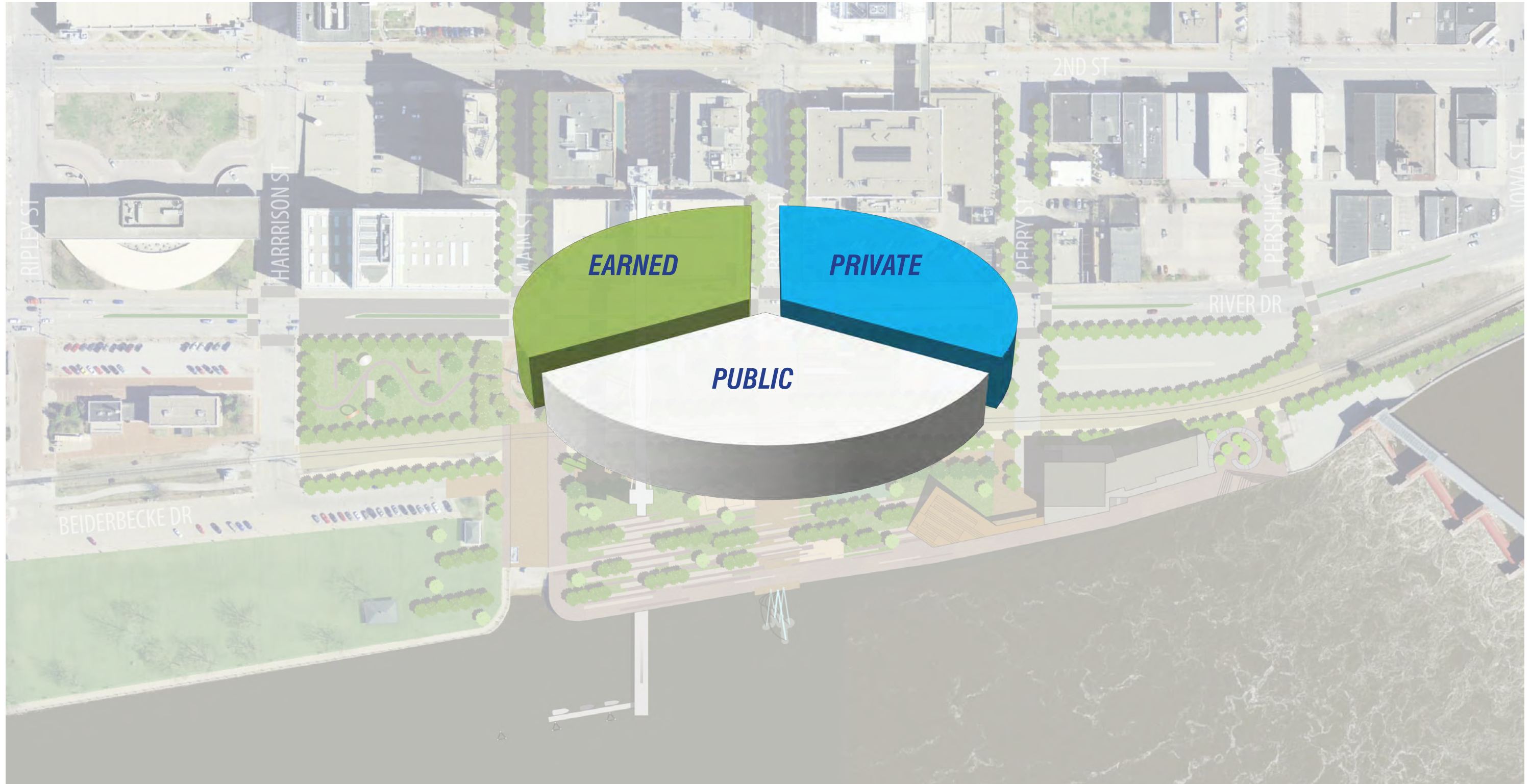
PROGRAMS / EVENTS

DEVELOPMENT

ADMINISTRATION

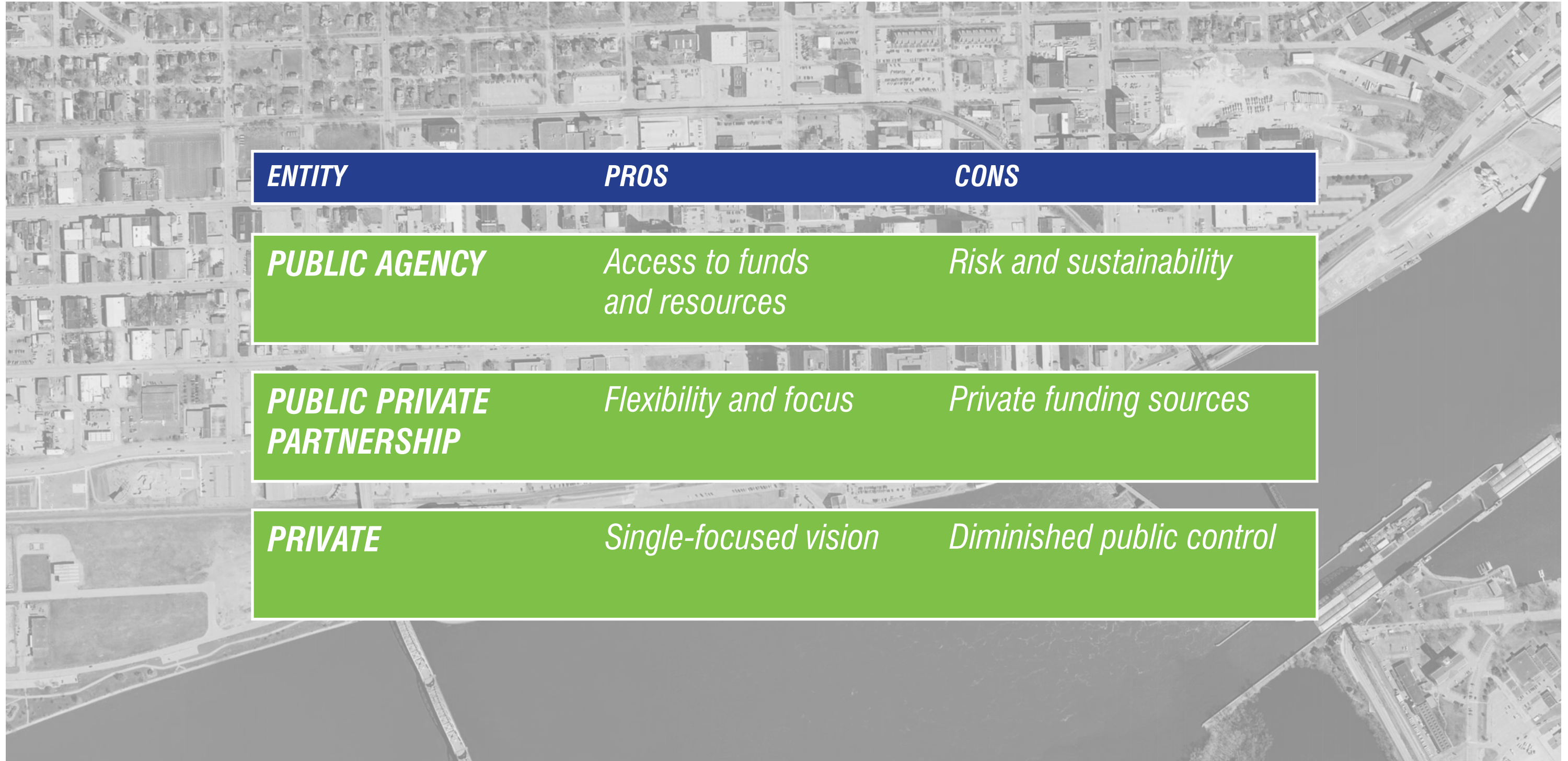
OPERATIONS AND MAINTENANCE

It is imperative to plan for ongoing operations and maintenance as a necessary expense for any public landscape. These activities need to be factored into a long range funding strategy to maintain the initial public investment and attract adjacent private investment. Park programming is itself a pivotal activity to ensure that seasonal events, from informal daily events to larger community-scaled celebrations, are appropriately managed and prepared for.



REVENUE SOURCES

Operations and maintenance costs are generally funded from multiple sources, typically with a three-way balance between earned income, private donors/sponsorship, and public funding. The proper mix is necessarily contingent on actual facilities for income generation, and operating organizational structure.



ENTITY	PROS	CONS
PUBLIC AGENCY	<i>Access to funds and resources</i>	<i>Risk and sustainability</i>
PUBLIC PRIVATE PARTNERSHIP	<i>Flexibility and focus</i>	<i>Private funding sources</i>
PRIVATE	<i>Single-focused vision</i>	<i>Diminished public control</i>

OPERATING MODELS

A public/private partnership offers a dedicated organizational structure blending the best attributes of each for stability and responsiveness. The Levee Improvement Commission may be an appropriate operator, or the responsibility may benefit from a more balanced public/private entity that does not yet exist locally.



TYPICAL NON-PROFIT ROLES

- *Fundraising*
- *Marketing and Public Outreach*
- *Programming*
- *Organizing Volunteers*
- *Design, Planning, and Construction*
- *Advocacy*

NON-PROFIT ADVANTAGES

- *Efficiency and Flexibility*
- *Community Ties*
- *Consistent Leadership*

NON-PROFIT PARTNER

Non-Profit management entities are a standard fixture for many municipalities, where a dedicated team focused exclusively on one property provides targeted attention.



8

MARKET PROFILE





MARKET PROFILE

ECONOMIC MARKET ANALYSIS PROVIDED A SNAPSHOT OF:

- Current downtown market conditions,
- Downtown market supply and demand of various real estate uses and profiles,
- Site and location factors,
- Comparable waterfront developments including both recreational and commercial uses, and
- Specific market and financial analysis of a commercial development proposal on a targeted riverfront parcel.

Community and stakeholder meetings to help to clarify and understand the local and expert perspective on riverfront development options and to provide insight and input regarding these options.

The scope of work conducted is summarized in three appendices within this report and a broad overview is presented here.

NATIONAL COMMERCIAL REAL ESTATE CLIMATE

The difficult conditions facing the US economy since 2008 have made investors across industries increasingly risk averse. And while the stock market fluctuates, treasuries and cash holdings provide minimal returns, commercial real estate can be an attractive long-term strategy for those looking for an investment with significant growth potential. Returns on commercial real estate investment are more straightforward and transparent than money markets, and the “bricks-and-mortar” aspect of commercial real estate makes the investment itself feel more tangible and secure.

While progress has been slow, commercial real estate market recovery was notable in 2013. This has led to an increased consumer confidence that is critical to any sustainable recovery. Labor markets have continued to demonstrate solid progress, which has fueled growth in GDP. Even more encouraging is that smaller markets such as Boulder, Nashville and Louisville are posting higher percentages for job growth than larger markets such as New York, Houston and San Francisco. However, this job growth is not consistent across cities and so cities like Davenport can only participate in the real estate recovery based on local conditions. Yet the low interest rates are helping even those cities with anemic job growth.

This job growth coupled with historically low interest rates has sparked demand in housing markets across the country. The apartment/multi-family housing segment is particularly strong, with historically low national vacancy rates in spite of a surge in development and added product. Owner-occupied homes have also been recovering value and sales levels have increased. As of August 2013, single-family homes were selling at the fastest pace in six years and appreciating at a rate of 12 percent per year (and upwards of 30 percent in certain markets such as Phoenix, Las Vegas and areas of California).

The housing market has historically been an important indicator for the commercial real estate industry because of the multiplier effect. In this case, the multiplier effect occurs when spending on housing produces an increase in national income and consumption greater than the initial amount spent, which then strengthens commercial markets and the associated real estate.

Financial institution recovery has also been a critical driver of commercial real estate. Increased loan origination and the loosening of credit gives buyers access to capital, which spurs commercial development. While the loan process

may never regain its pre-2008 velocity, banks are undeniably healthier so financing for the right projects in the right places should continue to be available.

However, all of these positive market indicators must be reconciled with local market conditions. Certainly in “greenfield” sites where land costs are low and parking is plentiful, development can pick back up where it left off in 2008. However, downtowns across the U.S. offer a more complex collection of opportunities and challenges. These challenges can become opportunities, such as a high barrier to entry. It is riskier and more difficult to develop in downtowns due to higher land costs, potential redevelopment costs or cleanup of prior uses, the high relative cost of providing onsite structured parking and the vertical nature of development, which is more expensive than horizontal development. For these reasons, the market viability of urban development is often much lower in similar market conditions compared with suburban sites. It is also why the public sector often can rationalize investment and participation in urban redevelopment projects.

The opportunities associated with urban development, once built, are those same barriers to entry. New competition is less likely if the cost and complexity are higher. Knowing this, communities and developers often work together to get past the initial financing and ramp-up hurdles, knowing that the long-term market is there to support ongoing occupancy of these buildings.

DOWNTOWN DAVENPORT COMMERCIAL REAL ESTATE CLIMATE

The city of Davenport’s commercial real estate industry is going through a distinct period marked by renovation and adaptive reuse. The conversion of older-stock office space to multifamily-housing has occurred at an unprecedented rate. The commercial or mixed-use side, including projects such as the Hotel Blackhawk and the upcoming City Square development, demonstrate that developer interest in product other than multifamily housing also exists in the downtown Davenport market. It is important to note that the success of these and other commercial projects is largely attributed to various financing incentives made available by the City or State. The public-private partnerships help developers complete quality projects while keeping rents at a rate that the local market can support.

Adaptive Reuse in Downtown Davenport

Adaptive reuse has been making headlines in downtown Davenport for the past decade with projects such as the Crescent Lofts and more recently, the Halligan Coffee Building. By definition, adaptive reuse is simply the process of reusing an old building for a purpose other than which it was originally built or designed. Therefore, it differs from a renovation in that the building use will change. And while adaptive reuse is not at all a new concept, it is one that has grown in popularity over the past decade due to several real estate trends. The first is preservation for historical purposes. The trend during the latter part of the 20th century in communities large and small from coast to coast was large-scale new construction. To make room for new buildings, old buildings were demolished along with any historical value associated with them. In response to this, communities have shifted back to preservation-ism in recent years in order to protect remaining historical buildings.

In addition, there has been a growing trend toward “green” or environmentally-friendly activity across many industries, including real estate development. Adaptive reuse is considered “greener” than new construction because demolished buildings ultimately end up in landfills. The process of adaptive reuse allows for existing structures to be utilized, and therefore potentially fewer resources are consumed and thrown away than rebuilding from the ground up.

Downtown Davenport has a significant number of past, present and planned developments that have converted the city’s older stock of office and industrial buildings into multifamily residential developments. This transformation has not only removed a large portion of outdated or vacant commercial real estate from the market, but it has also

provided quality living space for both low-income and market-rate renters. These renovations and conversions help support a healthier commercial office market by managing supply as well as create a solid core of downtown residents, which is essential because people who live downtown also tend to shop and eat downtown. The trickle-down effect of dollars spent at downtown businesses is the key to any downtown revitalization effort’s long-term sustainability.

A map and a list of multifamily residential developments can be found in Appendix B.

Downtown Davenport Vacancy

Downtown Davenport falls on both sides of the spectrum when comparing vacancy with national rates.

The following table shows the vacancy rates for downtown Davenport office and retail as compared to the national average as of the fourth quarter 2014.

Table 1-1

Comparative Commercial Vacancy Rates		
	United States*	Downtown Davenport
Building Type		
Office	14.8%	27.2%
Retail	12.0%	9.8%
*Q4 of 2013		
Source: CBRE, Inc., HSP		

Despite the many office buildings that have been taken offline through conversion to multifamily housing, the office market in downtown Davenport underperforms as a whole, with 27.2 percent vacancy compared to the national rate of 14.8 percent. Meanwhile, retail vacancy is currently 9.8 percent, representing a stronger overall market than the national level of 12 percent. HSP’s inventory of downtown retail found just two purely retail buildings with vacancy, which indicates there may be some unmet demand in this segment. A full list of downtown retail buildings inventoried can be found in Appendix B.

To better understand the issues facing the office market, it is important to examine the office market sub-segments.

- Class A: Office space that offers high end finishes and amenities either in the form of a highly desirable location or perks within the building itself, such as a workout area, high end conference room or other auxiliary services.
- Class B: Office space that is in good condition and rentable “as is” but lacks the amenities and newer finishes of Class A space.
- Class C: Office space that is dated, poorly located or with some major limitations, such as poor layout or lack of technology capability.

While there is some disagreement among local real estate brokers regarding which buildings should be called “Class A”, the consensus is that there is very little class A office space and that the class A space that exists is leased. The lack of availability in this segment indicates that there is probably unmet demand for quality office space in downtown Davenport. There are a number of smaller users who would pay higher rates for better space, but there are no unoccupied multi-tenant class A buildings available. Developing such a building would require a major tenant to sign a long-term lease for at least have of the leasable space.

Meanwhile, there is plenty of available class B and C space in downtown driving the overall vacancy up. And while it is beneficial to offer various price and quality space options, in general, class B and C downtown space does less to compete with suburban office space of the same quality because on-site parking is not as plentiful. Therefore, it is more common for downtown class B and C space to remain vacant until it is redeveloped or renovated as a part of the new tenant build out package. This is an important point to consider regarding any future office development in downtown Davenport because it is often cheaper to renovate and retrofit an existing building to class A quality than it is to build a new class A building. In fact, renovated and adaptive reuse buildings often have more appeal to tenants because they have more character and authenticity than new buildings. This means that if a large office tenant expressed interest in class A space in downtown Davenport today, that does not necessarily mean that a new class A building needs to be built to accommodate them.

A full list of downtown office buildings inventoried can be found in Appendix B.

Downtown Davenport Lease Rates

A market's lease rates are important in assessing future development opportunities because they represent a project's potential revenue. Potential revenue is a key factor in planning the financing structure of any development because it tells us the project cost that a development can financially support, or in some cases, the gap between what a project can support and the project's actual cost.

Lease rates for office space (class A, B and C) in downtown Davenport average \$11 - \$12 (triple net or NNN) per square foot on an annual basis. The highest office rates are in the \$16 - \$18 range. Similarly, retail lease rates in downtown Davenport average \$11.00 (NNN) per square foot on an annual basis. A list of buildings and associated lease rates can be found in Appendix B.

While these rates are generally too low to support a newly constructed building without a significant investment from the public sector, it is important to note that these averages are not necessarily representative of what potential tenants would be willing to if given the opportunity. As discussed in the previous section, there is a lack of both retail space and class A office space in the existing market. And given the subject site's waterfront location and higher quality provided by new construction, it is reasonable to assume that a higher lease rate could be achieved in a building with water views and new, high quality finishes.

Downtown Davenport Restaurant Market

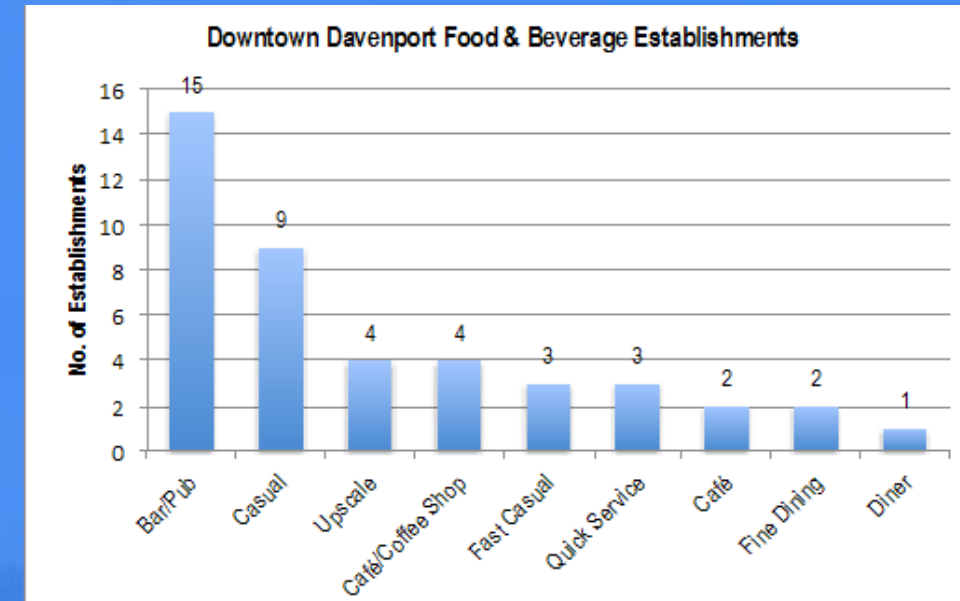
While the restaurant category is technically a sub-segment of the retail market in terms of vacancy and lease rate, given the nature of this report HSP found it important to comment on various market conditions pertaining to restaurants in downtown Davenport.

Downtown Davenport has a robust restaurant market in terms of the overall number of establishments. A total of 43 food and beverage establishments were inventoried by HSP. However, the mix of offerings is somewhat lacking in variety and price point. New entrants with different cuisines, known brands in some cases, and higher price points would boost downtown as a destination for dining.

Figure 1-1 shows the number of downtown Davenport food and beverage establishments, by category.

As this figure shows, the dominant categories are Bar/Pub (15 establishments) and Casual (nine establishments) while Fine Dining and Upscale represent just two and four restaurants, respectively. A market that is so heavily weighted with casual options combined with the ambiance that a new building directly on the river suggests that an upscale dining option would be a fit at the Dock site. However, based on HSP's experience, having just one

Figure 1-1



restaurant in an area without other attractions is risky. Therefore, creating a venue with multiple establishments that can play off of each other is strongly recommended.

In addition, adding more diversity to the restaurant mix can help draw the spontaneous dining visitors. These visitors may not know what they are in the mood to eat, but they will visit downtown Davenport if they have confidence that there are a wide range of restaurant concepts that appeal to many palates. As a result, creating more options downtown can increase overall food and beverage revenue downtown instead of "dividing up the pie" of existing food and beverage revenue among more restaurants.

A complete list of restaurants inventoried can be found in Appendix B.

IMPLICATIONS

The downtown Davenport commercial real estate market has several unique characteristics that provide implications for the proposed Project. As its office buildings are converted to residential units, this builds downtown residency that can support future commercial development. Office vacancy remains higher than the national average, but class A vacancy is extremely low or non-existent. This implies that any speculative development in the office sector should be limited to a small-scale because the existing stock of large vacant office spaces could be renovated to class A quality for cheaper than the cost of new construction. Retail vacancy is extremely low which may indicate some unmet demand in this area. The restaurant sector is robust, yet heavily weighted toward casual options, which also may indicate some unmet demand for upscale options, provided the upscale options are part of a larger destination retail/restaurant mix.

No matter what is developed downtown and especially in a new development area along the river, such as the Dock site, the cost of development, assuming Class A quality, will be greater than the market rents are able to bear. As such, the public sector should expect to invest in such a development along the river in order to achieve the quality of building, design and tenancy that it desires. The returns from that investment will be measured not just onsite, but in the overall attractiveness and increased marketability of downtown Davenport.



9

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APPENDIX A: ECONOMIC AND DEMOGRAPHIC PROFILE OF DAVENPORT

It is important to understand the local and regional market conditions that exist in the Davenport market because they all present factors related to success or suggest the impact the Project will have on the area and on the region. This appendix contains an economic and demographic profile of Davenport and the Quad Cities region.

Davenport is a part of the Quad Cities, a group of five cities straddling the Mississippi River on the border of western Illinois and Eastern Iowa. The five cities that make up the Quad Cities are Davenport and Bettendorf, Iowa and Rock Island, Moline and East Moline, Illinois.

Davenport is the most populous of the Quad Cities and sits on the Iowa side. The Quad Cities Metropolitan Area has a population of approximately 380,000.

The following figure shows a map of the region.



Davenport is serviced by the Quad City International Airport, located in Rock Island County, Illinois. The airport has one terminal, two concourses and three runways. Five airlines operate out of the airport: Allegiant Air, American Connection, American Eagle, Delta Connection and United Express.

Two of the nation's major recreational trails intersect in Davenport: the Mississippi River Trail and the American Discovery Trail. The Mississippi River Trail runs north-south from Lake Itasca, Minnesota to Venice, Louisiana. The American Discovery Trail traverses the United States from east to west, beginning on the Atlantic coast in Delaware and ending on the Pacific coast in northern California. While both trails follow major roadways, they are designated bicycle and pedestrian only.

The closest passenger rail station is the Amtrak station across the river in Moline, Illinois where travelers have access to Amtrak's national network of routes. In addition, a new passenger rail station has been proposed in Davenport following a \$230-million federal grant in 2010 to study possible new routes. As of 2013, progress on this new station had been suspended. There are several bus stations in Davenport where passengers can access multiple nationwide bus services including Greyhound as well as a city bus system with 16 routes covering 30 square miles of the city.

The following table shows the population data from Davenport, the state, the region and the country.

Table A-1

City of Davenport, Quad Cities MSA, and State Population and Growth Rates				
	Population			Percent Change 2000 - 2010
	1990	2000	2010	
United States	248,709,873	281,421,906	308,745,538	9.7%
State of Iowa	2,776,755	2,926,324	3,046,355	4.1%
Quad Cities MSA	350,861	359,062	379,690	5.7%
City of Davenport	95,333	98,359	99,685	1.3%
City Pop. As % of MSA	27.2%	27.4%	26.3%	

Source: U.S. Census Bureau, Hudson Strategic Partners

As shown, the city of Davenport makes up more than one quarter of the metro area population, although its growth rate has minimal since 1990, increasing by fewer than 5,000 people. The metro area has increased by 5.7 percent, or about 20,000 people during that period.

The following table shows income, spending and other household demographic information for the city of Davenport, the county, the state and the country.

Table A-2

Income, Spending and Other Demographic Data				
Category	United States	Iowa	Scott County	Davenport
Homeownership rate, 2008-2012	65.5%	72.6%	69.6%	62.9%
Median value of owner-occupied housing units, 2008-2012	\$181,400	\$123,000	\$141,400	\$119,100
Persons per household, 2008-2012	2.61	2.41	2.43	2.37
Median household income 2008-2012	\$53,046	\$51,129	\$53,002	\$45,237
Persons below poverty level, percent, 2008-2012	14.9%	12.2%	12.6%	17.2%
Private nonfarm employment, percent change, 2010-2011	1.3%	0.8%	3.4%	---
Retail sales per capita, 2007	\$12,990	\$13,172	\$17,574	\$21,941

Source: US Census Bureau

The general economic characteristics of Davenport are less positive than the state of Iowa, except retail sales per capita. Scott County, which includes more suburban areas, shows higher economic statistics in general, as is generally the case when comparing urban to suburban areas.

The following table shows education data for the city of Davenport, the state and the country.

Table A-3

2010 Highest Education Level Attained (Population Age 25+)			
Population Age 25+	Davenport	Iowa	United States
Did Not Complete High School	12.5%	10.3%	15.4%
Completed High School	32.2%	36.0%	29.2%
Some College	22.3%	20.5%	20.6%
Completed Associate Degree	8.4%	8.8%	7.5%
Completed Bachelors Degree	16.5%	17.0%	17.5%
Completed Graduate Degree	8.2%	7.5%	9.8%

Source: CLR Search Demographics Summary

The adult population of Davenport has a higher level of education, in general, compared with the U.S. and has a higher rate of those with a graduate degree than the state, although less than the U.S.

The following table shows the income of Scott County by industry.

Table A-4

Description	Scott Income	Scott Percent of Total
Earnings by place of work	\$5,322,652	100%
By Industry		
Farm earnings	\$36,572	0.7%
Nonfarm earnings	\$5,286,080	99.3%
Private earnings	\$4,759,181	89.4%
Manufacturing	\$936,972	17.6%
Health care and social assistance	\$692,163	13.0%
Retail trade	\$466,094	8.8%
Professional, scientific, and technical services	\$455,724	8.6%
Construction	\$351,474	6.6%
Wholesale trade	\$327,485	6.2%
Administrative and waste management services	\$244,521	4.6%
Management of companies and enterprises	\$243,590	4.6%
Finance and insurance	\$217,725	4.1%
Other services, except public administration	\$187,467	3.5%
Accommodation and food services	\$185,825	3.5%
Transportation and warehousing	\$158,107	3.0%
Educational services	\$100,683	1.9%
Information	\$61,833	1.2%
Real estate and rental and leasing	\$58,856	1.1%
Arts, entertainment, and recreation	\$37,214	0.7%
Utilities	\$30,612	0.6%
Mining	\$1,550	0.0%
Forestry, fishing, and related activities	\$1,286	0.0%
Government and government enterprises	\$526,899	9.9%
State and local	\$450,338	8.5%
State government	\$31,733	0.6%
Local government	\$418,605	7.9%
Federal, civilian	\$53,259	1.0%
Military	\$23,302	0.4%

Source: Bureau of Economic Analysis

The local area is still strong in manufacturing employment, as well as health care and social assistance positions. Another ten percent work in some form of government service.

The following table shows the Davenport area's top employers.

Table A-5

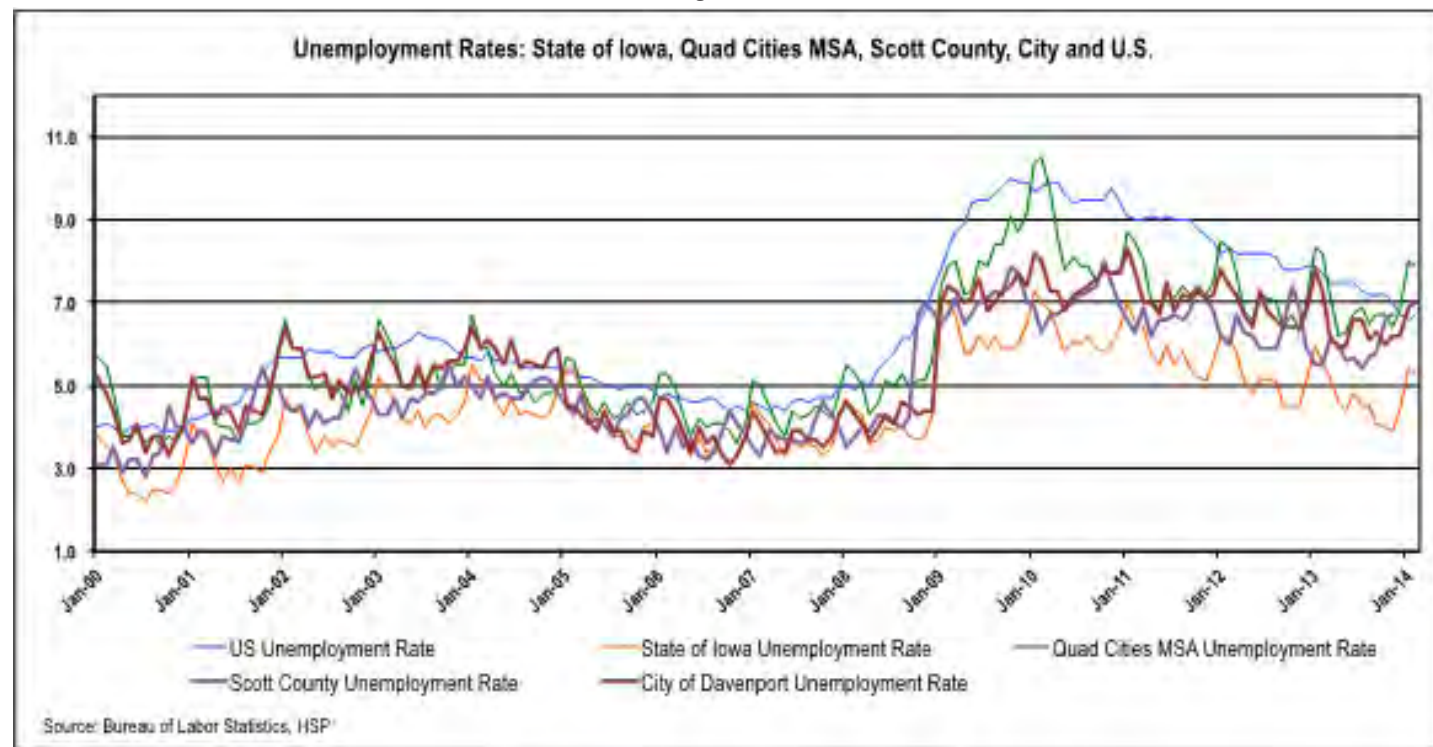
Company Name	Industry	Number of Employees
Genesis Health System	Health Care	4,900
Davenport School District	Education	2,500
Kraft Foods/Oscar Mayer	Food Services	1,500
MidAmerican Energy Co.	Utilities	1,025
Eastern Iowa Community College District	Education	1,016
APAC Customer Service, Inc	Telecommunications	900
City of Davenport	Government	800
Wells Fargo Bank	Financial Services	716
Sears Manufacturing	Automotive	600
United Parcel Service	Logistics	590
Von Maur	Retail	560
Scott County	Government	500
St. Ambrose University	Education	467
Cobham Mission Systems	Aerospace & Defense	425
Nestle Purina PetCare Company	Pet Food Maker	411
Mississippi Valley Regional Blood Center	Health Care	378
Nichols Aluminum	Manufacturing	356
Lee Enterprises	Newspaper Publishing	350
US Bancorp Investments, Inc.	Financial Services	348
Lujack's Northpark Auto Plaza	Automotive	347
Family Resources Administration	Individual & Family Services	340
Tri-City Electric Co.	Utilities	337
Handicapped Development Center	Education	308
Palmer College of Chiropractic	Education	300
Rhythm City Casino	Gaming	286

Source: Quad Cities First

As is typical for many markets, the largest employers are in health and hospital systems, school systems and city and county government. This is the case in Davenport. The largest private employer outside this group is Kraft Foods/Oscar Meyer with 1,500 employees.

The following table shows unemployment data for the city of Davenport, the county, state and country.

Figure A-2



In general, the state of Iowa has performed relatively well over time, with a rate about three percentage points lower than the U.S. However, the Quad Cities and Davenport have a much higher rate of unemployment than Iowa, although it has generally been less than the U.S. rate.

The following table profiles the Davenport area's higher education institutions.

Table A-6

Davenport Area Colleges & Universities				
Institution	Location	Distance from Davenport	Highest Degree Offered	Enrollment
Palmer College of Chiropractic	Davenport	0.0 miles	Doctorate	2,168
Saint Ambrose University	Davenport	0.0 miles	Doctorate	3,671
Eastern Iowa Community College District	Davenport	1.5 miles	Associates	8,474
Capri College-Davenport	Davenport	2.2 miles	Associates	190
Hamilton Technical College	Davenport	2.2 miles	Bachelors	218
Kaplan University-Davenport Campus	Davenport	2.2 miles	Doctorate	3,420
La James International College	Davenport	3.4 miles	Associates	45
Brown Mackie College-Quad Cities	Bettendorf	4.0 miles	Associates	415
Ashford University	Clinton	28.4 miles	Masters	968
Grand Total:				19,569

Source: National Center for Education Statistics, Hunden Strategic Partners

Within the local area, there are no major universities and only a few smaller colleges. The largest school is Eastern Iowa Community College, with nearly 8,500 students. The total number of enrolled students is approximately 20,000, a relatively small number given the area's population.

The following table lists the Davenport area's tourist attractions.

Table A-7

Quad Cities Tourist Attractions		
Attraction	Location	Type
Family Museum	Bettendorf	Cultural
Adler Theatre	Davenport	Cultural
Figge Art Museum	Davenport	Cultural
Midcoast Fine Arts and Bucktown Center for the Arts	Davenport	Cultural
Putnam Museum	Davenport	Cultural
Buffalo Bill Museum and River Pilot's Pier	LeClaire	Cultural
John Hauberg Indian Museum	Rock Island	Cultural
Quad City Arts Center	Rock Island	Cultural
Quad City Botanical Garden	Rock Island	Cultural
Rock Island Arsenal Museum & Rock Island Arsenal	Rock Island	Cultural
The Artery	Rock Island	Cultural
Michael's Fun World	Davenport	Entertainment
Rhythm City Casino	Davenport	Entertainment
iWireless Center	Moline	Entertainment
Niab Zoo	Coal Valley	Entertainment/Recreational
Modern Woodmen Park	Davenport	Entertainment/Recreational
The River's Edge Ice Arena	Davenport	Entertainment/Recreational
John Deere Pavilion	Moline	Entertainment/Recreational
Mississippi Valley Blues Festival	Davenport	Festival
Centennial Park and Sprayground	Davenport	Recreational
Credit Island	Davenport	Recreational
Davenport Skybridge	Davenport	Recreational
Channel Cat Water Taxi	Quad Cities	Recreational

Source: Quad Cities CVB, HSP

Davenport and the Quad Cities offer a number of cultural, entertainment and recreational opportunities for visitors and residents. In Davenport, some of the more relevant attractions include the Figge Art Museum, near the riverfront, the Rhythm City Casino (which is moving from the downtown riverfront to a suburban location), Modern Woodmen (baseball) Park on the riverfront and Centennial Park, also on the riverfront.

Davenport and the Quad Cities continue to work to redefine themselves as the larger macroeconomic forces have put pressure on the historically manufacturing, farming and logistics-oriented economies of the Midwest. Metro areas like the Quad Cities struggle to be large enough as a market to attract businesses, direct flights and knowledge workers, all who have many other options in the U.S. with more amenities, connectivity and burgeoning

downtowns. With a small regional population that is attempting to support three downtowns (Davenport, Rock Island and Moline), the efforts to create a dynamic center of activity must be even more concentrated and successful than a comparably sized city with just one downtown or one riverfront.

In its favor, Davenport has a low cost of living and yet is a relatively short drive to Chicago, which offers big city amenities. Many residents rely on places like Chicago to provide that escape. However, this also means that the local economy is leaking spending and leisure time activity, including restaurant and tourism spending, to other cities. By creating a center of gravity and a string of attractions along the Riverfront, Davenport can continue the reinvention of its downtown with a head-turning waterfront that attracts new residents and visitors and recaptures those who may be currently spending their time and money elsewhere.

APPENDIX B: COMMERCIAL REAL ESTATE MARKET DATA

INTRODUCTION

The following appendix presents commercial real estate market data in the form of maps and tables that was used to create Chapter 1 – Market Profile and also make determinations of financial viability for commercial development on the riverfront. While the data itself is described here, implications of the data are discussed in Chapter One.

The data in the tables was collected by HSP from within a study area described as the central business district and downtown Davenport between the Mississippi River and 5th Street. If data was pulled from outside of this area, it was deemed relevant to the commercial real estate market in the area or to the RiverVision plan.

Big Picture

In broad terms, Davenport’s downtown has been seeing an active real estate market characterized by the redevelopment of many buildings into leased apartment projects. The leasing and development continues at a relatively strong and active pace. These are nearly all occurring in former office buildings or buildings with other prior alternate uses. The downside of this activity is that there are a number of office tenants that have left downtown Davenport for newer, more suburban office buildings in the surrounding area. The trend of bringing office users downtown that has swept many of the large cities in the U.S. has not taken place in Davenport, although a number of smaller creative and professional firms have taken up residence downtown. Yet the residential absorption of many of these vacated office buildings is promising and shows a real interest in downtown living. This has helped support existing and new restaurant activity, although much of these offerings remain in the same strata of quality and pricing, dominated by casual bar/pub/restaurants. Variety of cuisine and pricing/quality is limited.

The city has taken an active role with the development community to move a number of projects forward. Major successes include:

- Redevelopment of the Hotel Blackhawk, part of Marriott’s Autograph collection of hotels. The total cost was \$35 million, with \$12 million from public sources. Others, including retail, grocery and residential projects are in predevelopment stage or under construction. The city has also taken leadership on the riverfront, as is evidenced by this report and planning process.
- In 2013, the historic Wells Fargo building (and Davenport’s tallest building) was renovated from a traditional office building to a mixed-use commercial-residential building. The \$10-million renovation converted office space into a total of 29 market-rate apartments on four floors of the building, and renovated additional floors that will remain office space.
- The same developer of the Wells Fargo building has begun a \$13 million renovation at the Union Arcade building at 229 North Brady Street. The seven-story building will have 68 market rate apartments with 8,000 square feet of commercial space on the first floor.
- The City Square redevelopment of the Parker and Putnam buildings on 2nd Street between Main and Brady could bring a variety of uses to one city block. Potential uses for the \$60-million project include a high-end hotel, office space, grocery store, rooftop lounge and nightclub, residential units and retail. The developer has requested \$35 million in public incentives.
- The United Cigar building on the corner of West 3rd and North Main Streets is undergoing renovations that will bring a 6,000-square foot high-end restaurant, a construction company, a hair salon and additional retail to the building. There are future plans to add several floors of apartments and a rooftop beer garden atop the commercial space over the next few years.
- The adaptive reuse of the Halligan Coffee Company building, originally built in 1907, is underway on the eastern edge of downtown. The result will be 45 apartments with remnants of the original structure in the form of 22-foot ceilings, carved stone and stained bricks where the coffee was once roasted. The \$7 million project received \$842,000 in state investment tax credits and sales and utility tax rebates.
- The newest urban infill development in the Historic Crescent Warehouse District is the 5th Street Lofts. The result will be 33 apartments with high-end finishes and will be a mix of market rate and income restricted units. This

is the developer’s fourth project of similar scope in the neighborhood since 2005.

- The historic former Democrat newspaper office at 411 Brady Street is undergoing a conversion and historic renovation. The \$6-million project will create 21 apartments while preserving as much of the existing architecture as possible. First floor common area may become community space for hosting meetings, events and parties.
- In 2013, the Scott County YMCA purchased a 13-acre parcel stretching from East 4th Street and River Drive to Iowa Street. The organization and several partners are in the planning stages of a new 12,000-square foot early learning center somewhere on the site. The YMCA also hopes to raise \$4 million to upgrade its current location downtown.

The balance of this appendix provides some key data on the key real estate uses downtown.

Residential Development

The following figure shows the residential supply and pipeline in downtown Davenport

Figure B-1



The various colors indicate buildings that are under construction, planned or already online. Some of the buildings, such as City Square and Wells Fargo have residential units as one component of a larger, mixed-use development. As shown, there are a number of planned and under-construction projects occurring downtown.

The following table lists the inventory and pipeline of multifamily residential developments within the study area.

Table B-1
Downtown Davenport - Residential Inventory

Item	Location	No. of Units
Under Construction		
224 W. 3rd (Del Rich)	224 W 3rd Street	TBD
5th Street Lofts	500 Iowa Street	33
520 W. 2nd	520 W 2nd Street	1
Democrat Bldg	407/411 Brady Street	21
Executive Square	400 Main Street	4
Halligan Coffee Bldg.	4th & Iowa Streets	45
United Cigar Bldg	202 W 3rd Street	TBD
City Square	Putnam-Parker Block	22
Union Arcade	111 E. 3rd Street	68
Total		194
Planned		
427 Pershing Apts	427 Pershing	41
805 W. 2nd St.	805 W. 2nd St.	TBD
Andresen Apts		TBD
Lafayette Square	4th & Gaines Streets	48
Pershing Hills Lofts	511 Pershing Street	60
YMCA Development	E 4th Street & River Drive	TBD
Total		149
Online		
518 Brady Street	518 Brady Street	6
Bayer Properties	230 W. 3rd St.	16
Carriage Haus Apartments	312 W. 3rd Street	3
Christie Park Apartments	108 W. 5th Street	12
Daybreak Construction/Dell Apartment	401 W. 4th Street	50
River Walk Lofts	420 W. River Drive	42
Dorothea Apartments	311 W. 3rd Street	24
Wells Fargo Apartments	203 W. 3rd St.	29
Kilkenny's Building	300 W. 3rd Street	3
The Berg Landmark Apartments	246 W. 3rd Street	10
The Davenport Landmark Apartments	246 W. 4th Street	79
Forrest Block Apartments	401 N. Brady Street	26
Hotel Blackhawk Apartments	200 E. 3rd Street	20
Perry Hill Apartments	520 Perry Street	35
Peterson Paper Company Lofts	301 E. 2nd Street	23
The Crescent Lofts	427 Iowa St	
The Davenport/Waterloo Lofts	428 Iowa St	73
Sieg Iron Lofts	429 Iowa St	51
Kerker Lofts	430 Iowa St	18
Renwick Building	324 Brady Street	18
Louis P. Best Mansion Grandview Apartm	627 Ripley Street	9
Mississippi Lofts	106 E. 3rd Street	56
Total		603

Source: Hunden Strategic Partners

As the table shows, HSP inventoried 193 units that are under construction, 149 units that are planned and 603 existing units within the study area. If and when all planned and under-construction developments are complete, there will be a total of 945 units in downtown Davenport. This represents a major real estate trend that is in process, which should change the long-term trajectory of downtown Davenport. Such renewed interest, if it continues toward a critical mass of residents, would begin to support more businesses like restaurants and small retailers.

Rental rates range from \$600 to \$1,800 (with a few units renting at lower rates in special circumstances) although the majority of units lease from \$800 to \$1,200, with one bedrooms tending toward the \$600 - \$800 per month and two bedrooms running \$1,000 - \$1,200 per month.

Office Market

The downtown office market is characterized by older Class B and C buildings. The general trend has been toward larger users moving to more suburban, new, class A single and multi-tenant developments with onsite surface parking. Many smaller, creative tenants have found opportunities in the vacated downtown spaces. While there appears to be demand for new, downtown class A space, the market rates for class A space do not support financing and development of urban class A space with connected parking that can compete with the lower cost, easier parking of the suburban areas. In addition, to support new multi-tenant class A office development, a large user would be required by a lender to commit to a long-term lease for a large portion of the building. This would provide the security needed to build a project with some speculative office space for smaller users.

HSP's market interviews indicate that there are a number of smaller law, finance and other tenants that would pay class A rates, but unless all are willing and able to commit to a new building simultaneously, the odds of a new class A development are limited.

The following figure shows the office buildings inventoried for this study.



As the map shows with those buildings marked with a “V”, many office buildings exist in the study area, and many have vacancy even after the multitude of buildings that have been converted to apartments have been taken offline.

The following table lists the office buildings and associated vacancy inventoried within the study area.

Table B-2

RiverVision - Office Inventory				
Building Name	Location	Vacant SF	Total SF	Class
MidwestOne	101 W 2nd Street	-	55,537	A
Redstone	131 W 2nd Street	11,705	40,537	A/B Historic
Wells Fargo	220 N Main Street	20,000	145,762	B/C
	332 N Harrison Street	13,230	19,845	B/C
Davenport Bank	203 W 3rd Street	13,500	13,500	B/C
US Bank	201/203 W 2nd Street	12,640	73,872	B/C
	300 Brady Street	6,054	18,972	B/C
	102 S Harrison Street	-	10,028	B/C
Timmermann Company	114 Western Avenue	1,825	4,000	B/C
Former Social Security	131 W 3rd Street	90,336	90,336	B/C
	200 W 3rd Street	-	16,250	B/C
Mississippi Plaza	201 N Harrison Street	-	97,040	A
	203 W 2nd Street	-	73,872	B/C
	207 Western Ave	4,000	4,000	B/C
	215 N Main Street	-	37,227	B/C
	224 W 3rd Street	-	7,200	B/C
	225 E. 2nd Street	-	17,598	B/C
	230 E 2nd Street	-	11,800	B/C
	312 N Main Street	-	7,100	B/C
	324 N Main Street	-	30,000	B/C
New Ventures Center	331 W 3rd Street	-	36,000	A
	400 N. Main Street	-	88,778	B/C
	406 W 2nd Street	6,000	6,000	B/C
Tri City Electric	415 Perry Street	19,152	19,152	B/C
Union Station	502 E 4th Street	-	6,697	B/C
Former EICC Career Center	627 W. 2nd Street	-	24,240	B/C
Former USPS Call Center	806 West 4th Street	76,232	103,627	B/C
	828 W River Drive	19,060	19,060	B/C
	Total	293,734	1,078,030	
	Vacancy	27.2%		

Source: Hunden Strategic Partners

The following table shows only the available office buildings along with the advertised lease rate.

Figure B-3

Downtown Davenport - Available Office Inventory		
Building Name	Location	Annual Rent/SF
Redstone*	131 W 2nd Street	\$20.11
Wells Fargo	220 N Main Street	\$12.00
	332 N Harrison Street	\$10.50
Davenport Bank	203 W 3rd Street	\$10.00
US Bank	201/203 W 2nd Street	\$9.50
	300 Brady Street	\$8.00
	102 S Harrison Street	\$10.80
	Average	\$11.56

*Includes NNN charges of \$7.16/SF
Source: Hunden Strategic Partners

The table shows an average office lease rate of \$11.56 within the study area. The annual rents per square foot vary between “triple net”, “gross” and “modified gross” lease structures. The difference between these lease structures comes down to who pays the building expenses (i.e. common area maintenance expenses, utilities such as gas, water, sewer and electric, real estate taxes, building insurance, in-suite janitorial services). If the tenant is responsible for these expenses, it is a triple net (NNN) lease. If the landlord pays these expenses, it is a gross lease. If the expenses are split in any way between the tenant and the landlord, it is a modified gross lease. A modified gross lease is the most common structure for commercial office leasing.

The importance of expenses is apparent in the Redstone building in the table above. The annual rental rate is \$20.11 per square foot annually. If a tenant rents a 2,000 square foot suite, the total monthly cost will be about \$3,350. But if the same suite were rented on a gross lease, the tenant would pay \$7.16 less per square foot annually, or only about \$2,160 per month for exactly the same amount of space. This example demonstrates the importance of accounting for building expenses when determining lease rates. While the Redstone building is attractive and has the potential for class A finishes, it remains vacant likely in part because its expenses have priced it out of the market.

Retail Market

The retail market in downtown Davenport is uneven, but showing signs of improvement, without a critical mass of downtown residents and office.

HSP inventoried approximately one million square feet of office space within the study area. Of that number, 293,734 square feet are vacant (27.2 percent). The table shows the vast majority of the vacancy occurring in class B or C buildings. Opinions differed among brokers in terms of identifying class A buildings, but all agreed there are few. The New Ventures Center, Mississippi Plaza and the MidwestOne building all have features of class A buildings, while the historic Redstone building has space available that could be built out to meet class A specifications.

The following figure shows the retail space inventoried for this study.

Figure B-3



The figure shows few existing retail vacancies within the study area. It is important to note that some office buildings with ground-floor vacancy could potentially be converted to retail space, and these locations are not noted on the map. However, true retail space in the study area is notably scarce.

The following table lists the office buildings and associated vacancy inventoried for this study.

Table B-4

Downtown Davenport - Retail Inventory*			
Building or Business Name	Location	Vacant SF	Total SF
Union Arcade Retail	111 E 3rd Street	8,108	8,801
4th & Brady	4th & Brady	1,700	1,700
Blackhawk Hotel Retail	200 E 3rd Street	0	3,000
Bayer Building	230 W 3rd Street	0	5,979
Del Rich Loan Company	224 W 3rd Street	0	3,570
United Cigar Building	324 Main Street/202 W 3rd Street	0	16,400
Renwick Building Retail	324 Brady Street	0	6,954
Studio 78	520 W 2nd Street	0	2,520
Executive Square	400 Main Street	0	5,652
Bucktown Center for the Arts	225 E 2nd Street	2,355	17,598
Shinnanigans Pub	303 W 3rd Street	0	5,000
S/S International	108 E 2nd Street	0	1,552
312 N Main	312 N Main Street	0	7,100
418 E 2nd St Retail	418 E 2nd Street	0	4,357
Veit Vettes & Collector Cars	221 E 2nd Street	0	3,645
Upper Level Antiques	321 E 2nd Street	0	3,148
Riverbend Antiques	419 Brady Street	0	5,571
Neat Stuff	320 Brady Street	0	2,247
Major Art & Hobby	201 E 2nd Street	0	3,516
Iowa Pawn Bros	325 E 2nd Street	0	574
H & R Beauty Supply	330 E 4th Street	0	5,760
German-American Heritage Center	712 W 2nd Street	0	3,762
Davenport Tractor	318 E 2nd Street	0	2,953
Company 38 Antiques	526 W 2nd Street	0	1,248
The Gift Basket	110 E 2nd	0	1,568
Total		12,163	124,175
	Vacancy	9.8%	

*In mixed-use buildings, square footage classified as retail by the assessor's office was used to determine total square footage
 Source: Hunden Strategic Partners

HSP inventoried 124,175 square feet of retail space within the study area. Of that, only 12,163 square feet (9.8 percent) was found to be vacant. The left-hand column lists either the name of the development or the name of the tenant at the address.

The following table shows only the available retail buildings along with the advertised lease rate.

Table B-5

RiverVision - Available Retail Inventory		
Item	Location	Annual Rent/SF (NNN)
Union Arcade Retail	111 E 3rd Street	\$12.00
	4th & Brady Streets	\$10.00
	Average	\$11.00

Source: Hunden Strategic Partners

The table above shows an average retail rental rate of \$11 per square foot, triple net, on an annual basis. There is also some vacancy within the Bucktown Center for the Arts, but because this retail space is part of a larger community with co-tenancy, its rental rates were found to be atypical and were omitted.

Restaurants and Nightlife

With the addition of so many residents downtown, there has been an increased focus on dining and nightlife options. While the signs are positive for future growth and development, the critical mass of residents is not yet present downtown to support a large variety of new developments. Along the riverfront, any restaurant development would rely on both the daytime office market, the downtown and local resident population, as well as visitors.

The following figure shows the restaurant and nightlife options in downtown Davenport.

Figure B-4



HSP identified a total of 43 restaurant or nightlife options in downtown Davenport, including nine casual dining options, six upscale and fine dining options, six cafés or coffee shops, six fast casual options, one diner and fifteen bars and pubs.

The following table lists the food and beverage establishments within the study area.

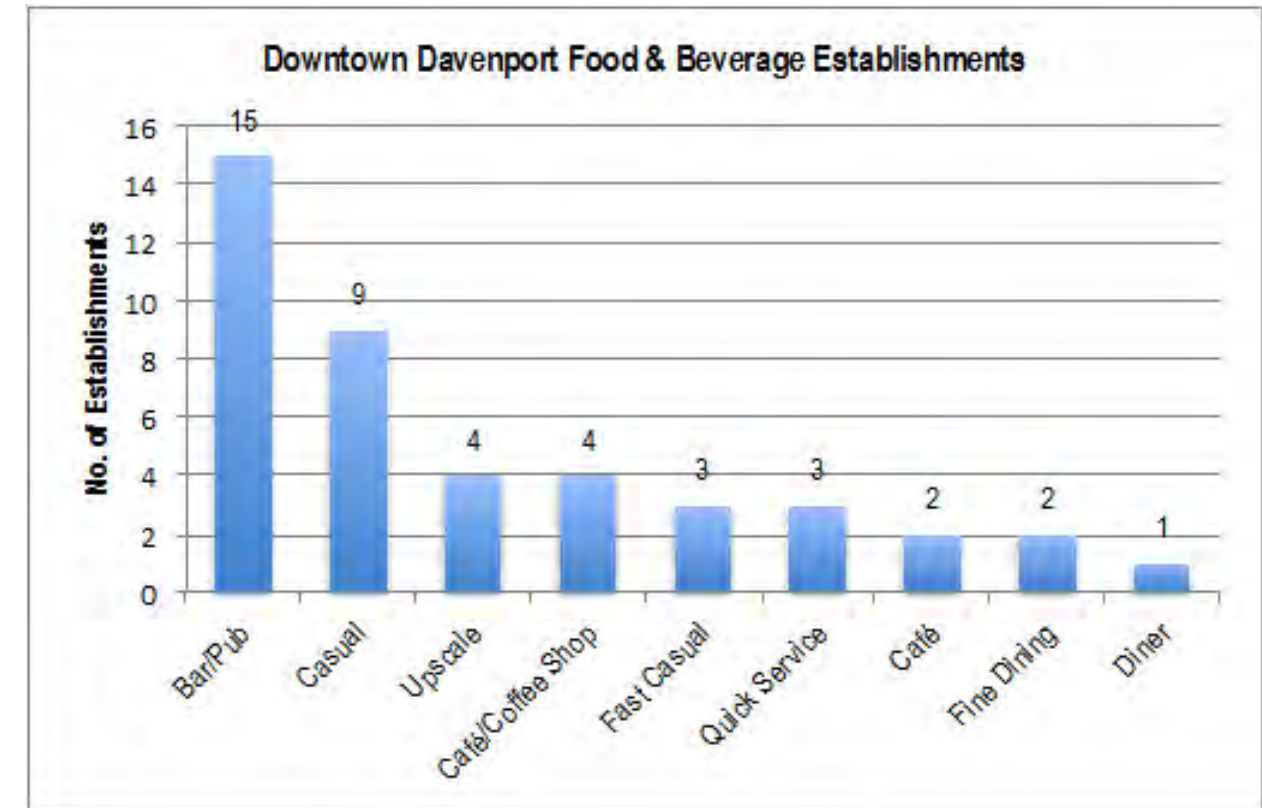
Table B-6

Downtown Davenport - Food & Beverage Establishments			
Name	Description	Address	Category
3rd St Bar & Grill	Bar & grill	831 W 3rd St	Bar/Pub
Blackhawk Bowl and Cocktails	Cocktails, snacks & bowling	200 E 3rd St	Bar/Pub
Boozies	Bar & grill	114 1/2 W 3rd St	Bar/Pub
Brady Street Pub	Pub	217 Brady St	Bar/Pub
Carrage Haus	Nightclub and bar	312 W 3rd St	Bar/Pub
Connections Nightclub	Nightclub and bar	822 W 2nd St	Bar/Pub
Dam View Inn	Nightclub and bar	410 E 2nd St	Bar/Pub
Front Street Brewery -Tap Room	Microbrewery	421 W River Dr	Bar/Pub
Gateway Pub	Bar	704 W 3rd St	Bar/Pub
Kilkenny's	Irish pub, pizzas & calzones	300 W 3rd St	Bar/Pub
Mac's Tavern	Bar and homemade bar food	316 W 3rd St	Bar/Pub
River Music Experience	Live music-oriented hall of venues & bar	129 Main St	Bar/Pub
Sheranigan's	Irish pub	330 W 3rd St	Bar/Pub
The Office Cocktail Lounge	Bar & lounge	116 W 3rd St	Bar/Pub
Waterfall Lounge	Bar & lounge inside Radisson Hotel	111 E 2nd St	Bar/Pub
Downtown Deli	Breakfast, lunch, sandwich shop	330 N Main St	Café
Tommy's Café	Breakfast & brunch	916 W 3rd St	Café
Brewed Awakening's Coffee	Breakfast & brunch, coffee, sandwiches	221 Brady St	Café/Coffee Shop
Café d' Marie	Lunch & café	614 W 5th St	Café/Coffee Shop
Downtown Central Park	Vegetarian-vegan coffee shop	226 W 3rd St	Café/Coffee Shop
Redband Coffee Company	Do-it-yourself coffee blends	113 W 13th St	Café/Coffee Shop
Antonella's Pizza	Italian & pizzeria	112 W 3rd St	Casual
Barrel House 211	Lunch, dinner, nightlife	211 E 2nd St	Casual
Falbo Brothers Pizza	Pizza	131 W 2nd St Suite 100	Casual
Front Street Brewery	Microbrewery	208 E River Dr	Casual
Hit Parade Buffet	Restaurant inside Rhythm City Casino	101 W River Dr	Casual
Kong's Thai Bistro	Thai cuisine	512 N Brady St	Casual
Mantra	Indian cuisine & spirits	220 N Harrison St	Casual
Me & Billy Kitchen & Bar	Restaurant & bar	200 W 3rd St	Casual
Sippe's	American grill & craft beer	406 W 2nd St	Casual
Harold's Chicken Shack	Diner	731 W 4th St	Diner
Bowl's Urban Eats	Pasta	102 E 3rd St	Fast Casual
Emmanelli's	European & pizza restaurant	220 N Main St	Fast Casual
Fresh Deli - by Nostalgia Farms	Farmers Market	421 W River Dr	Fast Casual
Duck City Bistro	Fine dining	115 E 3rd St	Fine Dining
Phoenix	American fine dining & martini bar	111 W 2nd St	Fine Dining
Beignet Done That	French doughnuts	200 E 3rd St	Quick Service
Big Dog's Hot Dogs	Hot dogs	225 W 2nd St	Quick Service
Subway	Sandwiches	124 W 2nd St	Quick Service
Six Bistro	Fine food, wine, cocktails	200 E 3rd St	Upscale
Brady Street Chop House	Steak & pasta inside Radisson Hotel	111 E 2nd St	Upscale
Trattoria Tiramisu Lounge	Italian	101 W 2nd St	Upscale
Woodfire Grill	American	131 W 2nd St Suite 105	Upscale

Source: Downtown Davenport Association, Hunden Strategic Partners

Bars/pubs and casual options dominate the market, while only four upscale options and two fine dining options were identified, as shown in the following figure.

Figure B-5



As shown, of the 43 establishments, only six are considered fine dining or upscale.

Hotels

There are only two hotels in downtown Davenport. However, both are full-service establishments and one is a very high quality hotel that falls within the new upscale boutique brand called the Autograph Collection, within the Marriott family of brands. It was the result of a large public-private redevelopment effort.

The next table shows the hotels in downtown Davenport.

Table B-7

Downtown Davenport - Hotels			
Name	Location	Room Count	Category
Hotel Blackhawk - Autograph Collection	200 E 3rd St	130	Full Service
Radisson Quad City Plaza	111 E 2nd St	221	Full Service

Source: Downtown Davenport, Hunden Strategic Partners

There are 351 rooms downtown within these two full-service hotels. Both are within walking distance of the convention center.

APPENDIX C: WATERFRONT DEVELOPMENT PROFILES

INTRODUCTION

This appendix will identify and profile several riverwalks and other waterfronts around the United States that are instructive for the Davenport RiverVision. Each site is either well known or is an emerging destination.

The profiled waterfront developments have similar characteristics including retail, food and beverage, entertainment and recreational aspects. These locations will be analyzed to compare aspects such as ownership, management, revenue streams, density, visitation data, operational costs, recreational partnerships, brand affiliations and any detail necessary to assess the overall effectiveness or success of the developments.

Milwaukee RiverWalk – Milwaukee, WI

Description and History

Located in Milwaukee, Wisconsin, the RiverWalk is a three-mile walkway and river trail that spans both sides of the Milwaukee River in a BID that connects the city's main tourist attractions and residential areas. The RiverWalk is divided into three sections: Beerline RiverWalk, Downtown RiverWalk and Third Ward RiverWalk.

The Figure C-1 shows an aerial view and map of the RiverWalk.

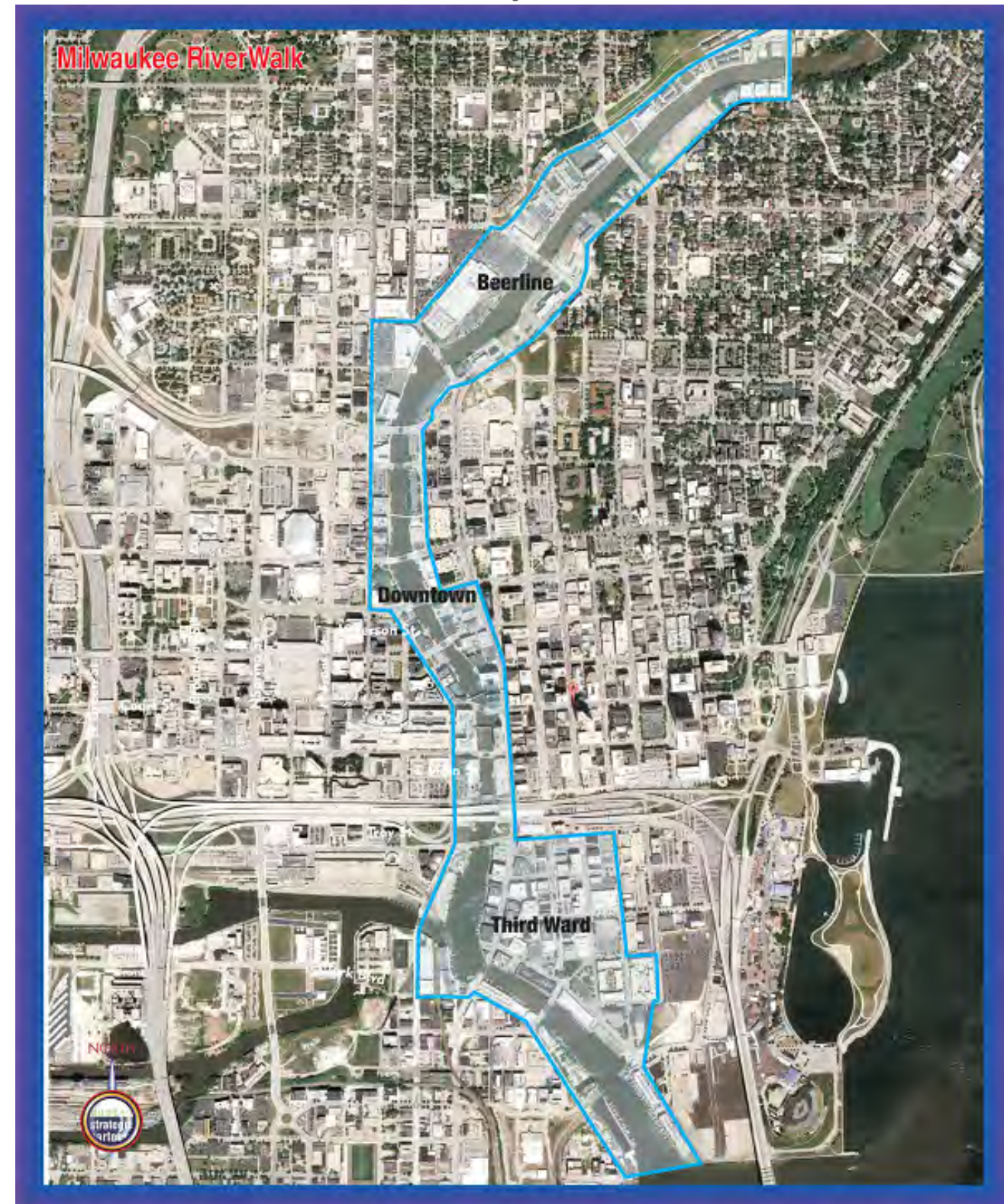
The Beerline RiverWalk, also known as the “B” RiverWalk, is named after the neighborhood that it is located in. The Beerline “B” Neighborhood refers to former industrial rail lines that ran along the present Commerce Street. In the 1990s, the area flourished due to a redevelopment plan that envisioned a public-private riverwalk with residential and mixed-use developments located along the northern portion of the river. This segment is mostly residential and spans from the former North Avenue Dam south to Juneau Avenue. In the past 20 years, over 1,000 linear feet of the RiverWalk have been completed and more than ten residential and retail projects have been constructed, representing \$87 million in value.

The Downtown RiverWalk runs is from Juneau Avenue to the I-794 freeway and is abutted primarily by residential and commercial developments. This portion of the RiverWalk was the first of the three segments to be built. In 1985, the downtown RiverWalk was financed by a partnership between the Greater Milwaukee Committee and the City of Milwaukee. By 1993, the RiverWalk had additions to the Milwaukee Center, Bank One and the Third Street Pier, amongst others. In contrast with the “B” RiverWalk, the Downtown RiverWalk is in a Business Improvement District (BID) that was formed and approved in 2004 to construct, maintain and complete improvements along the river that will increase access to the Milwaukee River's attractions and businesses.

The Third Ward RiverWalk's planning began in 1999 and construction began in 2002. Located along the Third Ward Historic District of Milwaukee, this segment of the RiverWalk is the southern most portion, bounded by I-794 to the Harbor entrance. The Third Ward RiverWalk was inaugurated in 2004 and a connection to the Downtown RiverWalk was completed a year later. This segment received plenty of attention due to its design and Ipe wood (a specialized type of wood) construction; in 2007, the American Institute of Architects assigned the Honor Award for Regional and Urban Design. The Third Ward segment of the RiverWalk features mostly residential establishments with food and beverage components on the lower floors.

The city continues to improve the overall RiverWalk and plan for new developments. The latest RiverWalk expansion was an 80-foot extension between East Erie Street and the Milwaukee Institute of Art and Design.

Figure C-1



The following figure shows the downtown segment of the RiverWalk during daytime.

Figure C-2



Ownership, Management and Marketing

The extended segment is owned by the city and was funded through a tax increment financing (TIF) district from the Department of City Development. The funds will be repaid through property taxes generated by new buildings along the river, such as Time Warner’s regional headquarters and condo and apartment buildings along Commerce Street. 70 percent of the RiverWalk construction funds are provided by the city via TIF. The property owners fund the remaining 30 percent. The city also provides 50 percent for the dock wall, the rest coming from private owners.

A BID is comprised of all the businesses along the downtown river area, while the Milwaukee River District (MRD) is comprised of businesses along the river and in the downtown. The BID and MRD board include two city employees on the finance and construction advisory boards.

Other governing bodies include the Wisconsin Department of Natural Resources, which is in charge of monitoring the installation of docks, permits and well keeping of the harbor and river as well as managing any other river-related issues.

The RiverWalk segments are privately owned for commercial use, with day-to-day maintenance, sanitation and management at the owners’ discretion. Large capital costs such as snow removal are paid by the BID. Currently, the RiverWalk is undergoing Americans with Disabilities Act (ADA) remediation, after a lawsuit that resulted in major compliance expenses for stakeholders. Remediation measures were agreed to by the city, the county and the RiverWalk BID and include:

- Construction and installation of all ramps, walkways and/or lifts in nine locations
- Modification, replacement and/or installation of handrails in appropriate locations
- Modification of built-up curb ramps
- Removal of existing ramps and installation of new gangways to floating docks in three locations

The city funded the lifts and ramps costs with funding from the BID.

Enterprise Activity

Real estate along the downtown RiverWalk is an important component because it is one of the economic drivers for the area. Lined with food and beverage establishments, the RiverWalk can be accessed by water or by land with a dock-lined waterfront and a walkway that connects establishments. The majority of retail and food and beverage spaces in the downtown segment are locally owned and no national brands are present in waterfront locations. The docks bring business to the restaurants as people come from the lake into the Milwaukee River and straight to the restaurants. Docking is an important piece of the waterfront economy.

Real estate properties along the water in the RiverWalk’s downtown segment are, on average, \$17.50 per square foot on an annual basis. Surrounding the RiverWalk, rental rates for real estate decrease by five dollars, on average.

The following table contrasts rental rates between the nearby street level and RiverWalk area.

Table C-1

Milwaukee RiverWalk Lease Rates - 2012	
Area	Lease Rate/SF
Street Level	\$12.00
Waterfront	\$16.50 - \$18.00
Source: CBRE, Hunden Strategic Partners	

Implications

Milwaukee’s experience suggests that offering limited retail or restaurant opportunities along the waterfront limits the activity on the waterfront. Milwaukee has found it difficult to fully lease space at the waterfront level, and has largely been unsuccessful at creating the critical mass of water-level attractions along crucial points along the waterfront. However, its management by a dedicated entity, and participation from the City and state, as well as private owners, help it respond to the needs of the market.

Milwaukee has the same challenges as Davenport in terms of climate and a lower-level riverfront. Being a cold-weather city means that outdoor dining, boating, and other recreation is limited to only six months per year or less. Milwaukee has provided opportunities for boaters to motor into the river from the harbor and dock while they dine. Yet for a few months, the river is frozen over, and restaurants cannot attract customers as easily as they do during the summer months. Milwaukee’s restaurants along the river are sometimes clustered, but more often are the only option within a block, which can hurt business during the cold weather. Clusters of restaurants and bars/nightclubs that are warm and plentiful within a few steps of each other, possibly designed with warm connectors between them, will have a much better chance of attracting residents and visitors during the long winter months. As a result, Milwaukee’s RiverWalk has not evolved into a premier destination.

South Street Seaport – New York, NY

Description and History

The South Street Seaport is not so much a water-based attraction as it is a land-based shopping and dining area with views of the water, as well as the ability to board helicopter and boat tours from the Seaport. It is a historic area in Lower Manhattan along the banks of the East River, adjacent to the Financial District, featuring a large concentration of early 19th century commercial buildings. The South Street Seaport Museum was opened in 1967 as a museum and living-history working site, resembling and recreating the years of the 1820 to 1860-era commercial maritime trade. The museum features over 30,000 square feet of space and has the largest privately owned fleet of historic ships in the U.S. During calm weather, these boats are used to treat the public to rides into the harbor.

The specific subject comparable to the Project is a 1982 redevelopment to turn the museum into a tourist attraction. Developer James Rouse used the “Festival Marketplace” concept to rebuild and rebrand Pier 17 as a glass-and-steel structured upscale shopping pavilion and tourism center, much like Faneuil Hall in Boston and Harborplace in Baltimore. The mall structure is the main site for waterfront development, as street-level shop space on South Street is cut off visually from the water by the elevated FDR Drive, a six-lane expressway.

The mall building currently undergoing a complete overhaul and reconstruction is filled with approximately 80 national chain stores and gift shops on three floors. Stores include Abercrombie & Fitch, Victoria’s Secret, Coach, GUESS, J. Crew, Ann Taylor, Native Spirit, Britches of New York, Express, Brookstone and a 16-unit food court. The vast majority of the stores are national chains, offering familiarity to out-of-town visitors, in contrast to the inland cobblestone-paved streets of the same district that feature independent restaurants, pubs and shops. There are 3,500 parking spaces in the area.

The dated look of the mall building on Pier 17 will get a transformative makeover by its developer, Howard Hughes Corporation, who leases the site from the city. The building will have a glass box modern skin (replacing the greenish peaked roof) adding more high-end stores and restaurants, a rooftop garden and concert space. The structure contains nearly 195,000 square feet of leasable space and is expected to re-open in 2015. The South Street Seaport is the 26th most visited tourist attraction in the world, tied with the Great Wall of China, according to Travel and Leisure Magazine.

Figure C-3 shows the South Street Seaport.

Were it not for the FDR Drive elevated highway, South Street shop fronts would almost certainly experience the success of the retail sector in existence along Front and Fulton Streets. As it is, the old neighborhood is separated from the waterfront by this elevated highway, and pedestrians must walk underneath it to get to the walkway along the East River. Because of this, there are no restaurants or dining areas immediately on the waterside walkways, only on Pier 17 and within the indoor festival marketplace structure.

Figure C-3



The following figures are views of the South Street Seaport District.

Figure C-4



The following figure shows Pier 17, the primary draw in the Seaport area. The Ground Zero rebuilding effort is shown behind it, as it is just a few blocks to the World Trade Center site.

Figure C-5



Ownership, Management and Marketing

The Howard Hughes Corporation, a spin-off of General Growth Properties who acquired The Rouse Company, leases Pier 17 from the city and operates it. Howard Hughes Corporation has agreed to pay the city \$1.1 million to maintain the esplanade over five years.

Enterprise Activity

The New York Water Taxi and Circle Line Downtown fleet of sightseeing boats depart from Pier 17 at the “Peking” historic sailing ship. Among the many tours are special holiday tours, nighttime lights tours, “bike and boat” tours and “Shark” speedboat rides in summer. More utilitarian voyages are offered at modest prices (\$5) for the ferry to Brooklyn’s Ikea store. More luxurious cruises depart from Pier 16 on the Zephyr yacht for \$28. The “Titanic” Memorial is at the water’s edge at Fulton Street.

The pedestrian-only Fulton Street and Front Street blocks are an extension of the retail started by the Rouse Company mall building and features unique restaurants and artistic shops, galleries and upscale stores along the street grid. The historic area now encompasses thirteen square blocks. The Fulton Building, the former fish market, is now used as exhibit space and is currently hosting the “Bodies” exhibition. The Fish Market moved to a different location in 2005, landscaping of the waterfront has evolved in recent years, and new luxury condominium towers have been built. With these developments, the Seaport area has evolved into a hip neighborhood, with it’s epicenter having transferred inland to between Beekman Street and the Brooklyn Bridge along Fulton, Beekman, Water and Front Streets. The cobblestone streets combined with centuries-old tenement buildings of Schermerhorn Row, Georgian-style warehouses built in 1811-1812, have become cozy homes for new bookshops, bars and restaurants, especially along Front Street. Unique restaurants include Stella Manhattan Bistro, Il Brigante, Bin No. 220, Jack’s Stir Brew, Barbarini Alimentariat, SUTEiShi, and Nelson Blue. In all, there are about thirty cafes and bars lining Front Street.

Implications

Beginning in 1977 with the creation of the South Street Seaport Historic District and the subsequent development of the tourist-oriented mall on Pier 17, Lower Manhattan set in motion the eventual transformation of an entire district. Historic architecture, shops, entertainment, eateries, museums, art galleries and residences close to the financial center of New York long ago brought critical mass to the area. Davenport is in a position to possibly create many of the same urban phenomena, albeit on a smaller scale, along its Riverwalk.

Pittsburgh’s Station Square and North Shore

Description and History

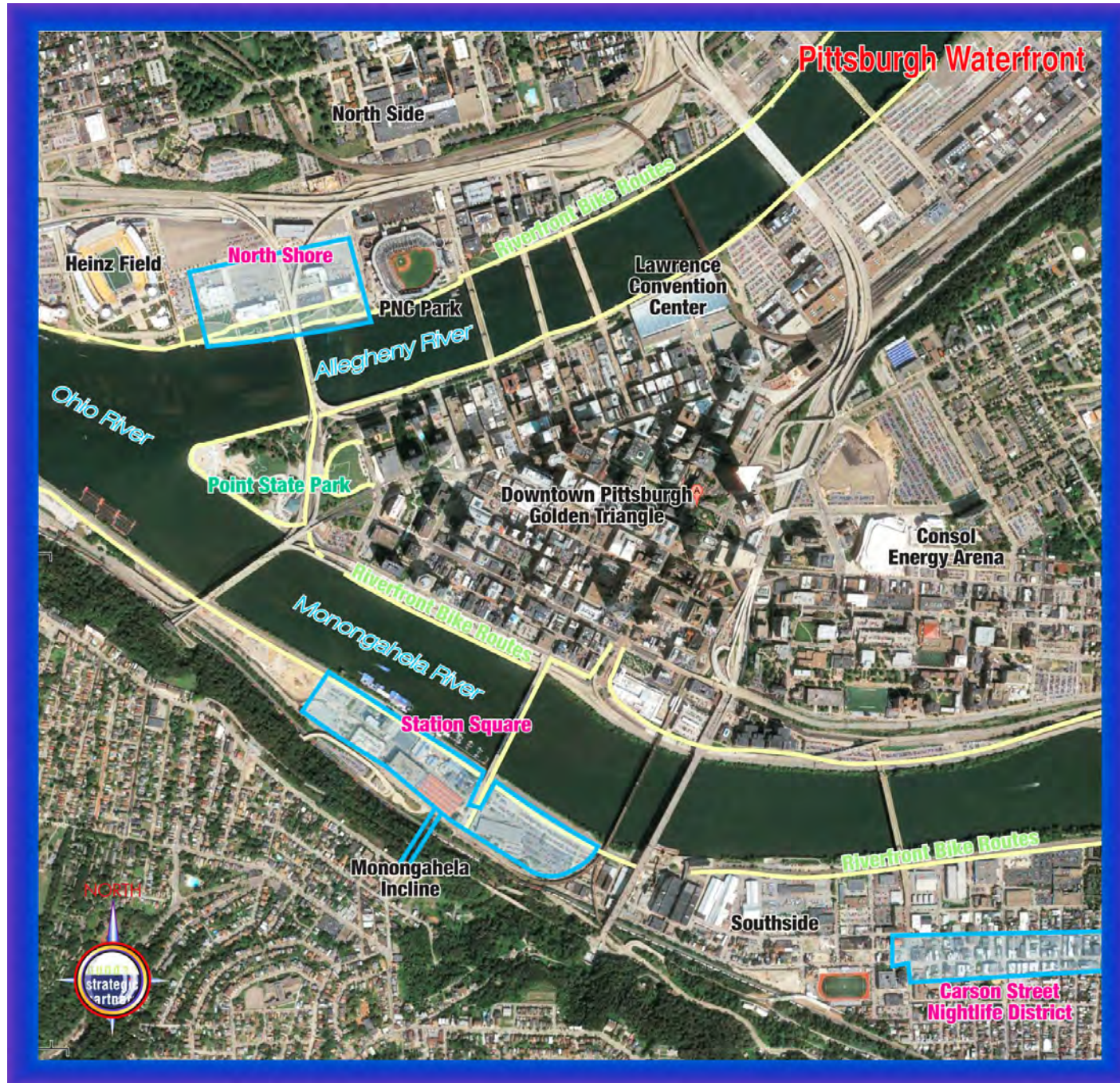
Pittsburgh is one of America’s oldest large metropolitan areas. By 1910 it was home to over one million people and had grown into the list of America’s top five largest urban areas. The metropolitan area had well over two million people by 1950. The city was built around the steel industry, and the railroads and rivers were the highways of the era, providing shipping of raw and finished materials.

Situated on the south shore of the Monongahela River directly across from downtown Pittsburgh, the Pittsburgh and Lake Erie Railroad Complex of buildings were saved and restored in the late 1970s as a center for entertainment, restaurants, and hotel accommodations, with a dock for boats and cruise yachts. Today, shops, offices, restaurants and entertainment anchor the historic riverfront site on the south shore of the Monongahela River and are within walking distance of downtown Pittsburgh. In 1994, the Pittsburgh History and Landmarks Foundation sold Station Square to Cleveland owned Forest City Enterprises, which created an endowment to help support its restoration efforts and educational programs. The Fountain at Bessemer Court in Station Square features a retired Bessemer Converter, the crucial component in the first inexpensive industrial process for the mass production of steel from molten pig iron.

The complex sits at the base of the river's bluffs, situated along the railroad lines and at the base of the Monongahela Incline and Duquesne Incline, two 1870's cable-powered elevator railroads that are open to the public for rides between the upper elevation neighborhoods and lower Station Square complex. The Smithfield Bridge directly links the complex to downtown Pittsburgh for both pedestrians and motorists. Several buildings house 275,000 square feet of retail and restaurant space, including 65 establishments. The original Freight House and main Concourse Building join other preserved buildings as a sort of "festival marketplace" visited by over three million people annually.

Pittsburgh's downtown, also called the "Golden Triangle" is a densely developed wedge of land near the confluence of the Allegheny River and the Monongahela River. The following figure shows an aerial view of Station Square and North Shore's location.

Figure C-6

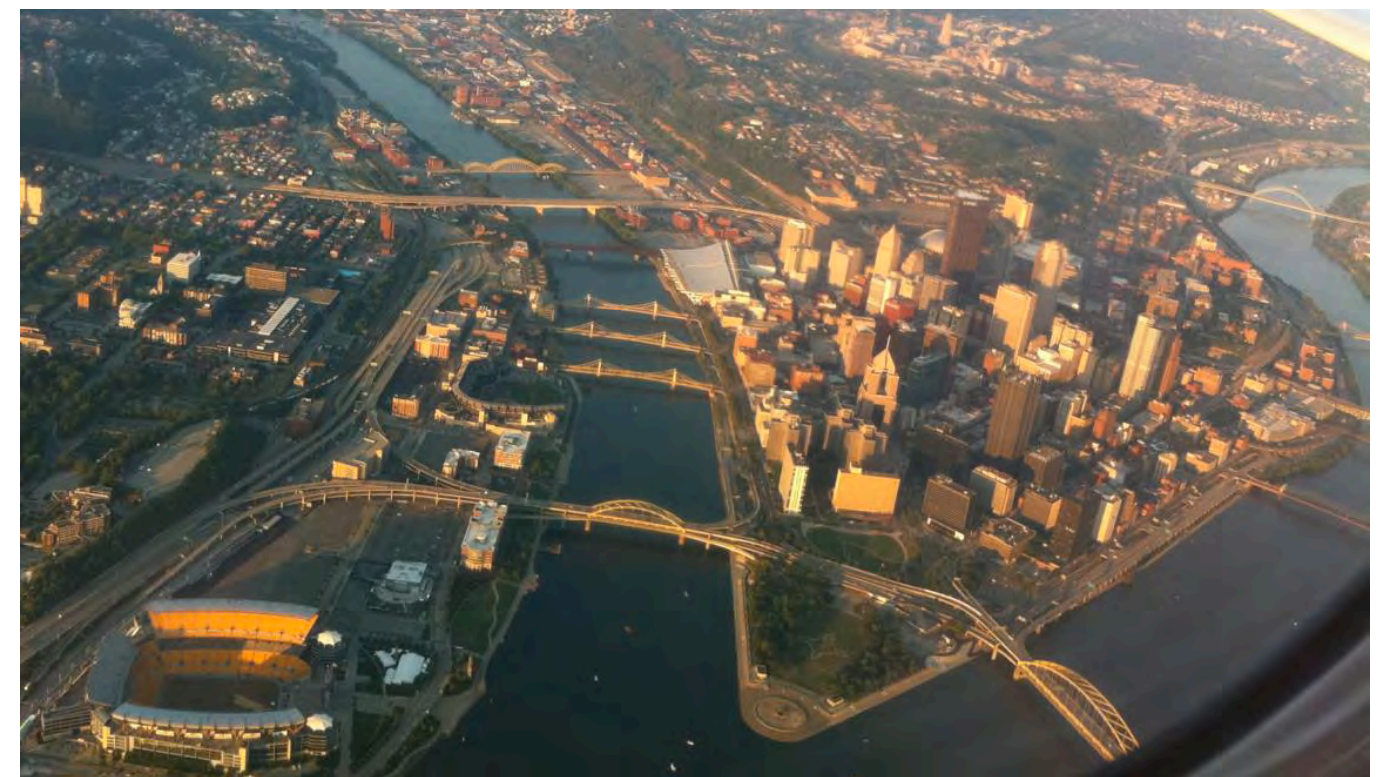


The following are aerial views of Station Square and the North Shore developments.

Figure C-7



Figure C-8



On the Allegheny riverbank north of the Golden Triangle is an area called the “North Shore” where two sports stadiums have been built. Heinz Field, home of the NFL’s Pittsburgh Steelers and PNC Park, home of the MLB’s Pirates and often called the most beautiful stadium experience in baseball. A light rail extension with two stations accommodates visitors and sports fans, along with the new Stage AE concert and entertainment facility that features both an indoor venue (capacity 2,300) and an outdoor amphitheater (capacity 5,500) that is used for pre-game and post-game festivities at Steelers games. The Andy Warhol Museum has made its new home in this space as well. Two office buildings built along the river include a few restaurants with outdoor seating, and green space with walking and bicycle paths lining the river’s edge. This development is not a commercial engine on its own, to the same degree as Station Square, however it contributes to daily activity by being a central gathering place for residents and visitors to downtown, whether or not there is an event or a game taking place.

Park space along the North Shore that opened in 2001 stretches about one mile between the Carnegie Science Center and the Three Sisters Bridges near PNC Ballpark. It was built at two levels, the first being the riverwall and the riverwalk which provide a strong trail connection along the water’s edge. The riverwalk is 18 feet wide, allowing for various types of recreation. The walk is fitted with boat tie-ups meant to encourage water recreation and alternate modes of transportation. In front of each stadium, a large cobblestone quay accommodates canoes and kayaks, as well as larger crafts that transport people to events. The second level includes large open areas of grass and native landscaping, with smaller paths that act as ramps between the elevation changes. The largest of these grassy areas, called the Great Lawn, is approximately three acres of grass for picnicking and festivals. A staircase is located at the terminus of each road running north-south to better improve street level connections to the river.

An esplanade runs east-west at the top level of the park, farther away from the riverbank. The esplanade features a broad walkway of brick, granite and sandstone that varies from sixteen to forty feet in width. As mixed-use development continues on the North Shore, this promenade will be used as a connection between retail shops and as a quiet place for outdoor dining and passive recreation. Other features, such as the water steps (an interactive fountain) and the Market Street Pier, have quickly become popular destinations. The park is also home to three memorials, including the Korean War Veterans Memorial, the Vietnam Veterans Memorial and the Law Enforcement Officers Memorial. The park offers unobstructed views of downtown Pittsburgh.

The park is highly visible and positioned prominently between PNC Park and Heinz Field. On busy workdays, it is crowded with lunchtime walkers. During events at the stadiums, people use the riverwalk as an alternate route to their destinations. Riverboats use water landings in the park to drop off and pick up event-goers, and non-motorized boaters and paddlers use the landings and ramps as access points to the rivers.

The following figures show the North Shore Waterfront Park and the interactive Water Steps.

Figure C-9



Figure C-10



Tying it all together, including the North Shore Riverfront Park and Station Square, the remainder of the rivers' shoreline around the downtown area is an award-winning 21-mile bike/walking trail (on both sides of all three rivers) called the Three Rivers Heritage Trail, and is made up of different segments: The North Shore Trail, Southside Trail, Eliza Furnace Trail, and the Pittsburgh Riverwalk. The Three Rivers Heritage Trail offers some parking and restroom options, as well as historic and interpretive signs, river views, kayak and canoe launching points, and free bike rentals.

Ownership, Management and Marketing

Forest City Enterprises owns and operates the Station Square complex. The North Shore Riverfront Park, developed by the Pittsburgh Sports & Exhibition Authority with help from Riverlife (formerly Riverlife Task Force), a non-profit organization that develops and landscapes the trails and riverfronts. Office and retail space along the North Shore is developed privately by Continental Real Estate.

Enterprise Activity

At least 15 restaurants and six nightclubs and bars create and feed off of the synergy of the complex. Among the restaurants are Bar Louie, Hard Rock Café, Buca di Beppo, the Melting Pot, Joe's Crab Shack and Houlihan's. The East Warehouse building is the site of four nightclubs and bars.

A 396-room Sheraton Hotel, Landing and Marina, Gateway Clipper Fleet, dozens of small shops, an open outdoor plaza, and office space within a cluster of buildings all create a compact, walkable entertainment zone that is successful at creating the desired critical mass. There are 3,500 parking spaces available in surface lots and one multi-story structure. Vouchers for free parking are available with the purchase of \$50 in the same day.

The Landing and Marina are open seven days a week from May 15 to mid-October. Hourly rates are charged only when the landing is staffed, which are Thursdays 3pm - 11pm, Fridays and Saturdays 10am - 2am, and Sundays 10am - 10pm. Rates are \$5 per hour for boats, and \$1 per hour for jet skis. Hooking up to 30amp electricity is free. This is not typical of marina rates and hours, but was developed to allow easy access for boaters to the Station Square entertainment complex.

The complex also offers horse and carriage rides, Ducky Boat tours, Segway in Paradise (two-hour tours at \$59), and the new 3,500-seat Highmark Soccer Stadium, home of the Pittsburgh Riverhounds. The Gateway Clipper Fleet is an excursion operation of five riverboats that dock at Station Square and is operated year-round for sightseeing, dinner cruises, special dance and music-themed cruises, holiday events, and private charters.

Along the North Shore Waterfront Park, Continental Real Estate purchased adjacent land in May 2012 to build a \$20 million mixed-use office and retail development, with 40,000 square feet of first floor entertainment and restaurant space. The upper levels will be devoted to office space. Among those restaurants being considered are Toby Keith's I Love This Bar and Grill and Burgatory restaurant.

Pittsburgh has limited flat developable land (most of which lies along the banks of the rivers), which contributes to an active and vibrant waterfront scene. Lease rates for the area are generally about \$25 - \$32 per square foot, no matter if the space fronts a street or a river. Parking and transportation issues are of some concern for Pittsburgh, however, Station Square takes advantage of its extra space and it's near-but-not-in downtown location.

Implications

Pittsburgh's example is favorable as a comparable option for Davenport in that the cluster of restaurants, activities and nightlife, even those that cannot be seen from streets, feed off each other and form a synergy to make Station Square a successful destination in it's own right. A similar cluster of attractions along the river in Davenport can add value to the city's "must-do" itinerary for visitors and residents alike, and build the brand image of the City.

Atchison, Kansas

Description and History

Atchison, Kansas is a town on the Missouri River in northeast Kansas, 50 miles northeast of Kansas City, Kansas/Missouri. Atchison is the birthplace of Amelia Earhart and is on the Lewis and Clark Trail, with the location of a Lewis and Clark campsite outside the town now a tourist attraction.

The original town was focused on trade and traffic along the Missouri River, but after the Civil War the town became more focused on rail traffic and industries located away from the river. The riverfront became an abandoned area in disrepair, with abandoned rail tracks between the town and the riverfront. Minor attempts at revitalization of the riverfront, including a boat ramp and a veteran's memorial, did little to improve the area. The following figure is a picture of the riverfront before the town renovated the area.

Figure C-11



The town of Atchison approved a comprehensive strategic plan in 1996, focusing on the improvement of the downtown area and the riverfront. The city used a state grant to develop the Downtown/Riverfront Development District Master Plan, approved in 2002. The plan was further spurred by the selection of Atchison as a site of a major event for the Lewis and Clark Bicentennial, to be held in 2004.

A key for the Atchison riverfront redevelopment was real property acquisition. The unused railroad tracks bisected the riverfront and previous attempts to obtain that land had been unsuccessful. The town enlisted the assistance of Senator Sam Brownback (R-Kansas) to convince the Burlington Northern and Santa Fe Railway to donate the property.

One of the important aspects of the Master Plan was to link the downtown commercial and retail development to the riverfront. In the 1960s the town had created a pedestrian mall along Commercial Street in the downtown, and the Plan included a connection between the mall and the riverfront park and pavilion. The connection became a curved pedestrian walkway from the mall, around the Veteran's Memorial, and ending at the round pavilion.

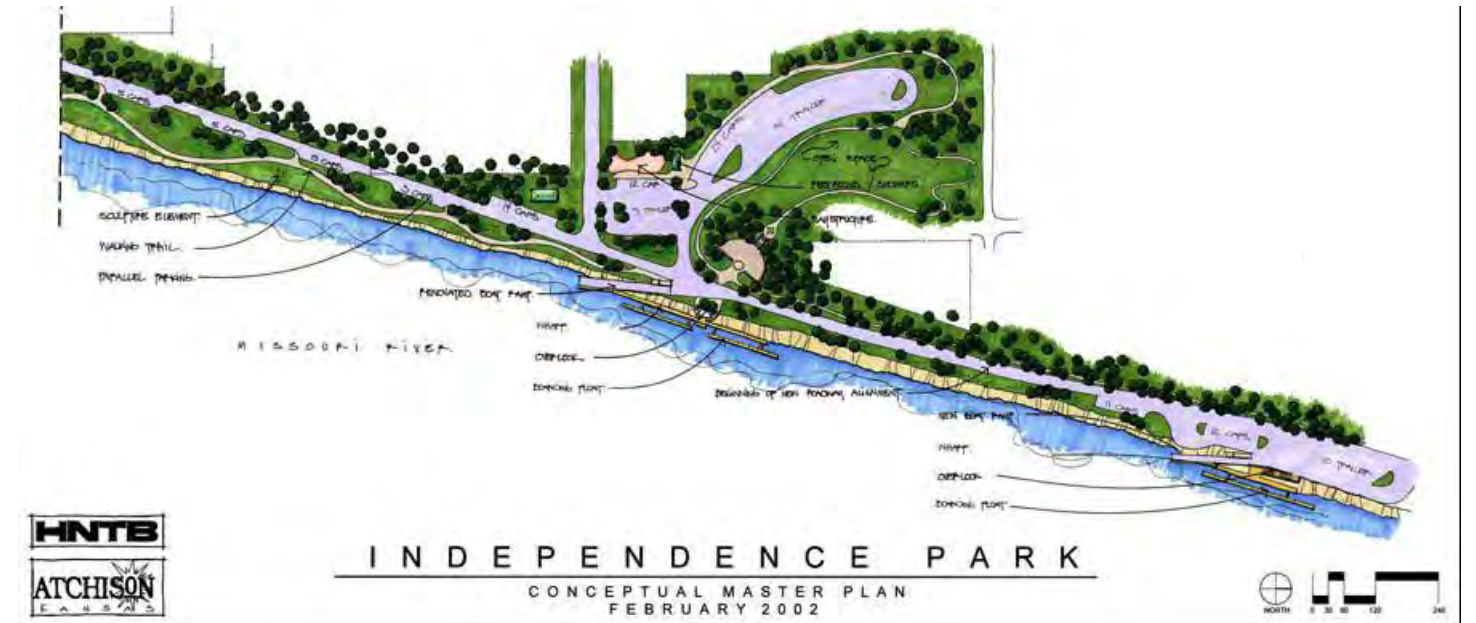
The following figure is an artist's rendering of the Riverfront Plaza in the 2002 Master Plan.

Figure C-12



The following figure is an artist's drawing of Independence Park that extends from Riverfront Plaza to the existing boat ramp and includes a parking lot.

Figure C-13



Construction began in 2003 and was completed in time for the Lewis and Clark celebration in 2004. The following figures are pictures of the completed project.

Figure C-14



Figure C-15



Project Cost

The table below sets out the original estimate of costs before construction began.

Table C-2

Atchison Kansas Riverfront Development Costs	
Project	Cost
South Park Plaza	\$74,081
Pedestrian Walking Trail	\$66,001
Biking Trail	\$708,487
Veterans Memorial Improvements	\$155,394
Lewis & Clark Info Kiosk	\$671,996
Road Relocation	\$355,742
Public Parking	\$116,224
Large Amphitheater	\$108,058
Children's Park	\$63,458
Restrooms/Shower	\$200,830
Existing Boat Ramp Renovation	\$313,950
New Boat Ramp	\$88,046
Launching Facilities	\$140,608
Overlook	\$94,570
Site Landscaping	\$140,608
Total	\$3,298,053

Source: Town of Atchison

The estimated final cost of the entire project was approximately \$4 million. The majority of the funds were derived from federal and state grants. The table below is a breakdown of the sources of the total funds raised for the project.

Table C-3

Atchison Kansas Riverfront Project Sources of Funding		
Source	Amount	Percent of Funding
Federal and State Agencies	2,845,578	68%
Private Foundations	532,500	13%
Private Citizens	447,130	11%
City of Atchison	192,322	5%
Private Businesses	143,328	3%
Total	4,160,858	100%

Source: Town of Atchison

The largest grant was a specific federal congressional earmark through the United States Department of Transportation, in the amount of \$1 million, an additional federal congressional earmark through the Department of Housing and Urban Development of \$280,000 and a federal EPA Brownfields Assessment of \$200,000. The state funds came from several sources and totaled approximately \$1.4 million.

Implications

Atchison, Kansas, is a good example of a small town that used a master plan to redevelop its riverfront, enhancing the town and providing several recreation options to visitors. It used available federal, state and local funds and spent a relatively small amount of funds, approximately \$4 million, to create an attractive riverfront that attracts local and regional visitors.

Omaha Riverfront & Lewis and Clark Landing, Omaha, Nebraska

Description and History

The Missouri River flows along the eastern edge of Omaha, Nebraska creating a natural border between Nebraska and Iowa. The river is destination for boaters, hikers, bikers, and anyone else seeking outdoor activities. Omaha is located approximately 100 miles north of St. Joseph. The 2010 Census listed Omaha's population as 408,598, with a metropolitan area population of 877,000.

Omaha is home to the 23-acre Lewis and Clark Landing. The public park is the original landing site of the 1804 Lewis and Clark Expedition. The park has a number of distinct features including a walking trail that follow the riverfront and a bike trail which takes riders west to Miller's Landing Shelter and picnic area and another trail which leads to the Heartland of America Park. The park also includes the Omaha Firefighter's Memorial Monument and the second largest labor monument in the United States.

The figure below shows a picture of the Lewis and Clark Landing.

Figure C-16



The Lewis & Clark Landing is located just north of Omaha's downtown, and features open space, benches, and historic exhibits. Its convenient access and numerous events make it a frequent destination for Omaha residents. The 23 acres of the Lewis & Clark Landing is a mixed-use space that hosts numerous outdoor gatherings. The expansive area for festivals and events also offers the opportunity to relax and take in the riverfront experience. A riverfront boardwalk connects to Rick's Cafe Boatyard that offers indoor and outdoor dining. A circular stairway leads to the colorful river-level plaza that features seating and the Riverfront marina.

Additional attractions include sculptures, interpretive exhibits, jumping fountains where children can play and a historical marker on site. The Playing with Fire concert series has been held there since 2004 while other festivals like the Maha Festival and Riverfront Wine Festival continue to make the landing a popular destination.

The following figure shows the Maha Music Festival.

Figure C-17



The Maha Festival is an annual music festival held at the Lewis and Clark Landing, building on the rich history of independent music in the city.

The following figures show monuments at the landing.

Figure C-18



Figure C-19



Shown in Figure C-18 is the Omaha Firefighter Memorial Monument. The monument shown in Figure C-19 is a salute to the dedication and hard work of all those who built the city of Omaha. It is the second largest labor monument in the United States.

The park contains a walking trail that follows the riverfront and sections of a bike trail that connect to Omaha's bike trail system. The walking trail also connects to one of the longest pedestrian bridges in the United States, the Bob Kerrey Pedestrian Bridge, spanning the river and joining Omaha with Council Bluffs, Iowa. The 3,000 foot long walkway curves and stretches its way across the Missouri River giving visitors a spectacular view of the skyline and an almost airborne experience.

The following figure shows a picture of the pedestrian bridge.

Figure C-20



The pedestrian bridge connects more than 150 miles of nature trails on both the Nebraska and Iowa sides of the river.

Upstream, a piece of naval history is preserved at Freedom Park, which serves as a United States Naval Museum on the Missouri River and is home of the USS Marlin SST-2 Submarine and the USS Hazard Minesweeper. Freedom Park is an outdoor park and museum at the Greater Omaha Marina that displays numerous military aircraft and artillery pieces.

The following image shows the USS Hazard exhibit at Freedom Park.

Figure C-21



Implications

The Omaha Riverfront and Lewis and Clark Landing demonstrate a city's ability to integrate various community activities and tourism attractions into the riverfront. Most important to the success of the city in transforming its waterfront areas into a tourist destination is the seamless connection of all the attractions and greenspaces. The numerous robust and diverse elements along the riverfront are cohesively woven to present a synergistic riverfront.

Salem, Massachusetts

Description and History

Salem, MA, is a historic small city located sixteen miles northeast of Boston at the mouth of the Naumkeag River. Founded in 1626, Salem was one of the first and most significant seaports in the early history of the United States, as it played a significant role in trade with Great Britain and China. By 1790, it was the 6th largest city in the country with nearly 8,000, and as such, has a large and rich inventory of 16th century buildings. During the 1800's, the city grew as the city turned more to manufacturing to replace the declining shipping industry, which was favoring Boston and New York. The city reached its highest population of 43,353 in 1930. In 2000, the population was 40,407. The city was once world famous as a seaport, but is well known now for its role in the Salem Witch Trials of 1692.

Tourism

It wasn't until the 1970's that the city started to capitalize on the Witchcraft Trials history, as its aging industrial base deteriorated. The month of October is particularly popular with tourists. Witch-related tourism expanded significantly in the 1990s, and the city added an official "Haunted Happenings" celebration during the October tourist season. In 2007, the city launched the Haunted Passport program, which offers discounts and benefits from local tourist attractions and retailers from October through April. The goal of the program is to entice visitors to come back to Salem after Halloween and experience businesses that may not be directly tied to Halloween. Thousands watched in 2007 as Mayor Kim Driscoll started a new trend with a massive fireworks display that kicked off at 10:00 pm Halloween.

The increased popularity of Halloween has lifted Salem's unique seasonal tourism industry. Salem Haunted Happenings is a series of events throughout October. Events include witch trial recreations and tours through the 3-acre Puritan Village called Pioneer Village (constructed in 1930 as America's first Living History Museum). Also available are haunted trolley (bus) rides, a Halloween cruise, and a haunted pub crawl. Other haunted-themed attractions and events occur in the old buildings and cemetery. There are many museums, mostly pertaining to the witch-hunt history of Salem, and historic sites.

There is some debate in the city as to the direction the tourism should be directed; some say the city should attempt to create an upscale cultural center, while the public seems to have an unlimited appetite for witch-related tourism.

In 2005, the conflict came to a head over plans by the cable television network TV Land to erect a bronze statue of Elizabeth Montgomery, who played the comic witch "Samantha" in the 1960s series *Bewitched*. A few special episodes of the series were actually filmed in Salem, and TV Land said that the statue commemorated the 35th anniversary of those episodes. Many felt the statue was good fun and appropriate to a city that promotes itself as "The Witch City", and contains a street named "Witch Way". Others objected to the use of public property for what was transparently commercial promotion. Some felt that the statue trivialized history by encouraging visitors to recall a sitcom rather than the tragic Salem witch trials.

Beyond witch-related tourism, the city has a wealth of history. It has the first National Historic Site designated by Congress, Salem Maritime National Historic Site, which protects Salem's historic waterfront, managed by the National Park Service. It also has the Salem Women's Heritage Trail, a self-guided tour commemorating suffragists, abolitionists, preservationists, authors, educators, business owners, and philanthropists.

Lining the downtown are historic buildings, wharves, and the customs house where Nathaniel Hawthorne wrote *The Scarlet Letter*, as well as his birthplace, and *The House of the Seven Gables*.

The Peabody Essex Museum is a leading museum of Asian art and culture and early American maritime trade and whaling. It is now America's oldest continuously operating museum, having been founded in 1799. It is the fifth-largest museum of art on the east coast, a remarkable statistic. The museum owns and exhibits a number of

historic houses in downtown Salem. In 2003, it completed a massive renovation and expansion and moved a 200-year old Chinese Mansion from China to the grounds of the Museum.

An important part of Downtown Salem’s revitalization is alongside the waterfront and at Pickering Wharf, a series of buildings converted into a Harbor side village of about 35 shops and restaurants, which includes a marina. The Historic Derby Wharf (with a replica colonial-era ship called The Friendship) and lighthouse are also attractions that bring people into downtown Salem, which is situated immediately north of the waterfront within an easy stroll.

The Salem Regional Visitors Center has been tracking the number of visitors monthly since 2003. The following table shows the monthly visitor numbers from 2003 through September 2009.

Table C-4

Salem Regional Visitor Center Statistics								
	2003	2004	2005	2006	2007	2008	2009	FY08-09 % Change
January	3,554	3,735	2,660	3,622	3,396	3,225	2,649	-17.86%
February	3,531	6,083	5,295	4,978	3,775	4,121	5,100	23.76%
March	7,104	8,059	9,395	7,907	6,364	9,033	6,438	-28.73%
April	12,380	16,938	16,344	17,194	15,253	14,009	13,993	-0.11%
May	19,115	20,479	21,214	16,708	16,120	17,336	17,385	0.28%
June	23,308	24,019	32,162	24,411	24,743	21,668	23,309	7.57%
July	39,148	43,042	53,030	43,547	38,698	32,883	33,291	1.24%
August	39,470	35,218	41,015	44,421	39,138	33,706	34,568	2.56%
September	23,299	24,104	22,147	24,530	23,033	19,641	26,750	36.19%
October	89,611	134,060	94,052	113,439	90,983	99,081		
November	16,901	13,531	11,862	11,909	11,307	14,708		
December	4,888	4,043	3,883	5,223	3,855	3,962		
Total	282,309	333,331	313,059	317,889	276,867	273,373	163,483	

According to Kate Fox at the Salem Convention and Visitors Bureau, visitor numbers dipped seriously after the attacks of September 11th, 2001, recovered very well in 2004, then dipped again when fuel prices rose dramatically in 2007. The current year of 2009 appears to be mirroring 2008, except that Salem has expanded its Haunted Happenings event schedule for October. As of this writing, a rock concert with a fireworks show is expected to draw tens of thousands more people - possibly up to 60,000 people - to Salem on Halloween night. Other Halloween-oriented events include a Salem Witches Ball, and an annual masquerade ball at \$100 per entry at the Historic Hawthorne Hotel ballroom.

Downtown also has many boutiques and high-end restaurants filling its historic buildings. There are many offices and loft condos in the upper floors, as well as hotels. The last decade has seen many upscale restaurants flourish in Salem’s downtown, and the restaurants are full, particularly on weekends. One trend noted by a 2007 study commissioned by the Salem Convention and Visitors Bureau, is that empty-nesters from Boston and New England routinely visit Salem on the weekends, and even invest in real estate in the city because they enjoy its culture. This helps to illustrate a key point in the health and life of history tourist-oriented cities: Just because a city is historic does not mean that it is a living-history museum.

Figure C-22



Above: A view to the east over Pickering Wharf to the left of the water. Shetland waterfront business center is to the right.

Newport on the Levee, Newport, Kentucky

Description and History

Newport on the Levee is a multi-level retail entertainment center located between Third Street and the Ohio River in Newport, Kentucky. It is placed strategically across the river from downtown Cincinnati, Ohio. It is located at the foot of the Purple People Bridge that spans the Ohio River, linking pedestrians with Great American Ballpark, home of the Cincinnati Reds Major League Baseball club, and the US Bank Arena, and is positioned to offer a view of the Cincinnati skyline. Drawing approximately 3.5 million people per year, Newport on the Levee, LLC is a top entertainment destination center in the region.

Beginning in the 1980s and 1990s, Newport made plans to develop its riverfront and core to focus primarily on “family friendly” tourism. In May 1999, the \$40 million Newport Aquarium opened, two years ahead of the adjacent Newport on the Levee, which opened in 2001. NOL’s total cost of \$160 million was funded by a public-private partnership, which included local public incentives in the form of municipal bonds and a real estate tax waiver as well as the KTDA rebate. The local incentives were worth up to 35 percent of NOL’s costs and the state incentives up to 25 percent.

Besides the Aquarium, the indoor/outdoor complex includes a dozen restaurants (some of which feature live music and performances), retail, wine, gift stores, fine arts shops, a 20-screen AMC theater and a Barnes & Noble Bookstore surrounding a two-level outdoor plaza and a three-level indoor mall-like space. As a result of the increased attention, value, and visibility of the Project area, several residential condominium and apartment projects have been developed in the area, either as new construction or in rehabilitated historic structures.

The following figure shows images of Newport on the Levee. In the aerial photo on the left, the outdoor plaza and mall area on the west/left side of the image, while the indoor mall area is on the right, adjacent to the Purple People Bridge. The photo on the right shows the outdoor space at NOL, which primarily features restaurant/bar tenants.

Figure C-23



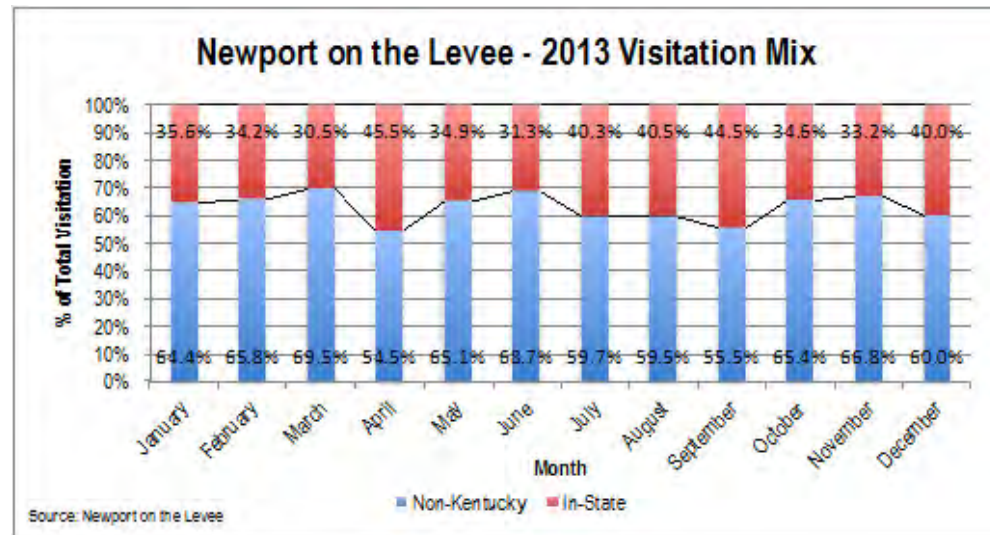
Due to the access of the Purple People Bridge, fans from Cincinnati Reds games, concerts, US Bank Arena events and others patronize Newport on the Levee's restaurants and retail stores before and after games and events. The project has served as a successful catalyst for Newport's new image and growth into a trendy and desirable mixed-use downtown district both in terms of overall prosperity and in the minds of the Cincinnati area's two-million-plus residents.

NOL is highly visible and extremely accessible from the city's primary expressways, and professionals and downtown residents can easily access the property by car or by one of the two pedestrian bridges that connect Newport with Cincinnati. Since opening in 2001, NOL has been established as a top destination in the region for local residents and out-of-state visitors. In fact, the majority of NOL visitors come from out-of-state.

Enterprise Activity

The following table shows an estimate of NOL origin mix, which is tracked via a license plate scan of the parking garage.

Figure C-24



Out-of-state visitors comprised 62.9 percent of all visitors. March and June recorded the highest percentage of out-of-state visitors with 69.5 percent and 68.7 percent, respectively.

The peak season for Newport on the Levee is typically between the months of May and August with a spike in December. This is a typical business pattern as it coincides with popular vacation times for families and leisure travelers.

The following table shows the tenants located within Newport on the Levee.

Table C-5

Newport on the Levee Tenants		
Tenant	GLA	Type
AMC 20 Screens	84,479	Movie Theater
Dick's Last Resort	8,587	Bar / Restaurant
Barnes & Noble	26,532	Retail
Star Lanes	24,643	Bowling Center / Restaurant / Bar
Gameworks	22,074	Games / Entertainment
I-Wireless	12,255	Corporate Office
Bro	8,405	Restaurant
Bar Louie	8,019	Bar / Restaurant
River Rock Bar & Grill	7,764	Bar / Restaurant
Mitchell's Fish Market	7,524	Restaurant
Brothers Bar and Grill	6,976	Bar / Restaurant
Funny Bone Comedy Club	6,885	Comedy Club / Restaurant
Claddagh Irish Pub	6,797	Bar / Restaurant
Flashback Dance Club	6,686	Dance Club
Intrinzio	6,485	Brand Design Agency
Naked Topstix	6,009	Bar / Restaurant
Deb Shops	5,697	Retail
Art on the Levee	5,455	Retail
Community Center	4,425	Meeting Facility
Dewey's Pizza	3,526	Restaurant
Constellation Wines	3,312	Business Office
Sports Dept	3,261	Retail
Locomotion on the Levee	3,125	Dance Classes
Tom + Chee	2,850	Restaurant
Gameworks	2,754	Games / Entertainment
Five Guys	2,565	Restaurant
Impact	2,342	Retail Fulfillment Services
Comstock	2,330	Services
Rainbow Hugs	2,120	Retail
Sweet Dreams	2,088	Candy Store
Tala's Distant Treasures	1,880	Retail
Peek-A-Toy	1,814	Retail
Bridge Fund	1,365	Services
Journeys	1,349	Retail
Claire's	1,057	Retail
Coldstone Creamery	905	Ice Cream
Saxbys Coffee	800	Coffee Shop
Song Spa	708	Foot Massage Service
Patra Cuisine	534	Restaurant
Conference Room	500	Meeting Facility
Total Leased	306,882	
Total Vacant	68,338	
Total Gross Leasable Area	375,230	

Source: Newport on the Levee

Newport on the Levee has more than 375,000 square feet of gross leasable area. There are approximately 40 tenants leasing nearly 307,000 square feet of space. The tenant occupancy is over 80 percent with almost all of the vacant space located inside and upstairs where most patrons do not even realize space exists. The visible and outdoor facing spaces are nearly all filled. Dick's Last Resort is the newest dining experience, which opened in March of 2014. The Wizards Magic Theater is also planned to open in April 2014. The movie theater plays a prominent role in this development, although most of the activity is actually driven by restaurants and bars.

Implications

There are several lessons from the comparable developments. In order to truly promote and manage the success of the Riverwalk effectively, it should likely be operated, maintained, promoted and managed by a separate entity, whose focus is on the success of the Riverwalk as an entity. A more removed entity like a City department may not have the focus, appropriate resources and/or expertise to optimize the Project. In addition, creating a critical mass of food and beverage options and activities along the route is critical to success. Many of the comparables have not succeeded as much as others due to a lack of opportunities throughout, so the waterway becomes simply an amenity as opposed to a viable destination for residents, visitors and businesses. By programming in significant leased spaces with a healthy mix of activities (kayaks, biking, etc.) and food and beverage outlets, the riverfront can become a sustainable attraction and cultural asset.

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