

The following information represents an executive summary of “Market Support and Economic Potential of The Principal Riverwalk and the Des Moines Riverfront,” which was prepared by ConsultEcon, Inc./Office of Thomas J. Martin, Economic Research and Management Consultants.

Waterfront Revitalization Economic and Socioeconomic Benefits Report: Findings Summary

	Page
Introduction	2
Des Moines Riverfront Master Plan	
• Housing Summary	2
• Real Estate Market Summary	2
• Demographic/Economic Impact – Des Moines Riverfront Development	3
The Principal Riverwalk	
• Socio-Economic Benefits of The Principal Riverwalk	3
• Recreational use of The Principal Riverwalk/Recreation Potential	3
Economic Impact of Riverfront Developments Nationally	5
Waterfront Revitalization – Project Summaries	
• Providence, R.I.	5
• Chattanooga, Tenn.	6
• Hartford, Conn.	6
• Little Rock, Ark.	6
• Indianapolis, Ind.	7
• Louisville, Ky.	7
• Syracuse, N.Y.	7
Appendix	
Economic Impact of Riverfront Developments Nationally – Project Details	
• Providence, R.I.	9
• Chattanooga, Tenn.	9
• Hartford, Conn.	10
• Little Rock, Ark.	12
• Indianapolis, Ind.	13
• Louisville, Ky.	14
• Syracuse, N.Y.	15

INTRODUCTION

Waterfront revitalization projects have proven to be a popular and successful economic development strategy in numerous cities. Many of these projects have been implemented in medium-sized cities as a means for developing regional tourism and bringing people back into long neglected urban areas. They create “new” developable areas. Their programs vary widely; some developments are just parks, while others have included commercial developments, public attractions or convention facilities. Overall, these projects have had highly beneficial economic impacts, especially in attracting new commercial and residential development in the immediate area of the improvements. More importantly, they have improved the quality of life for local citizens, which translates into economic benefits.

The Principal Riverwalk and the Des Moines Riverfront Master Plan recommend development opportunities along the Raccoon and Des Moines Rivers, with the objective of spurring economic and housing development in the downtown Des Moines area. While it’s premature to give specific figures of potential economic growth these development projects will create, some assumptions can be made based on what other cities have experienced. Formal economic impact studies are rarely undertaken after the projects have been implemented, but there has been “follow up” of results in some places.

The following is a summary of the impact the Des Moines Riverfront Master Plan and The Principal Riverwalk projects may have on the City of Des Moines. Also included are brief case studies on riverfront development projects of other cities from which we can learn. Full descriptions of these cities’ projects are included as an appendix of this document.

DES MOINES RIVERFRONT MASTER PLAN

Housing Summary

There is substantial opportunity to develop new housing in the downtown area. The overall housing market is strong, and multi-family housing has been popular. There is a large group of commuting downtown workers – more than 65,000 – with very little downtown housing available. The Principal Riverwalk and the overall Des Moines Riverfront Master Plan will make the downtown a much more attractive housing environment. Therefore, as the plan moves forward, there is likely to be strong housing demand. However, affordability will be a crucial variable in the depth of the market. To achieve its full potential, market-rate housing in the downtown area (and particularly on the riverfront) will have to offer a variety of housing products at a variety of prices that will appeal broadly to target markets, including young or single people.

Real Estate Market Summary

Des Moines has real estate market strength in several sectors, including housing and office uses. There is potential for successful residential development in the downtown area, particularly along the waterfront, if attractive sites are developed, riverfront improvements and recreational amenities are put in place, and a range of housing types and prices are offered. Office market conditions have been largely dependent on major users in the downtown area. The overall downtown office market has been strong. After the current wave of new office space has been absorbed, there may well be opportunities to develop in-fill office space, professional office space in a mixed-use environment, or even a major office building on the waterfront, depending on the available sites and market demand.

There is retail and restaurant market strength in many locations outside of the downtown area, but property in the downtown area has not been able to achieve the after hours and weekend market support necessary to make retail space and restaurants a success in the downtown area. As the new attractions and Iowa Events Center are completed, and The Principal Riverwalk and other amenities are implemented, the demand for restaurants, retail and services will increase and development opportunities in this sector will emerge. In turn, as the critical mass of offerings increase, the downtown -- and the riverfront in particular - can create an identity as a destination in its own right for residents of and visitors to the Des Moines Metro area.

Demographic/Economic Impact — Des Moines Riverfront Development

Des Moines' success over the last 10 years as an insurance and financial center has been based, above all, on its ability to attract and retain the necessary, well-qualified workforce to staff the growing insurance and financial sector businesses. The key to future success for the City of Des Moines and its environs will be to maintain a strong workforce. The addition of new urban amenities will be a significant factor that will help maintain this process by attracting more visitors and residents downtown, contributing to the creation of an after-hours/weekends urban area. In addition, creating new and attractive options for urban living will further enhance the attractiveness of Des Moines for workers. Clearly, Des Moines residents and workers have sufficient income to support urban attractions, businesses and amenities that would occur due to The Principal Riverwalk and its features.

THE PRINCIPAL RIVERWALK

Socio-Economic Benefits of The Principal Riverwalk

Many downtown riverfronts similar to that proposed for Des Moines have become cornerstones of urban revitalization. Indeed, Des Moines' attractive downtown will benefit substantially from the project. The Principal Riverwalk and the overall Des Moines Riverfront Master Plan will stimulate public and private investment and provide an excellent positive identity for the city. Following are community benefits:

- Conservation of the Des Moines and Raccoon Rivers as precious natural assets.
- Preservation of historic buildings, bridges, balustrades and public spaces; establishing appropriate uses for new public uses and private redevelopment sites.
- Education about and interpretation of the history of the riverfront, river ecology and hydrology.
- Recreation through creation of trails, green spaces, active recreation areas, linkages to urban areas.

The Des Moines and Raccoon Rivers are important and meaningful symbols for Des Moines. With The Principal Riverwalk and the overall Riverfront Master Plan, area residents can benefit from the opportunity to visit quality recreational facilities and entertainment venues well beyond current offerings. The educational and conservation benefits of the project also can be strong. Moreover, the image of Des Moines will be enhanced by The Principal Riverwalk's central location in downtown Des Moines.

Recreational Use of The Principal Riverwalk

Recreational use of The Principal Riverwalk will include substantial potential for private sector investment, along with public sponsored or privately donated recreational spaces. For the Des Moines Riverfront Master Plan process, Ballard*King Associates has evaluated recreational development potential.

Recreational Potential:

One of the basic goals of The Principal Riverwalk is to encourage outdoor and indoor recreational pursuits along the Des Moines River in the downtown area and the immediate surrounding area. Currently in the downtown area there are a limited number of indoor and outdoor recreational opportunities. Active recreational use is essential to realizing the potential which revitalizing the waterfront area offers to the social and economic vitality of Des Moines. Active recreational use brings people to the waterfront directly, but this active use attracts and makes it safe for strollers and picnickers. Some people will be attracted to watch activities such as rowing. Active recreational participants will patronize shops and restaurants, creating a base of market support. Active recreational opportunities make the downtown area a much more attractive place to live and work. Thus, from the user market side, active recreation is a catalyst for other user groups, and is essential to a successful waterfront. Opportunities include walking and jogging, bicycling and roller-blading, canoeing and kayaking, and general recreation.

In addition to basic conventional recreational spaces and trails for walking, jogging and bicycling, an adventure sports orientation is being considered as a focus of The Principal Riverwalk recreation amenities. This could involve both indoor and outdoor amenities such as white water kayaking/canoeing, rock climbing, challenge courses, skateboarding/trick bike, incline hockey, mountain biking/BMX and other similar activities. Ballard*King found that there are very few opportunities currently available in the greater Des Moines area for participation in such adventure sports, and that there is an opportunity to develop them on the Des Moines riverfront. These adventure recreational amenities will have to be combined with conventional outdoor and indoor recreation to ensure a broad enough market appeal. In addition, such amenities will need to involve a partnership with private and public sectors.

Indoor recreation may also be a desirable use along the waterfront. There are now only a few nodes of indoor recreation in the downtown, most prominently the YMCA. Such indoor recreation will help create a critical mass of recreation on the waterfront, and will enhance the desirability of the waterfront for other development.

The Ballard*King study found there to be a strong market for adding a variety of new recreational facilities at The Principal Riverwalk and on the Des Moines Riverfront area, in general. This project is a unique opportunity to develop a regionally oriented recreational area that integrates indoor and outdoor amenities along the river, while also incorporating other existing recreational areas to the north and south of downtown.

The following recreational spaces are recommended by Ballard*King:

- Walking loop
- Bike path connected to other trails to the north and south
- Whitewater kayaking/canoeing trace
- Activity pavilions – a hard surfaced activity area at the water’s edge
- Fishing areas
- Nature/science area (developed in conjunction with Science Center of Iowa)
- Traditional park amenities to include open turfed areas, playgrounds, park shelters, park benches and even informal ball fields
- Dog park
- Outdoor ice rink with a refrigeration system, lighting, indoor warming area, etc.
- Adventure sports park – anchoring the southeast end of the downtown areas should include:
 - Recreational center (indoor aquatics, gymnasium, fitness/weights center, walking track, drop-in child care and classroom space)
 - Outdoor family aquatic center
 - Outdoor adventure park (skateboard park, inline skating rinks, outdoor climbing wall, challenge ropes course and a connection back to the river to promote canoeing, kayaking and other similar activities)
 - Demonstration venue (outdoor venue with sloped seating for demonstrations of a variety of adventure sports activities)
 - Specialized sports and retail
 - Also possible would be complementary specialized sports facilities at the same location. These could include a rock climbing gym, indoor ice rink, specialty sports gear stores and food service.
- Heritage Park – A visible icon located at the confluence of the Des Moines and Raccoon Rivers
- Support areas and functions

These recommendations are intended to bring year-round use to the riverfront area. The amenities are intended to serve downtown residents, and be a catalyst for engaging outside visitors to the riverfront area. Ballard*King estimated attendance potential at recreational spaces along The Principal Riverwalk given such a program of 1.5 million user days annually of people engaged in one or more activities. This would translate to more than 4,000 people on an average day. The waterfront would indeed be well populated by people using the waterfront for recreation.

ECONOMIC IMPACT OF RIVERFRONT DEVELOPMENTS NATIONALLY

After decades of neglect, the waterfronts of cities across North America are becoming focal points of new development and catalysts for downtown and citywide revitalization. Many of these – including some of the most successful – can be found in medium or smaller cities, such as Providence, R.I.; Chattanooga, Tenn.; or Little Rock, Ark. They have brought new businesses and development into blighted or abandoned downtowns, retained existing businesses, boosted the tourism sector and created new centers for civic life and interaction.

The following profiles provide summaries of riverfront redevelopment programs that can serve as models for The Principal Riverwalk and related efforts in Des Moines, offering lessons learned that might be applicable to the Des Moines riverfront redevelopment process. More complete descriptions of the projects are included in the appendix of this document. It should be noted that despite their successes, all of these cities’ riverfront initiatives remain ongoing projects, with completion of the major planned elements likely to take from 10 to 20 additional years.

As the below table indicates, many of these cities are relatively similar to Des Moines in terms of their city and metropolitan area population. Although Hartford is smaller in city population and much larger in metropolitan population than the other cities, its role as an insurance center gives it some unique similarities to Des Moines. It is also true that five of the eight cities in the table are state capitols.

City	City Population	Metro Population
Providence, R.I.*	176,900	631,100
Chattanooga, Tenn.	155,300	469,300
Hartford, Conn.*	121,700	1,158,600
Little Rock, Ark.*	182,800	591,600
Des Moines, IA*	199,400	462,600
Indianapolis, Ind.*	784,400	1,638,800
Louisville, Ky.	255,400	1,033,500
Syracuse, N.Y.	145,164	735,059

Source: Sales and Marketing Management: 2002 Survey of Buying Power

*Indicates state capitol

WATERFRONT REVITALIZATION—PROJECT SUMMARIES

Providence, R.I.

After the announcement of plans to depress the rail line running through the center of the city – separating much of downtown from the riverfront – Providence, R.I. “uncovered” more than 2.2 acres of river. The city also replaced a long concrete deck that constituted the “world’s widest bridge” with a series of attractive, smaller bridges. Also constructed was the new four-acre “Waterplace,” with a canal, reflecting water basin, amphitheater and clock tower/visitor center. Several “Waterfire” exhibitions – a public art installation and event in which dozens of wood fires are lit in metal baskets and placed in the canal course along its urban stretches – provide a unique draw for attracting people to the new riverside areas.

Results:

- Cost of \$143 million; 85% paid by the federal government.
- Providence’s “Waterfire” lightings regularly attract more than 350,000 people.
- Two hundred units of housing in downtown building have been converted into lofts.
- Attendance of SummerWalks (guided tours of the river walks) increased by 200 percent in 2002 as compared to 2001. In 2002, 794 people participated in the walks. From January to July, 2003, more than 400 people have participated.
- Hotel room rentals in Providence doubled between 1999 and 2000, and for August 2003, they rose by more than 50 percent.

Chattanooga, Tenn.

Chattanooga's riverfront development project includes several high profile public and private developments, including Ross's Landing Park and Plaza, the Creative Discovery Museum and Battery Place. The city's ability to implement an effective downtown and riverfront plan within a relatively short timeframe with successful projects and initiatives has received national praise.

Results:

- The project included \$410 million in investments from public and private sources, including the \$45 million Tennessee Aquarium.
- Eighty-three percent of the riverfront and downtown development funding was from private sources.
- The project resulted in \$400 million in new construction.
- More than \$1.2 billion has gone into public and private building projects in and adjacent to downtown Chattanooga since 1990.
- Three hundred new housing units have been built, with an additional 250 units under construction.
- Tourism increased 73 percent between 1995 and 2000, with tourists spending 50 percent more in 2000 than 1991.
- New businesses in the vicinity of the Tennessee Aquarium increased from 33 to 128 since the development project began.
- The number of downtown workers has increased 33 percent.
- The city has experienced a 127 percent increase in property values and a 99 percent increase in property taxes.

Hartford, Conn.

Hartford's riverfront had become isolated for several decades due to the construction of I-91 between the Connecticut River and downtown, followed by the construction of a 40-foot high dike. To reconnect downtown Hartford with its riverfront, a landscaped plaza was built to extend over the highway and the dike wall, stopping at the edge of the river.

Results:

- \$60 million in direct investment, most from state and federal sources.
- 475,000 visitors last year.
- Adriaen's Landing, a \$500 million mixed-use development, had its groundbreaking in 2001
- Operations and business locating here will employ 1,443 people directly, earning \$35.5 million in wages per year.
- Local taxes are expected to increase by \$184 million for this project between 2000 and 2020.

Little Rock, Ark.

After the election of Bill Clinton as President in 1992, interest in revitalization of Little Rock's downtown and riverfront increased. The goal was to create a riverfront that could support a downtown revitalization that would appeal to visitors and meet the requirements of city and regional residents for entertainment and attractions. As a result, today's Little Rock waterfront includes the Clinton Library and Presidential Park, the Museum of Discovery and The River Amphitheater.

Results:

- Little Rock's River Market was financed with \$500,000 in seed money from the City of Little Rock. Development Partnership raised an additional \$3.5 million, a non-profit group of local business leaders led the redevelopment efforts.
- The Museum of Discovery attracts more than 200,000 visitors annually

- The new \$15 million Little Rock Central Library was one of the earliest major new resident institutions in the River District, relocating in 1997. Since then, its number of visitors has doubled.
- The Alltel Arena opened in 1999 and seats 18,000. Since it opened, it has attracted more than 700,000 people.

Indianapolis, Ind.

By converting a historic commercial waterway into an interesting pedestrian corridor, alive with water features and landscaped parks, Indianapolis has created a redevelopment project that successfully integrated and utilized commercial, retail and housing interests.

Results:

- Project costs were \$44.4 million – 52 percent were provided through federal funds, 20 percent were provided by the state, with city and private funds providing the remainder.
- Commercial projects along the Canal will employ approximately 2,500 new workers.
- The project will create 2,000 new housing units, home to 3,000 people.
- Approximately two million people visit the attractions at White River State Park annually.

Louisville, Ky.

Louisville established the Waterfront Development Corporation (WDC) in 1986 with the mission to plan, coordinate and implement strategies to revive Louisville’s waterfront. The goal was to transform the waterfront into a vibrant, active area that would be not only a public park, but also an economic development tool for attracting new business and residential development.

Results:

- The completion of the \$58 million Phase I of Louisville’s Waterfront Park created 55 acres of parkland on the Ohio River.
- The park has hosted 1.4 million visitors per year since its dedication in 1999, and its design has been recognized both nationally and internationally, winning a number of prestigious awards.
- Phase II will add approximately 30 acres of park land directly east of the existing 55-acre first phase.
- In 1986, before the WDC was created, there were 18 businesses in the Waterfront neighborhood, employing 350 people. Today there are more than 23 businesses employing 5,300 people. Many of these new jobs came from the development of the Humana Waterside Project, an office building with 750,000 square feet on Main Street.
- The Waterfront Park has been an impetus for several new visitor attractions in the area, including the \$39 million Louisville Slugger Field, which features 13,000 seats, 22,000 square feet of restaurant/retail space and a historic façade.

Syracuse, N.Y.

The Syracuse Lakefront Area Master Plan represents the collective redevelopment vision for the 800 acres on the shores of Onondaga Lake, just north of downtown Syracuse. Underutilized, vacant and unattractive properties that once covered the landscape are now being revitalized as new office complexes, housing units and tourism facilities, consistent with the Lakefront vision.

Results:

- In 1990, the \$350 million Carousel Center Mall opened on the waterfront, attracting more than 17 million visitors annually.
- Since 1998, more than \$625 million in new investment has transformed the lakefront; \$1.5 billion in new investment is expected to follow.

- Plans are now underway to expand Carousel Center, more than doubling its size by adding new shops and restaurants, up to 4,000 hotel rooms and new entertainment features. This project is anticipated to create 10,000 new jobs and have an annual economic impact of more than \$2.2 billion.

APPENDIX: Economic Impact of Riverfront Developments Nationally – Project Details

Providence, R.I.

The Providence waterfront revitalization was triggered by the announcement of a plan to depress the rail line in the city center that separated much of the downtown from the riverfront – this created new opportunities to renew the entire riverfront. Because of the scale of the public works efforts needed to accomplish the riverfront transformation, public sector involvement and leadership would eventually prove to be the key to carrying out this effort.

Before any riverfront amenities could be developed, the riverfront first had to be “found” and recreated. A study carried out from 1983-85 by a private architect provided the blueprint for the riverfront restoration. This involved the uncovering of the rivers, as the world’s widest bridge was removed and the course of two rivers, the Moshasshuck and Woonasquatucket, was rerouted to a new confluence where they form the Providence River. Removal and realignment of roads, interchanges and intersections that were laid out in conjunction with the old bridge configuration were also necessary. Among the major changes were:

- More than 2.2 acres of river had been uncovered, and the long concrete deck that constituted the “world’s widest bridge” was replaced by a series of attractive (smaller) bridges.
- The construction of the four-acre “Waterplace,” with a canal and reflecting water basin, amphitheater and clock tower/visitor center that later became a restaurant.

The successful implementation of these efforts is generally credited to the involvement of public officials – including successive Providence mayors, and other municipal and state government officials – who were able to develop a unique city/state government partnership that moved this project forward. Federal funding was also very important, with Rhode Island’s two senators involved in finding funds to pay for the road and bridge changes and improvements.

This basic and most essential phase of the riverfront renewal program was finished in 1996, after eight years of work, at a cost of \$143 million, with a reported 85 percent paid for by the federal government. In addition to the road and bridge connections, riverside walkways, pedestrian bridges and waterside park areas were also developed along the course of the three rivers.

After the rivers were uncovered and new traffic circulation was in place, there was an initial low-level public interest, largely because of a lack of after-hours amenities and activities. This changed with the introduction of the “Waterfire” exhibitions. These on-going events provided a unique draw for attracting people to the new riverside areas. The Waterfire exhibitions are a public art installation and event in which dozens of wood fires are lit in metal baskets placed in the canal course along its urban stretches, together with musical broadcasts and accompanying cultural events. These have helped populate the waterfront and reinforced commercial development of the area.

Chattanooga, Tenn.

Chattanooga has been among the most successful redeveloped waterfronts. The city and county created a working group that focused on developing public and private support and funding, resulting in the two organizations leveraging more funds than they contributed to each part of the program. Contributors included the locally based Lyndhurst Foundation, corporations and private donors. A cost analysis report indicated that a total of about \$350 million in private funds have been invested in Chattanooga’s waterfront redevelopment, while about \$60 million came from public funds of all types, a ration of about five private dollars for every one public dollar. Eighty-three percent of the riverfront and downtown development funding was private. Other funding sources included six percent federal, five percent from the city, three percent each from the county and the state.

In 1989 the first section of the Tennessee River Park opened. However, the highlight of the city’s well-publicized turnaround was in 1992 when the Tennessee Aquarium and Ross’s Landing Park and Plaza opened. This would be the first of several high profile public and private developments within the

next decade. This was followed in 1993 by the opening of the Walnut Street Bridge and the Chattanooga Visitors Center.

In 1995, the Creative Discovery Museum opened. In 1996, the Tennessee Aquarium IMAX Theater opened. In coming years numerous other developments would occur: Battery Place segment of the Riverpark, Battery Place Rowing Center, Coolidge Park, BellSouth Baseball Park, Chattanooga Conference Center, the Convention Center expansion, Market Center and more.

Much of this growth can be attributed to the rise in tourism triggered by riverfront improvements, park creation, new public spaces and investment in downtown promotion. The revitalization effort transformed Chattanooga physically as well as its reputation and self-image.

In 2000, Chattanooga generated more than 40 percent of the hotel-motel tax revenues in Hamilton County, with revenues growing twice as fast downtown as in the rest of the county. Conventions, which largely focus on downtown for lodging, meals and entertainment, increased 73 percent between 1995 and 2000. The number of delegates increased by 110 percent during the same time period. Tourists spend 50 percent more in Chattanooga than they did in 1991, and the industry now employs 25 percent more people than in 1990.

As recorded by building permits, more than \$1.2 billion dollars has gone into public and private building projects in and adjacent to Downtown Chattanooga since 1990. The Tennessee Aquarium itself has injected more than \$500 million into the local economy since it opened, according to River City Corporation, the redevelopment agency for Chattanooga.

Between 1988 and 1996, there was an increase from 33 to 128 businesses in the immediate area of the Aquarium. Downtown experienced a 33 percent increase in workers. This has resulted in a 127 percent increase in property values and a 99 percent increase in property taxes.

Downtown also has enhanced itself as a more desirable residential neighborhood – 1,800 more people live downtown than did in 1990. Perhaps the greatest accomplishment of the Chattanooga developments has been to dramatically alter the city's image. Once known as the most polluted city in America, Chattanooga's comeback has increased tourism, as well as its overall economy.

Chattanooga's ability to implement an effective downtown and riverfront plan within a relatively short timeframe with successful projects and initiatives has received national praise. One award from the American Institute of City Planners described Chattanooga as providing a "textbook example of how good planning is done and implementation occurs... With participation from a cross-section of businesses, citizens, elected officials and non-profit funders, ...the city had an idea, prepared a plan, got the public involved and got buy-in by all these groups, and the plan came to fruition."

Hartford, Conn.

After being cut off from its riverfront for several decades, downtown Hartford was reunited with the Connecticut River in September 1999, when the first of a number of new riverfront-focused amenities was opened to the public. Hartford's riverfront had become isolated due to the construction of I-91 between the River and downtown, followed by the construction of a 40-foot high dike. To reconnect downtown Hartford with its riverfront, a landscaped plaza was built to extend over the highway and the dike wall, stopping at the edge of the river.

The impetus for the riverfront park system and related amenities originally arose more than 20 years ago, with the expectation that if the Connecticut River could be reconnected to the city, it could act as a catalyst for community revitalization. The organization behind the riverfront redevelopment was Riverfront Recapture, Inc., which was formed in 1981. Within a year, Riverfront Recapture (RR) had drafted a riverfront development plan and began to tap into funding sources. The key private sector partner in founding RR was the Travelers Insurance Company, which convinced the business community to fund the master plan that continues to be the key design document for the project. Riverfront Recapture was, and remains, a very diverse organization. Currently it has a staff of seven officers and 13 employees, with a Board of Directors of more than 40 members, representing a wide spectrum of interests within the Hartford metropolitan area.

Most of the \$60 million in funding for the projects has come from State and Federal agencies, including the Connecticut Department of Transportation, the Federal Highway Administration; the Connecticut Department of Economic and Community Development; and the United States Department of Housing and Urban Development. Local individuals and private organizations also have been “very generous,” according to press reports. Riverfront Recapture states that about half of its \$4 million annual budget is from government grants. Among major private donors, the largest single grant has been \$1 million, from the Hartford Foundation for Public Giving.

Partnerships of various types were active in pushing this project forward and in building public awareness and support. Initial progress was slow, largely because of the cost and complexity of the necessary road changes. Led by the Riverfront Recovery organization, however, the public and private partnerships have been able to maintain the long-term commitment that was necessary to make this project a reality. Last year 475,000 visitors came to Hartford’s downtown riverfront. That number is growing as projects are completed and increasing numbers of new events are scheduled that are based on or include the riverfront as part of their themes.

The following details the features of Hartford’s reemerging riverfront:

- **Riverfront Plaza.** The plaza extends from the edge of the downtown business district to the river, featuring waterfront amphitheater seating for 2,000 people and a boat dock for large ships and excursion boats. The Plaza is equipped with two elevators for handicapped access. Construction of the Plaza required lowering of I-91 and building a large deck that spans the highway and dike.
- **Founders Bridge Promenade.** The Plaza connects to this 18-foot wide pedestrian promenade on the Founders Bridge that allows people to cross the river on foot between Hartford and neighboring East Hartford. The bridge is especially important, with local economic development specialists noting that while the river until now has been a barrier between Hartford and East Hartford, construction of the promenade together with other related revitalization initiatives should create new possibilities for economic development on both sides of the river. One local planner noted that the river has traditionally been “a barrier between the two areas...now new possibilities for economic development are emerging on both sides of the river.”
- **Other Parks.** These features are being carried out under a concept that calls for a connected riverfront park system. Portions completed include the restored Riverside Park north of downtown, a new Great River Park in East Hartford, and the new Charter Oak Landing in Hartford, south of downtown. All of these parks provide riverwalk paths. In the case of Great River Park, the riverwalk leads to a pedestrian connection across an existing bridge to Charter Oak Landing.
- **New Commercial Development.** New commercial development has begun to spin off from the riverfront initiative, as developers realize that they have a new appealing amenity to offer tenants, that is, the Connecticut River and riverfront parks.
 - Adriaen’s Landing, a \$500 million mixed-use development, had its initial groundbreaking in 2001 as a 33-acre site adjacent to Riverfront Plaza that for the last 20 years had been used for surface parking. The complex will include a 500,000 square-foot convention center (already under construction), as well as a hotel and entertainment, residential and cultural components.
 - The old Colt Firearms factory site near Charter Oak Landing is proposed for conversion into artists housing and galleries; commercial space; and a museum about the Colt legacy. Although no access point currently exists between this site and the riverfront, Riverfront Recapture reportedly plans to create one.
 - There also are plans for a major development tied with downtown at an old rail yard on the north side of city center, near the riverfront. Another developer reportedly plans to renovate a number of older office buildings in the downtown near the Riverfront Plaza,

whose value and appeal has reportedly increased due to their location near the new projects.

Little Rock, Ark.

Like many other river cities, Little Rock had done little to upgrade its riverfront before the 1980s. After the election of Bill Clinton as President in 1992, interest in revitalization of Little Rock's downtown and riverfront was revived based on the opportunity that President Clinton's election represented and an improved economic climate. The goal was to create a riverfront that could support a downtown revitalization, would appeal to visitors and meet the requirements of city and regional residents for entertainment and attractions.

"Downtown Partnership," a non-profit group of local business leaders, led these redevelopment efforts. In 1994, Downtown Partnership joined with a nationally known consulting team to create a strategic plan to improve Little Rock's status as a commercial and urban entertainment center. Among its findings, the plan recommended a strategy based on the city's relatively undeveloped waterfront area, where a few privately funded projects were showing promise and were creating the nucleus for further development. There were other assets, such as the Central Library, Museum of Science and others that could benefit from upgrading.

The most visible initial project was the River Market, which combined an already established seasonal farmers' market with an indoor facility that allowed year-round food and retail sales. The project was financed by \$500,000 in seed money from the city and an additional \$3.5 million raised by Downtown Partnership. The River Market opened in 1996 and was in immediate success. Since then, other developments have been proposed or opened in the "River District."

The Clinton Presidential Library is just one of the several major projects that is transforming or that will transform the riverfront during the coming decade. It should be noted that the river divides Little Rock from North Little Rock, a separate city. The two municipalities have tended in the past to compete rather than cooperate in economic development endeavors, but this situation now appears to be changing.

Two old railroad bridges connecting downtown Little Rock and North Little Rock will be converted into pedestrian and bicycle use, providing stronger links between the two jurisdictions. This will help to fuel development in North Little Rock, which has been lagging relative to the riverfront area of Little Rock proper, which faces it. The bridges were provided free to the jurisdiction by the Union Pacific Railroad as part of a deal in which the railroad sold significant packages of land on each side of the river to the two cities.

New projects recently completed, under construction or planned on the Little Rock side of the Arkansas River, in the "River District," include:

- **Clinton Library and Presidential Park.** The key development in the riverfront revitalization process, the Clinton Library and Park will occupy a 28-acre site east of the River Market District on the riverfront. It is expected to be completed in 2004 and will generate 300,000 visitors annually, creating leveraging effects for all of the planned and existing developments in the River District and in North Little Rock.
- **Museum of Discovery.** The museum was relocated in 1998 into a renovated warehouse building that tripled its space to 50,000 square feet. It currently attracts 200,000 visitors annually.
- **The Little Rock Central Library.** A new \$15 million facility in a renovated warehouse, the Central Library was one of the earliest major new resident institutions in the River District, relocating in 1997. Since then, its number of visitors has doubled.
- **The River Amphitheater.** This structure has been a long-time, warm-weather entertainment venue. It recently has been enhanced with permanent seating and better guest and performer facilities.
- **Heifer International Headquarters and Global Village Education Center.** The facility will be the world headquarters of Heifer International, a well-known charitable organization that engages in community-building livestock breeding and livestock-care assistance in developing countries around the world. The Global Village Education Center will be a unique attraction, providing

information about Heifer projects and host countries around the globe. Projects recently completed or currently planned for the North Little Rock side of the river include:

- **The Alltel Arena.** The facility opened in 1999 and seats 18,000. Originally planned for Little Rock's "River District," it was instead deliberately located in North Little Rock across the Arkansas River from the River Market in order, in part, to help link the riverfronts of the two municipalities together. During its first year of operations, it hosted concerts, arena football league games, Arkansas Razorback hockey games, basketball games and meetings and receptions, attracting more than 700,000 people. The facility was financed largely through a one-cent, one-year sales tax applied throughout Pulaski County.
- A major urban entertainment complex is in the planning stages for the North Little Rock waterfront, a few hundred yards east of the Alltel Arena, at the point where the pedestrian bridge will cross from the River District in Little Rock. Although the exact make-up of the new complex has not yet been finalized, the following amenities are under consideration: aquarium, all-suites hotel, urban entertainment center, large format theater, themed restaurants, specialty retail and a nature center focused on the river. The total size of the complex could range from about 120,000 to more than 200,000 square feet, costing as much as \$100 million, depending on the final makeup of the complex. With the pedestrian bridge to Little Rock, the entertainment complex not only will be able to leverage visitors to the Alltel Arena, but also will provide mutual benefit to Little Rock's River District amenities.

Indianapolis, Ind.

In 1982, Indianapolis adopted an urban renewal plan that would transform its canal from an underutilized, abandoned waterway into an attractive, lively urban park. The canal construction began in 1985 and was completed in 2001. The total completed canal measures approximately 6,800 linear feet. Physical improvements include the creation of pools and fountains, a pedestrian bridge, resurfacing parts of the canal, as well as a variety of landscape additions such as benches, walkways, lighting and other infrastructure. Total project costs amounted to \$44.4 million dollars, of which 52 percent came from federal funds, 20 percent came from the state and the city and philanthropic donations provided the remainder.

By converting a historic commercial waterway into an interesting pedestrian corridor, alive with water features and landscaped parks, the city has created a redevelopment project that successfully integrated and utilized commercial, retail and housing interests. The local economy has obviously benefited from both the public and private investment. Both short-term construction jobs and long-term permanent jobs have been created by this investment. The commercial projects along the canal will house approximately 2,500 new workers while the 2,000 housing units will be home to over 3,000 people. The new investment and housing units have played a key part in the plan to keep the Center Township competitive with suburban areas of Indianapolis. The housing units have helped create a 24-hour downtown, which is important to the success of the Circle Center Mall and downtown restaurants. The Canal also serves as a strong linkage element between IUPUI (Indiana University/Purdue University Indianapolis) and downtown, and will play a significant role in the development of the Bio-Medical Park initiative.

In tandem with the canal redevelopment, Indianapolis has been redeveloping the banks of the White River since it became a state park in 1979. The improvements that include creation of walkways, landscaping, bridges, and other infrastructure, have created a new stimulant for the city's growing tourism industry. In the last 15 years, a number of high profile attractions have located to areas within the park. These include the following:

- 1988 - Indianapolis Zoo
- 1989 - The Eiteljorg Museum of American Indians and Western Art
- 1996 - Victory Field Baseball Park, home of the Indianapolis Indians
- 1996 - The IMAX 3D Theatre
- 1999 - Congressional Medal of Honor Memorial

1999 - White River Gardens (Botanical)
1999- Sculpture in the Park program
2000 - The NCAA Hall of Champions
2002 - The Indiana State Museum

Approximately two million people visit the attractions at White River State Park annually. Additional beautification and infrastructure improvements are planned for the park until 2004. This project undoubtedly has created benefits for the city's tourism and its economy.

Louisville, Ky.

The Waterfront Development Corporation (WDC) was established in Louisville in 1986. Its mission is to plan, coordinate, and implement strategies to revive Louisville's Waterfront. The goal is to transform the waterfront from a blighted underutilized area into a vibrant active area that would be not only a public park but also an economic development tool for attracting new business and residential development.

The completion of the \$58 million Phase I of Louisville's Waterfront Park created 55 acres of parkland on the Ohio River. The park is heavily used on a daily basis. Children and families enjoy the Children's Play Area, while walkers, joggers, picnickers, school groups and others take advantage of its beautiful location along the river. The park has hosted 1.4 million visitors per year since its dedication in 1999 and its design has been recognized both nationally and internationally and has won a number of prestigious awards.

Work has begun on a second phase of the new park. Phase II will add approximately 30 acres of park land directly east of the existing 55-acre first phase. The centerpiece of the second phase is the "Big Four Bridge" as a walkway across the river. Other features of the new development include the new Children's Play Area; a fun area for water play; a plaza for an informal café; an amphitheater; docks for pleasure boaters; an area for a school and community rowing center; additional picnic and lawn areas; tree groves; and walking paths. Phase II is scheduled to be completed in early 2004.

Though no formal economic impact studies have been undertaken, it is clear that the Waterfront Park has benefited the community greatly. In 1986, before the WDC was created, there were 18 businesses (plus several very small businesses) in the Waterfront neighborhood, employing 350 persons. Today there are more than 23 businesses employing 5,300 persons. Many of these new jobs came from the development of the Humana Waterside project, an office building with 750,000 square feet on Main Street.

Several other new developments are expected to add to this total:

- ***Waterfront Park Place*** – a residential tower with 20,000 square feet of retail with more than 20 employees.
- ***Potter and Cox Building*** – a seven-story office/residential mixed-use center. The Waterfront Park is credited with attracting to the neighborhood the first residential development in many years. Waterfront Park Place will contain 78 luxury condominiums and 40 apartments. In addition, 75 apartment units are planned on what is known as the old Brinly-Hardy land across Main Street from Slugger Field. Other apartment complexes in the neighborhood have renovated or expanded in recent years, adding more residents to the community and giving it a feel of a true neighborhood.

The Waterfront Park is part of a greater renaissance for Downtown Louisville. It has been an impetus and a complement for several new visitor attractions in the area. The \$39 million Louisville Slugger Field was opened in 2000, featuring 13,000 seats, 22,000 square feet of restaurant/retail and a historic facade. The ballpark is considered one of the most attractive minor league facilities, draws 700,000 visitors annually and is directly adjacent to the Park.

In June 2000, workers broke ground on the Ali Center, just a short distance from Waterfront Park. This visitor attraction will feature exhibit galleries, as well as an outdoor garden, a 250-seat theater, a gift store, cafe and parking garage. Another attraction in the development phase is the Louisville Extreme Park, a recreational facility for skateboarding and skating. In 2002, a 40,000 square foot of outdoor

concrete skating surface and a wooden vertical ramp were constructed. A second phase will include a 20,000 square foot building with indoor skate areas, concessions, and restrooms. This facility is connected by trails to the Waterfront, and both certainly will have mutual benefits.

Syracuse, N.Y.

The Lakefront Development Corporation was formed in 1996 to facilitate the redevelopment of the 800-acre area in Syracuse known as the Syracuse Lakefront. The Lakefront Development Corporation also works under contract with the New York State Canal Corporation as the local partner in the revitalization of the Syracuse Inner Harbor, a 42-acre site owned by New York State that is being transformed from a working barge canal harbor into the centerpiece harbor redevelopment project on the 524-mile New York State Canal System. The Syracuse Lakefront Area Master Plan represents the collective redevelopment vision for the 800 acres on the shores of Onondaga Lake, just north of downtown Syracuse. Underutilized, vacant and unattractive properties that once covered the landscape are now being revitalized as new office complexes, housing units and tourism facilities, consistent with the Lakefront vision.

The Syracuse Lakefront is divided into several unique development districts, each with its own development plans. Since 1988, more than \$625 million in new investment has transformed the lakefront landscape. In the decade to come, the Development Corporation is expecting \$1.5 billion more in new investments, including an expanded Carousel Center (Mall); improvements to the Inner Harbor; continued redevelopment of the historic landmarks in Franklin Square; new urban housing and office space in Harbor East and West; and new linkages between the Lakefront Area and surrounding community.

One of the major public improvements is the Onondaga Creekwalk – an urban walking and bike trail. It is currently complete from the Franklin Square district to just north of the Syracuse Inner Harbor, in close proximity to the Carousel Center. The Creekwalk extends both north and south from the Syracuse Inner Harbor. Heading north toward Onondaga Lake, a paved pathway follows the western shoreline of the Inner Harbor and Barge Canal for almost $\frac{3}{4}$ mile. This segment of the Creekwalk offers opportunities for numerous recreational activities, including in-line skating and bicycling, fishing along the shoreline or enjoying a public concert at the Inner Harbor Amphitheater. The northern trail offers new access to views of the historic Barge Canal and the Syracuse Lakefront Area. Extensions to the existing Onondaga Creekwalk are currently being designed and prepared for construction. To the south, the Creekwalk will extend from Franklin Square to Armory Square in Downtown. To the north, the Creekwalk will extend to the mouth of Onondaga Lake.

Once expanded, the Onondaga Creekwalk will connect to the progressing Loop the Lake Trail, as well as to the Erie Canalway Trail, scheduled to connect canal communities from Albany to Buffalo along the 524-mile New York State Canal System. The Syracuse section of the Canalway Trail will connect 15 miles of trails in Onondaga County. In the Syracuse Inner Harbor, a public waterfront promenade and various user amenities are being constructed, and the site is being prepared for a new mixed-use development. Proposals are being accepted now for developments on the water's edge.

The results of the investment in parks and waterfront development have been substantial. In 1990, the \$350 million Carousel Center (Mall) opened on the Waterfront, attracting more than 17 million visitors annually. The mall has announced plans for a major expansion of the Center to be come part of the

\$1.3 billion *destiNY USA* project. Plans are underway now to expand Carousel Center, more than doubling its size by adding new shops and restaurants, up to 4,000 hotel rooms and new entertainment features. This project is anticipated to create 10,000 new jobs and have an annual economic impact of more than \$2.2 billion. It will welcome an estimated 30 to 35 million shoppers annually from distances as far away as Canada, Pa., Ohio, Mass. and beyond. A potential tenant of the expanded Carousel Center is the Syracuse Aquarium. The Aquarium Development Corporation has put forward plans to construct a \$51 million 250,000 square foot facility to be located right inside the mall itself.

Within *destiNY USA* will be a Tourism Exposition Center – a 50,000 square foot space that will serve as an information center, travel center and customer service venue for tourists to the region. Central

to this successful waterfront redevelopment plan is the City's Inner Harbor, which serves as a tourist destination and catalyst for surrounding private development. The Inner Harbor project has created a waterfront attraction and amenity within an inland urban center. Construction on the \$36 million project includes a marina and charter boat operation, restaurants and retail space and paths for joggers, walkers and bikers. Currently there are 42 acres of land available for redevelopment.

Once a blighted industrial site, Franklin Square has become an attractive neighborhood of restored landmarks, brick sidewalks, ornamental lighting and tree-lined streets. With more than \$80 million in new investments, Franklin Square has become revitalized for new Central New York employers and residents.