

**DOWNTOWN
WATERTOWN
VITALIZATION**

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Final Submittal Date: March 18th, 2016 ©

EXECUTIVE SUMMARY

Over the past few decades, downtowns throughout the country have often undergone a transformation from neglected, decaying, and under utilized places into exciting pedestrian friendly and inviting places people want to be a part of and visit. Communities have learned to embrace the past and restore downtowns to reflect the history of the community. This evolution has proven not only popular with community residents but has lasting effects on the overall health and financial strength of the community. Knowing that this change takes commitment and significant public and private investment, it appears clear the citizens of Watertown are ready to move forward with the process of revitalizing downtown!

Numerous studies have made it clear that investing in Downtowns has a significant positive impact on those cities that have chosen to do so. Successful downtown turnarounds have shown that for each dollar of public money spent, 10 to 15 dollars of private money will follow.¹ This money spent downtown provides for sustained value over many years which additionally appreciates over time. In contrast, development at the city perimeter has a direct and opposite detrimental effect, in particular the cost of extending infrastructure and the additional costs of repairs over time can eventually cripple most towns. Furthermore, perimeter development possesses inherently depreciating property values, that often collect less and less revenue on a per acre basis.

This can be shown in the land use comparison example done by Public Interest Projects, Inc. The development company examined two properties in Asheville, North Carolina, a Walmart development and a 6 story historic building located downtown.

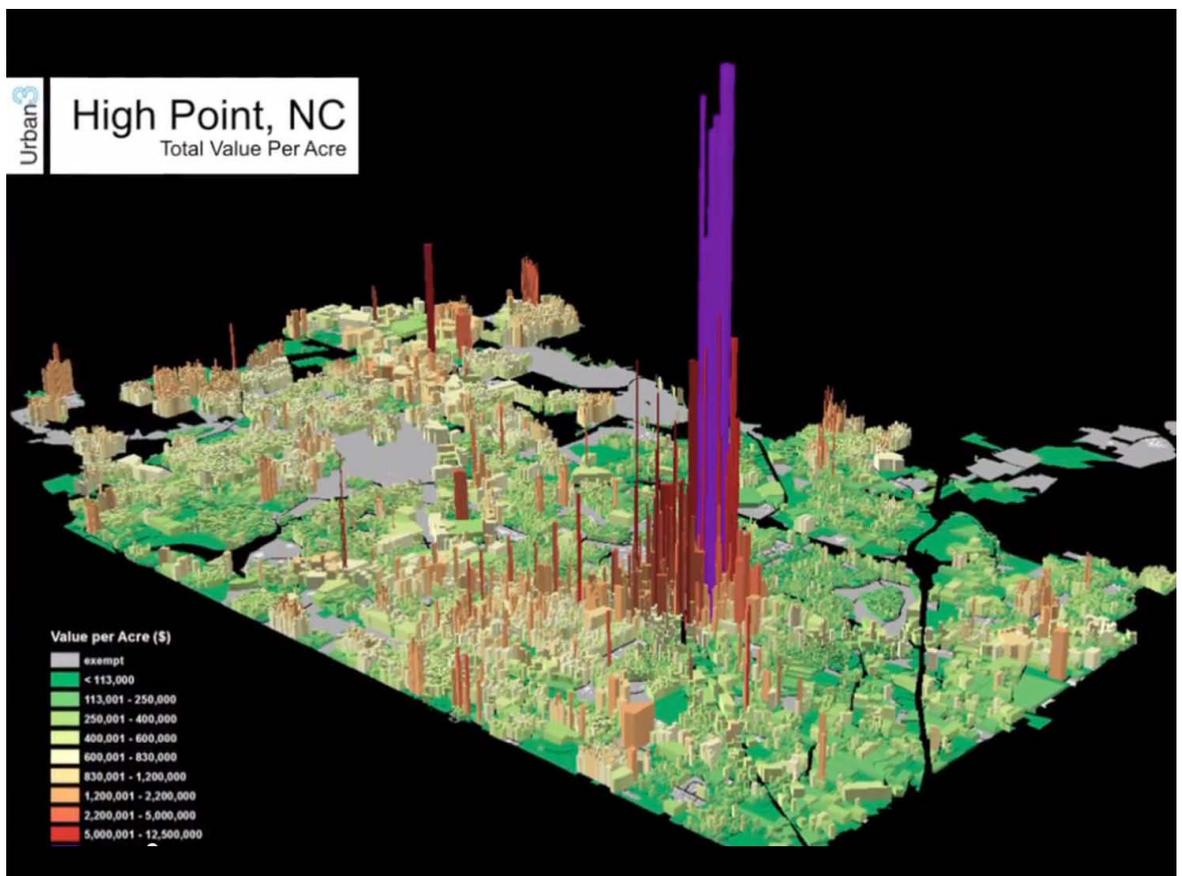
To be clear, overwhelming evidence suggests that investing in downtowns makes economic sense and creates viable, exciting places for people to live, shop and interact. Money spent elsewhere and by extending the city outward, does not.

| | Asheville Wal-Mart | Downtown |
|-----------------------------------|-------------------------------|------------------|
| Land Consumed (Acres): | 34.0 | 00.2 |
| Total Property Taxes/Acre: | \$ 6,500 | \$634,000 |
| City Retail Taxes/Acre: | \$ 47,500 | \$ 83,600 |
| Residents per Acre: | 0.0 | 90.0 |
| Jobs per Acre: | 5.9 | 73.7 |

Land Use Comparison per Acre: Public Interest Projects, Inc., Joseph Minicozzi, AICP

1) The Brookings Institution "Turning Around Downtown: Twelve Steps to Revitalization

Watertown over the years has developed a pattern not unlike many communities around the country which measures “growth” by extending the city outward along busy corridors entering the city. This pattern has proven not only economically imprudent over time, but also robs the city of its single greatest asset through disinvestment, its own downtown.



Value per Acre Analysis: Urban 3

The image above is a three dimensional illustration of the relationship between building development and tax production. The large purple and red spikes on the image is incidentally the center of the city, it's urban core.

Improving downtown has the support of the community; it is not a divisive issue. Albeit, there will be voices of opposition with vested interests in the current pattern of growth. That being said, developing downtown along with the city's cultural and economic center will only help such property owners as well. The opportunity and support for developing downtown Watertown is perhaps at an all time high, and with strong leadership, particularly from the city leaders, we see a bright prosperous future for the city of Watertown.

To initiate this movement we now need to focus on how to proceed. The following steps are recommendations to begin the process of revitalizing Watertown's downtown.

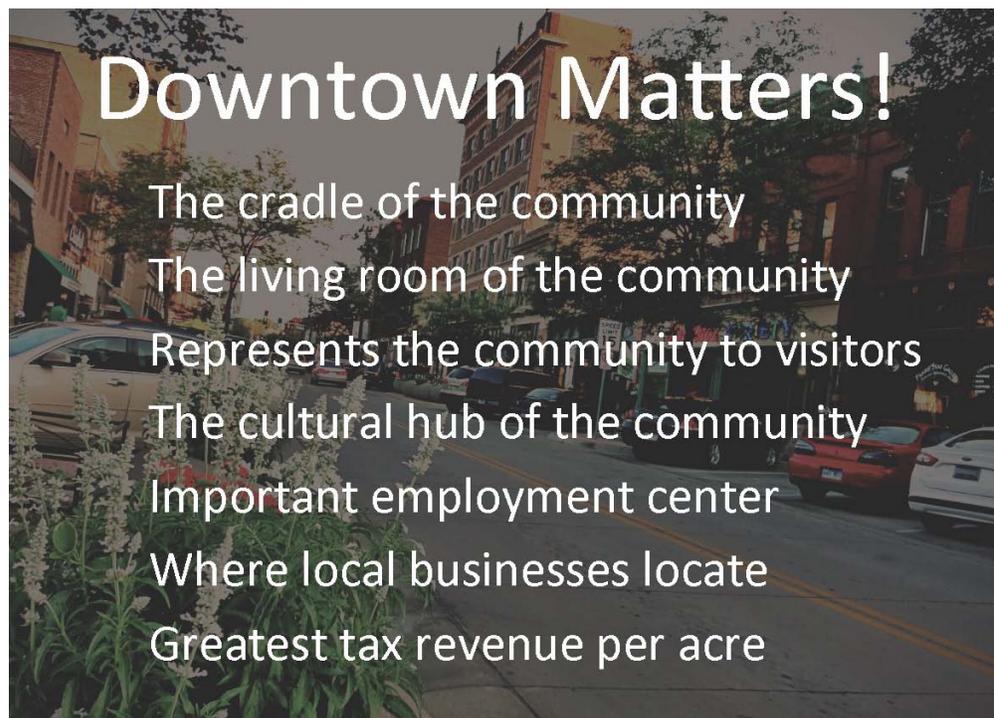
Parking & Streets

Land Use, Design, & Management

Neighborhoods

Downtown Housing, Retail, & Employment

Open Spaces



Joe Bacheller, DTSP Inc.

IMPLEMENTATION

Public
Private

PARKING & STREETS

Make changes to existing streets and sidewalks as necessary to serve bicyclists, pedestrians, and cars, with a primary focus on pedestrians.

Encourage pedestrian activity

- | | | |
|---|---|---|
| x | x | <ul style="list-style-type: none"> • Provide street amenities such as signage, street furniture, plantings and historic lights where appropriate. |
| x | | <ul style="list-style-type: none"> • Provide bike racks and other bicycle friendly facilities. |
| x | | <ul style="list-style-type: none"> • Develop parking strategies including “park-once” and “shared use” options for public or private lots which promote the most effective methods to manage parking facilities throughout downtown. |
| x | | <ul style="list-style-type: none"> • Minimize all parking requirements for new downtown development. |
| x | x | <ul style="list-style-type: none"> • Develop a parking strategy to accommodate long term and short term parking scenarios and future structures that may be required to promote downtown visitations, facilitate business and encourage future retail, residential and office development. |
| x | | <ul style="list-style-type: none"> • At ground level of all new and existing buildings promote commercial and office activity, including “live-work” development. |
| x | | <ul style="list-style-type: none"> • Discourage any new surface lots in the downtown district. |
| x | | <ul style="list-style-type: none"> • Repair, light and maintain existing surface lots and provide 15% minimum landscape requirement. |

Make downtown more friendly to infrequent users

- | | | |
|---|--|---|
| x | | <ul style="list-style-type: none"> • Convert all existing one-way streets to two-way. |
| x | | <ul style="list-style-type: none"> • Develop informational and directional signage for downtown (way-finding). |
| x | | <ul style="list-style-type: none"> • To facilitate the best use of public and private resources, develop a masterplan to coordinate existing and future street patterns, parking facilities, gateways, way-finding, parks, and civic structures. |

Public
Private

LAND USE, DESIGN, & MANAGEMENT

- x** **Establish a 501(c) Downtown Organization or BID with a singular focus on downtown to brand and promote existing business and to facilitate the creation of new business, while concurrently providing valuable management resources to propel the vision forward.**
- Focus on preservation and quality development**
- x**
 - Establish smart code based building standards for the district that respect the history and urban context while promoting pedestrian friendly building and renovation.
- Establish a redevelopment plan for downtown Watertown**
- x**
 - Utilize the cities redevelopment powers to promote residential development.
- x** **x**
 - Create a Downtown Financing Board or Task Force with the focus of establishing sound financing options for renovating existing buildings. Provide incentives for new retail and residential construction downtown including but not limited to tax increment financing (TIFS) and Program Related Investing (PRI).
- x**
 - Establish a plan that requires public improvements along the public right of way that supports commerce at street level and promotes pedestrian activity.
- x**
 - Encourage sidewalk retail and dining in the public right-of-way.
- x**
 - Provide consistent lighting, signage and streetscape improvements throughout downtown.
- x**
 - Continue enhancements and improvements of alley ways and discourage vacations or closures unless closing can demonstrate an enhancement of the pedestrian character downtown.

NEIGHBORHOODS

Public

Private

Enhance and preserve character of existing neighborhoods

- x** • Minimize the impact of revitalization by establishing neighborhood boundaries and limiting incompatible development and zoning that causes encroachment into adjacent neighborhoods.
- x** **x** • Develop urban conservation overlay zones to protect historic structures recognizing their importance to the history, character and future downtown revitalization efforts.
- x** **x** • Promote higher residential densities and foster renovation of existing vacant and underutilized structures in the downtown district.
- x** • Encourage and support development that is compatible with downtown living in the downtown district.
- x** • Encourage residential infill in neighborhoods surrounding downtown, while promoting additional retail and residential units in the downtown area.
- x** • Provide Tax Increment Financing (TIF) to fund future civic infrastructure improvements in the downtown district. Including parking structures, public parks, open areas and any measures to connect the river to the revitalization effort.
- x** • Consider the use of Redevelopment Powers (TADS) where possible to assist in the redevelopment effort particularly within historic areas.

Downtown housing, retailing and employment

Public
Private

Commit to establishing a downtown population of _____ and create _____ new jobs downtown by 2025 by establishing our downtown as an exciting destination and a great place to live and work.

Develop a "Masterplan"

- x • Create an inventory and database of existing buildings within downtown Watertown. Document square footages, existing and historical uses, rental rates, and vacancies.
- x • Create a plan which identifies properties best suited for new housing, new retail and new civic structures.
- x • Employ "development powers" for site acquisition and assistance.
- x • Streamline the existing building process to encourage and stimulate private sector development.
- x • When possible, provide parking and other infrastructure needs where existing deficiencies curtail incentive to develop.
- x • Incentivize existing businesses to remain located downtown through the revitalization process which may take many years to complete, and even longer if they were to relocate.
- x x • Provide a variety of business and retail to foster activity and which serves the broadest range of residents, including specialty goods and services, cultural facilities, convenience services (dry cleaners, repairs) and anchor retailing, as examples.
- x x • Reinforce the mainstreet shopping experience with pedestrian detail at street level design of all buildings.
- x x • To set the tone and develop the image or "brand" of downtown Watertown, concentrate on the renovation of existing "continuous" store frontages early in the process.
- x x • With the help of a financial task force, establish programs to encourage downtown small business investment; a low-income loan pool is one example.

Public

Private

OPEN SPACES

Establish new parks and “open spaces” including: pocket parks, civic plazas and other open spaces which are easily accessible to downtown residents.

- | | | |
|---|---|---|
| X | X | • Provide open space as part of any new civic structure proposed for downtown. |
| X | | • Provide building standards which encourage and promote public open spaces as part of any new development downtown. |
| X | | • Recognize that existing right-of-ways are places of interaction. Repair, enhance and beautify existing downtown sidewalks (benches, landscaping). |
| X | | • Encourage sidewalk sales, outdoor dining and other outdoor activities particularly during warmer months. |
| X | | • As part of the masterplanning effort, create new gateways at entrances to downtown. |
| X | X | • As part of the larger pedestrian downtown paths recognize and enhance alleys that interconnect people to business and to open spaces. |

INITIAL STEPS - Short Term (1st year)

The effort to revitalize the downtown district will take initiative and commitment from both the public and private sectors. Achieving such a revitalization may take many years of continued investment and follow through to complete. Below is a short list of the recommendations that will help initiate the process to move forward.

Public
Private

Administrative

Establish Business Improvement District or 501(c) organization that will recruit volunteers and form advisory committees relevant to the revitalization efforts and success of downtown. These committees include, but are not limited to:

- Design Review Committee (in conjunction with the City.) This committee will facilitate the Facade Easement Program and develop "Downtown Design Standards."
- Entertainment Committee to develop annual activity calendar.
- Board of Directors
- Executive Committee
- Commence search for an executive director, be sure to commit to an experienced dedicated individual earning appropriate compensation.

The above comprises downtown's management team that will work to harmonize and ensure the complex elements of the communities largest and most important mixed-use entity (downtown) will come together in a well functioning place.

- | | | |
|---|---|--|
| x | x | <ul style="list-style-type: none"> • Organize a Financing Task Force and recruit members to provide guidance and develop and/or adopt appropriate funding programs for the communities' redevelopment and revitalization. |
| x | | <ul style="list-style-type: none"> • Begin planning for a Catalytic Project that will stimulate progress. |
| x | x | <ul style="list-style-type: none"> • Fund and promote a "Facade Easement Program" to initiate improvements to existing buildings in accordance with newly developed "Downtown Design Standards." |
| x | | <ul style="list-style-type: none"> • Develop a downtown masterplan and initiate maps to establish district boundaries. |
| x | | <ul style="list-style-type: none"> • Complete the "Building Inventory." |

Initial Improvements

- | | | |
|---|---|---|
| x | | <ul style="list-style-type: none"> • Change traffic pattern from one-way to two-way traffic. |
| x | | <ul style="list-style-type: none"> • Make repairs and improvements to existing infrastructure curb and gutter, and make improvements to existing surface lots including landscaping and screening. |
| x | x | <ul style="list-style-type: none"> • Actively support existing downtown businesses and involve them in the revitalization planning. |
| x | | <ul style="list-style-type: none"> • Initiate the beautification within existing right of ways with planters, appropriate benches and signage. |
| x | x | <ul style="list-style-type: none"> • <i>Commit to succeed!</i> |

DOWNTOWN WATERTOWN VITALIZATION

**Shaping a better place to
LIVE, LOVE, WORK & PLAY.**

SUPPLEMENT

The City of Watertown brought together community members, business owners, property owners, and civic leaders to participate in a charrette, a meeting in which stakeholders attempt to resolve conflicts and map solutions. The charrette set out to spark involvement, bring forth initiatives and outline steps for carrying forward the mission of vitalizing downtown Watertown by “shaping a better place to live, love, work, and play.”

MOVING AHEAD

Within this report are clear drivers and dynamic motivation to spark a transformation. Some items could be done quickly and easily in small tactical steps, like adding a fresh coat of paint or providing people a nice comfortable park bench to rest. There are also other, more intensive actions for transformation that require time and financial commitments. All of these require a unified goal and participation from a cooperative public / private partnership to create success.

RECOMMENDATIONS



The breakout sessions during the 2-day event and Consensus Building Exercise resulted in strong support around several core issues regarding preserving and revitalizing downtown Watertown.

(Photograph by Patrick Anderson)

REQUIRES ATTENTION

Watertown, with its tremendous potential, has recently provided even greater evidence of intention by conducting a charrette geared to develop a strategy for downtown revitalization. Numerous times during the charrette and in the written documentation from the event, participants complimented the current events, activities, and building improvements that are beginning to disrupt the status quo Downtown. Ongoing events like Thursday Night Live, the Artwalk, and the Farmer's Market are currently creating a "buzz" for the active, bustling lifestyle of a thriving vibrant community. Recently renovated properties like The Goss, The Century Building, and others, have given the community a vision of what "can be," when revitalization begins to take shape.

Every downtown has its strengths that must be built upon when developing a revitalization strategy. Watertown has a remarkable downtown core of existing historic buildings. The buildings that have been maintained are rich with character, architectural texture and details that tell the story of Watertown's heritage. This all adds to the real potential of recapturing the city's vibrant past and perhaps a more inviting future, given time and significant investment in the city's center.

COMMUNITY SUPPORT

The 2-day event was well attended with participants who gathered to hear testimonies from surrounding cities like Brookings, Rapid City, and Sioux Falls as well as other communities' success stories. Citizens also participated in a series of workshop activities, informative presentations, and discussions. It was extremely evident that those in attendance were very passionate about the future success of Downtown.

Continued community support and involvement is critical in the process of revitalization. Without full support, successful outcomes of revitalization efforts will fall short, as evident in many previous attempts.



“

I have lived in Watertown all my life. As a child I remember how exciting Friday nights were in downtown Watertown and how I looked forward to them. The stores were all open until 9:00 on Friday nights, there were restaurants galore and it was the social center of Watertown. They were great times and fun memories!

”

- Joy Nelson

Our cities are resurgent, with urban population sharply increasing from previous generations. Half a century ago only 30% of the population lived in cities. Today that number is greater than 50% and the growth is expected to continue.² As our city grows, so does the strain of providing the proper services to our citizens. These qualities indicate a greater need to incorporate a strong urban core that will support a growing community.

As the heart of our city, Downtown is rich in history and vibrant with fond memories that people hold near and dear to their hearts. It's where first dates happen and ice cream treats have been shared with grandchildren. It's where locals would gather once a week to pick up their groceries and do their shopping, share in a conversation with old friends and perhaps meet new ones. As families grow and share memories, the legacy and strong bond the community has established is passed down to the next generation. Our community takes pride in this history and it delights in sharing that history with others. The community has established a vision to once again reestablish its vibrant history through revitalization to benefit many future generations.

2) Global Health Observatory (GHO) Data

MOTIVATION FOR ADVANCEMENT

RECOMMENDATIONS

We encourage the formation of a new administrative organization with the exclusive focus on Downtown Watertown. Ideally this organization would, in time, have 501(c)(3) status. However, initially a 501 (c)(4) Downtown Organization would likely be sufficient to act as “steward” of Downtown Watertown, on behalf of the entire community. This new organization would booster, brand, and promote existing business and foster the creation of new businesses in the Downtown Watertown neighborhood.

We recommend that this organization that will have a singular focus on downtown revitalization. It will also provide the engine for moving forward by revitalizing the core of the community, ensuring (if properly staffed) the momentum for improvements and providing the “follow through” to continue efforts over time. The important message promoted during the event, that a “healthy city will have a healthy and vibrant downtown” was conveyed and supported several times by invited guests and city planning experts.³ The fact that nourishing the downtown nourishes the entire community can be documented with the local success stories of several South Dakota communities including Sioux Falls, Brookings, and Rapid City.



Downtown Sioux Falls, South Dakota

3) Chuck Morohn (PE) Founder and President of Strong Towns, Brainerd, Minnesota. Todd Meierhenry, Meierhenry Sargent LLP, Sioux Falls, South Dakota. Joe Batcheller, Executive Director DTSF Inc, Sioux Falls, South Dakota. Elliot Johnson Downtown Brookings, Brookings, South Dakota.



Crazy Days in Watertown was something I looked forward to with my grandmother when we came to visit in the summer. It was festive with the excitement of good deals at lots of sidewalk sales, decorations, simple games at some of the tables, and happy groups of roving shoppers up and down the street. It added to the fun when some of the shopkeepers wore silly outfits as they attended to their sidewalk displays and interacted with people.



- Anonymous

The 501(c) organization provides the specific purpose of:

Business improvements, or Downtown Economic Development would provide the initial catalyst for Watertown’s revitalization efforts given the current circumstances facing the community. The organization could, if properly supported, extend additional benefits to the community while promoting new and existing businesses. Other Important services and functions the organization could provide with locally staffed volunteers include:

- Continuous “stewardship” of Downtown – “Leadership” Committees.
- Organization and promotion of downtown community events.
- Providing periodic “visioning” for “what’s possible, or needed” downtown.
- Developing and maintaining Downtown Design Standards and Guidelines (building materials and other details).
- Signage review and design assistance for business owners.
- Downtown business recruitment, incubation, and business resources.
- Providing design assistance for downtown businesses.
- Property rotation for vacant residential and commercial units exertion.
- Providing important public/private partnership with the city on facade easements, new development reviews and preservation considerations.
- Cooperation and “co-oppetition” with other civic and community business organizations to co-promote and market the community.





Hard to select just one. This is the order they came to mind. Nothing big, but I see each of these in my mind; almost as if I were right back in the booth at the café.

- *Sharing an order of French fries with a friend over cokes at the Regal Café*
- *Saturday matinées at the Lyric theatre*
- *Crazy Daze - the first August weekend*
- *Salted hot pistachios from the heated nut case at Woolworths*
- *Buying my mother a Christmas present when I was 7 or 8. I can still see myself on the mezzanine of Haywoods Jewelry and asking my Dad for \$5.00.*



- Connie Swarthout

To ensure a successful endeavor, a healthy, cooperative public/private partnership must be in place. An understanding of the mutual benefit of improving the downtown district for the sake of the City's health and well-being of its citizens is crucially important. The public's role in this process from providing appropriate tax incentives and street improvements to constructing needed public parking facilities, land acquisition and providing other amenities making downtown more "livable," will be essential to forwarding revitalization. Other measures that will facilitate critical change will be the infusion of significant capital investments into downtown through new city and county public facilities, "open air" public spaces or any other government facilities under consideration. A healthy walkable downtown that invites the public to participate in its government and supports the concept of "community" should be the City's goal.



Main Street Square, Rapid City, South Dakota

ONE-WAY STREETS

During the charrette, there was considerable discussion regarding the current one-way traffic circulation patterns in place throughout downtown.

One-way multi-lane couplings are (or have been) common in many downtowns across the country. However, the verdict is in on one-way street patterns. Downtowns are almost by definition meant to be walkable areas. That is, they were established at a time when cars were not present. Cars were brought into downtowns with the assumption that like everywhere else, people need to go fast. One-way traffic typically was put in place to move more traffic faster, however, the opposite is needed for a safe yet vibrant walkable downtown. Cars are necessary, but we need to control their speed and where they can or cannot go in order for the pedestrian to feel safe and be present in the space.

RECOMMENDATION:

We urge changing the existing one-way street circulation patterns to two-way pattern throughout downtown for the following reasons:

FRIENDLIER:

For a walkable neighborhood, faster vehicles that stop less on one-way streets make it more difficult for pedestrian traffic.

SAFETY:

Speeds tend to be faster on one-way streets, this also results in less visibility for business storefronts.

NAVIGATION:

One-way networks are confusing for drivers and alienate out-of-town visitors unfamiliar with the patterns.

GOOD FOR BUSINESS:

Slower traffic results in higher storefront visibility and a more walk-able downtown environment.

PARKING & INFRASTRUCTURE “UNSIGHTLY SURFACE LOTS”:

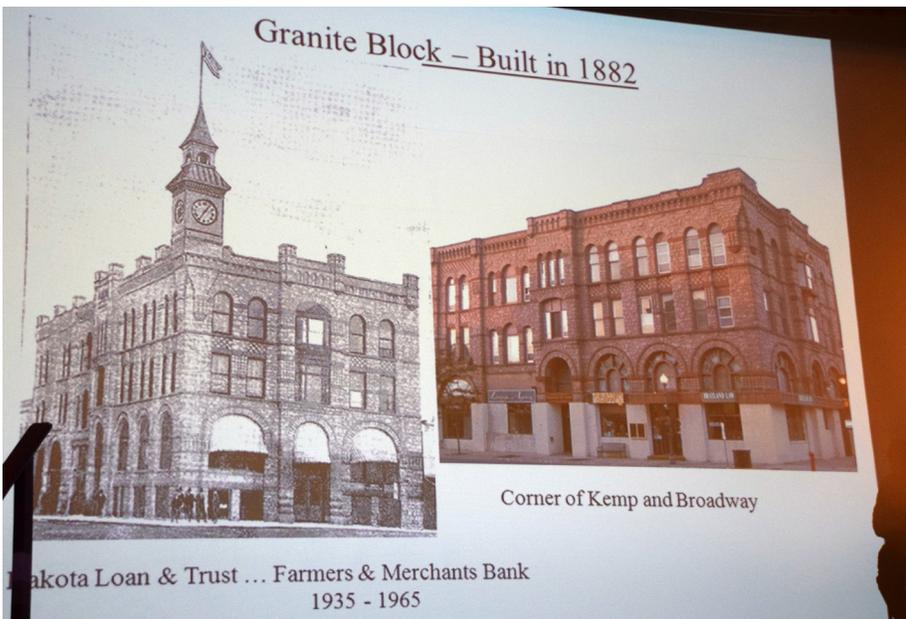
Many participants remarked in their observation books (walking tour) areas in downtown that are in need of repairs. Typical comments ranged from bad sidewalks and parking lots, to noting repairs to infrastructure repairs that are needed and appear to be beyond normal seasonal cycles of deferred maintenance.

RECOMMENDATION:

A block-by-block audit of the existing conditions downtown will provide the baseline information needed to prioritize and plan for initial improvements downtown. A downtown building audit should also be performed to determine what buildings are architecturally significant, and distinguish those buildings that are utilized from those that are underutilized.

Apart from public capital expenditures that address needed repairs, a simple measure to improve the overall “look” downtown should involve tailoring the existing city zoning ordinance requiring surface lots (and other properties) to be improved or screened when visible from public streets. An important element of this ordinance should carefully consider a downtown “design overlay district” which describes and prioritizes how these improvements will be managed, implemented and expected level of “finish.”

In conjunction with “Downtown Design Guidelines” which include detailing materials and patterns, the overall intent of the overlay district should be developed and implemented carefully, over time, with the assistance of the new 501(c) organization. With the focus of promoting civic pride through public/private investment in the downtown community we encourage public input into this important document.



An example of such input might be: wire mesh chain link fencing would most likely not contribute to the overall revitalization effort given the inherent qualities of this type of fencing over time. However, well-detailed stone or brick fence posts connected by more substantial fencing material would create a sense of place as well as delineate boundaries where needed, while providing a much improved visual barrier for the surface lots.

THE MASTER PLAN

Immediately following the completion of the audit is to develop a master-plan to provide the framework for visualizing the needs and charting the path forward. A carefully crafted master plan can orchestrate where public investment is best spent in order to facilitate the revitalization effort. The initiation of a “Downtown Master Plan” would serve as the blueprint for the future development. The downtown plan could be part of a larger Community Master Plan or a standalone document focusing specifically on the area delineating the Downtown Design Overlay District.

We recommend a planning area slightly larger than the Overlay District that would initially focus on the urban core. The plan would also include areas directly within the influence of downtown and areas that are directly supportive of downtown, with respect to circulation or gateways into the area bounded by Highway 81 (4th st NE) on the East, The Sioux River on the West, 3rd Ave N on the North and 4th Ave S on the South.



Planning Area Proposed Downtown Master Plan

MASTER PLAN ELEMENTS:

AUDIT

- Utilized and underutilized parking vs needs
- Utilized and underutilized buildings
- Infrastructure – needs and repairs

TRAFFIC ENGINEERING

- One-way streets – Two-way streets

STREETSCAPING

- Landscaping and sidewalk study

PARKING STUDY

- Surface parking vs public parking structure

OPEN SPACES

- Public square or plaza for the community
- Green space for public activities
- Community space for events within the core

RESIDENTIAL HOUSING STUDY

PUBLIC AMENITIES FOCUS

CIVIC OR PUBLIC FACILITIES

RESIDENTIAL AND COMMERCIAL INVENTORY

ZONING

DOWNTOWN DESIGN GUIDELINES

- To facilitate the revitalization effort

SIGNAGE AND WAY FINDING GUIDELINES

- Building Materials
- Design Review Board
- Screening fencing and reduction of visual noise

HISTORIC PRESERVATION

It should be pointed out that Watertown has a rich supply of historic buildings. While some are suffering from neglect, others have a typical layered patina of good intention. Some buildings downtown have recently undergone or begun the process of historic renovation, making them once again contributing members to the city. These properties provide employment, culture and entertainment opportunities and supply additional important tax revenue to the city.

These characteristics are important to recognize when you consider that these buildings, once vacant, have been brought back into the existing infrastructure, reclaiming the costly public expense of extending services to make a new building viable.

This is a pattern worth repeating, not only because it makes economic sense, but also because it is consistent with the vision of the participants and others behind the revitalization effort. A master plan should build on the unique strengths found within the community. In doing so, we urge a master plan for the new Overlay District that takes advantage of the historic buildings and the historic pattern present in downtown Watertown.



Before and after picture of project that utilized Historic Tax Credits, St. Paul, MN.
<http://blog.c2er.org/2014/07/examining-historic-tax-credits/>



Public Space, Savannah Georgia

CATALYTIC PROJECT

Throughout the 2-day event it became clear that there is a shortage of open, attractive, and inviting public spaces within the core area that qualifies as a “community space.” It was noted that nearly all the participants in the open event favored public investment of some kind downtown to stimulate and encourage additional private investment.

We strongly recommend that future public investment for any civic structures be focused on the downtown location. These buildings should be carefully planned to include open civic space large enough to function as a public square. We stress an emphasis on quality architecture and materials that will only increase the long term benefit to the city, facilitate additional private investment in the area, and serve as a fulcrum for further revitalization downtown.

RESULTS

While the results of the 2-day event focused on the fertile soils of “what’s needed” and “what’s possible” for downtown Watertown, it became clear from the beginning that cooperation and good stewardship would be required for any of the ideas planted to grow.

“Stewardship” - *the responsible overseeing and protection of something considered worth caring for and preserving.*

Many citizens indicated that there is solidarity around the ideas discussed, along with the need to move forward with cohesive, well-timed, and planned improvements. Efforts to revitalize the downtown are dependent upon funding mechanisms and cooperative efforts by:

- Existing civic organizations, and
- A new organization with a fresh perspective and singular mission of focusing on and supporting downtown revitalization.



WALKING TOUR

CONSENSUS BUILDING EXERCISE

BREAKOUT SESSIONS



Walkable Urbanism Rendering



WALKING TOUR

The walking tour booklets were handed out to participants prior to the event. The stops selected were intended to increase awareness of the district's needs and gain perspective on its brighter future. At each stop, walkers took note of what they saw, what was right and good, what falls short and what could be done better. For a complete overview of the walking tour route, stops, and comments collected see Appendix A: Walking Tour Results.

“One of my fondest memories would be walking around downtown on Thursday nights in the mid-1980s during the holiday season. The stores were open later, and it was always fun to peruse Woolworths and Kreislers for fun gift ideas.

”
- Michelle Kakacek

“A HISTORIC LOOKING DOWNTOWN, SIDEWALKS ARE INVITING, SCULPTURES ARE VERY APPEALING”

Participants were instructed to approach downtown via 1st Avenue North at the Highway 81 intersection. First Avenue North is a direct connection link to the new development connected to east Highway 212 near the interstate. Comments supported this location as a potential Gateway for Downtown, although many felt like it was indeed a secondary gateway. The intersection of Kemp Avenue and Highway 81 was noted as being seen as a much more prominent and accurate location for the Gateway to Downtown.

As participants found their parking space in the lot on Kemp Avenue and 3rd Street East (south of County Fair) they noted industrial areas of town that could be screened from view and cleaned up. The Welcome Sign at this corner began their walking tour. Many people were pleased with the idea of the “Welcome Sign” with nice planters, flowers, and benches. Others felt that it needed some work, the fountain does not function and there appears



to have mold. Although the paved colored concrete areas were noted as pleasing, participants noted the need for upkeep regarding weeds growing in the cracks of sidewalks. Although the monument sign area is welcoming, it was questioned as to “welcome to what?” It was generally observed that a Gateway or Welcome Sign could be more effective near the edges of Downtown as a way to entice travelers and make them aware of Downtown’s location as they pass.



The next handful of stops took people through the heart of the downtown streets. People passed through the “historic looking downtown,” on inviting sidewalks with art sculptures that “are very appealing.” The use of trees and flowers are greatly appreciated by the public, and more are desired to soften the hard looking streetscape. Buildings thought to be of good historic character were noted as The Goss, The Century Building, Dorale’s, Wells Fargo Bank, the historic Post Office, and the upper floors of the Granite Building. Facades noted in disrepair or unsightly were buildings with metal or wood siding facades, old signage, and deteriorating awnings that look drab. Many of the parking lots are in need of maintenance and concentrated effort. Also many took note of the need for better way-finding signage to help visually identify public parking spaces and to direct people through downtown.



I Remember...

Shopping downtown at Christmas time, feet crunching in the snow, going in and out of the stores, everybody dressed with scarves & mittens, the Salvation Army bells ringing from small wooden enclosures on the corners made the experience cheerful and people friendly.

After classes at WHS, walking a couple of blocks to Kreiser’s Drugstore and having Cherry Cokes with friends at the soda fountain.

As a teenager and young college student, shopping for really cute clothes downtown and being able to find everything I needed or wanted with three department stores and really unique individual dress shops.

Family restaurants, hamburger shops, soda fountains, and a sweet shop: In high school, after the football game, my friends and I would walk to the Watertown Café have hamburgers and chocolate milk, then walking the rest of the way home.



- Jo Wayrynen

**“GENERALLY, THIS BLOCK
LOOKS PRETTY GOOD.
BUT THE OPEN LOTS
MID-BLOCK ARE A HUGE
EYESORE.”**



Exiting the urban center directed people west on Kemp Avenue, past the “well restored” Sinclair Service Station. A little farther on Kemp takes you over the Sioux River to Riverside Park. Having the riverfront in close proximity to Downtown is a great asset that could be capitalized on in future undertakings.

“ There are two things I’ve enjoyed from year to year. I appreciate the beautiful flower baskets that hang on our main street and side streets. I have also appreciated the opportunity to view artists by walking main street during the art exhibit in the summer. **”**

- Lisa Solum



The chart below illustrates the things people noticed as they walked the route, pausing at each stop to write down comments. Recorded were observations that fill in this moving slide chart, noting items on the scale from very appealing to unappealing. A cumulative tally of all comments were taken and organized into the categories noted on the chart. We see that infrastructure is toward the unappealing side of the scale. Items in this category included parking lots, curbs, sidewalks. Many comments were geared toward the need for repair and maintenance, noting cracked or broken curbs, sidewalks, and paved parking areas.

“Very large parking lot, looks pretty abandoned. Some storefronts that have made an effort to keep an inviting look and second floors that have been maintained.”

WHAT DID YOU SEE?

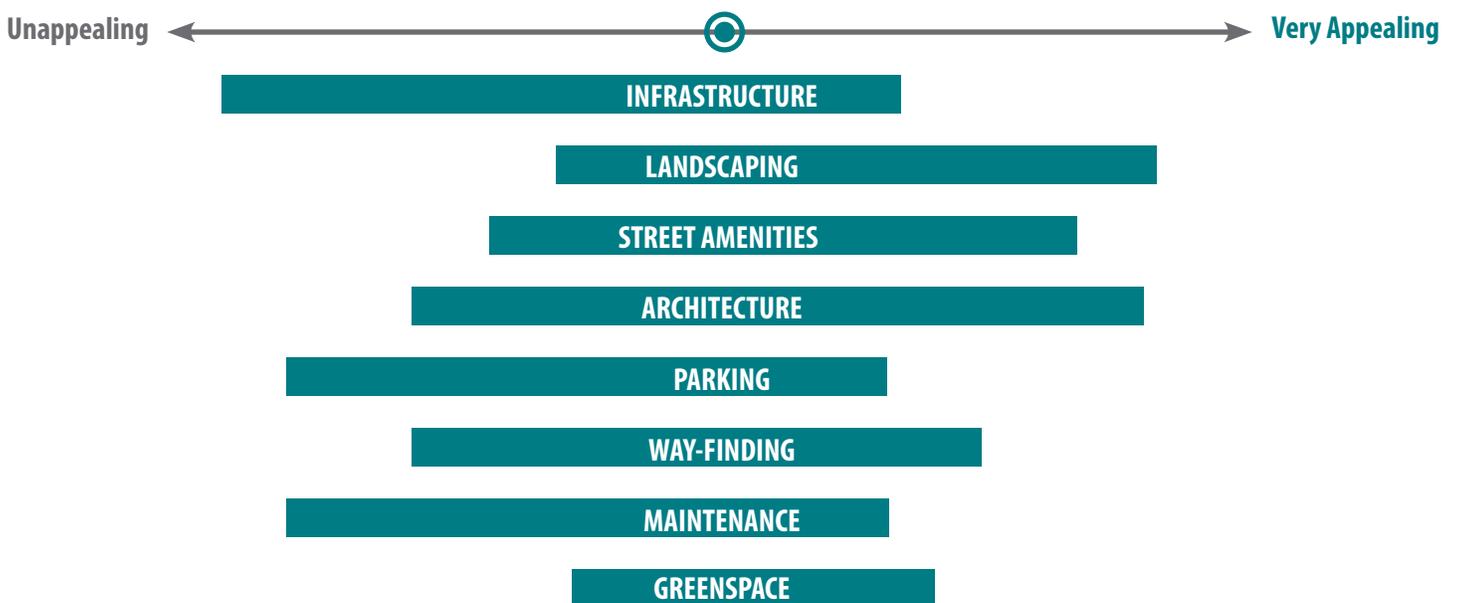


Figure 1: What Did You See?

The categories above as illustrated, reflect answers given to the first question at the tour stop, “What do you see?” Responses (both negative and positive) were tallied and incorporated here graphically. See Appendix A: Walking Tour Results.

“Century building and Dorale’s are very attractive. [As is] painting the portion of the Goss. Century building shows what can be done, not only on the street level but development of attractive housing above.”

Landscaping, Architecture, and street amenities were found to be very appealing to participants. Street amenities include park benches, bike racks, historic street lights and signage, and landscaping. Flower baskets are very appreciated by the community and noted repeatedly in the booklets. The architecture of the historic buildings are one of the key features described throughout the walking tour results.

Walking tour participants were also specifically asked to comment on what they thought was attractive near each stop. Figure 2: ‘What is Attractive’ illustrates the number of comments regarding existing conditions. Current renovations and restorations of existing buildings and businesses were highly noted. Landscaping includes, flower baskets, trees, planters, parks, and green spaces.

“[Add] trees on east side of Broadway, repairs to buildings – paint on wood, trees in dividers in parking lot, better yet, build something!”



View of Broadway, Downtown Watertown

WHAT IS ATTRACTIVE?

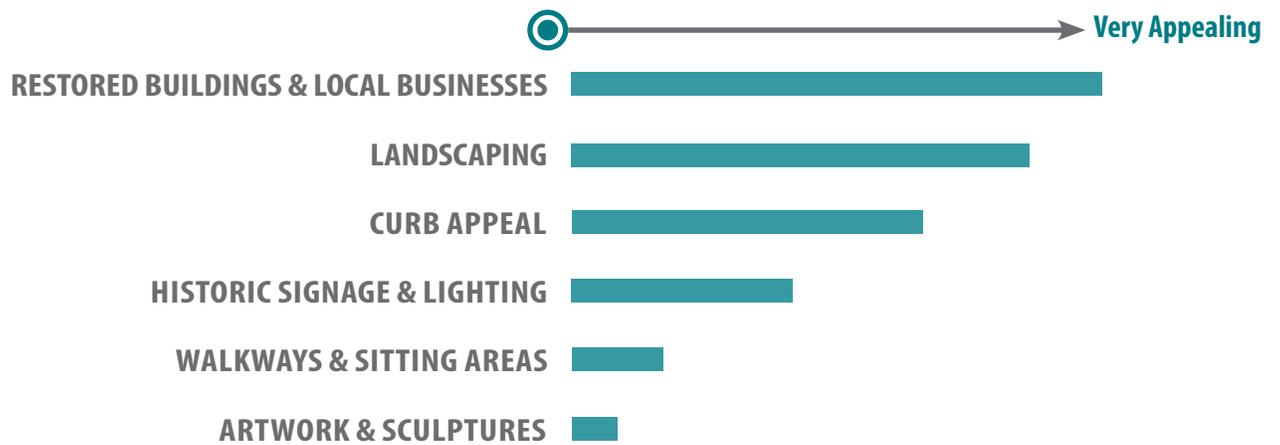


Figure 2: What is Attractive?

The categories above as illustrated, reflect answers given to the second question at the tour stop, "What is Attractive?" Responses were tallied and incorporated here graphically. See Appendix A: Walking Tour Results.



View of fountain in river at Riverside Park in Watertown

The following two questions on the walking tour stops were 1) “what could be added?” and 2) “what needs to be removed?” Figure 3 reflects the categories and cumulative responses. Three categories stand out as being the most desirable in downtown; signage, landscaping, and curb appeal. Specifically noted was the need for historic signage, consistency of design, directories and directional or way-finding signage. Also included in the signage category were gateway monuments. Landscaping included planters, flower baskets, trees, and grass. Curb appeal includes items that increase the overall look of a property and its surroundings such as fresh paint, art, textured walkways, and cleanliness.

Overgrown trees, shrubs, and weeds were the most noted items for removal as shown in Figure 4, followed by faux facades, poor or lack of screening options, inconsistent signage, and large street lights.



View at the corner of Broadway and Kemp Avenue, Downtown Watertown

WHAT NEEDS TO BE ADDED?

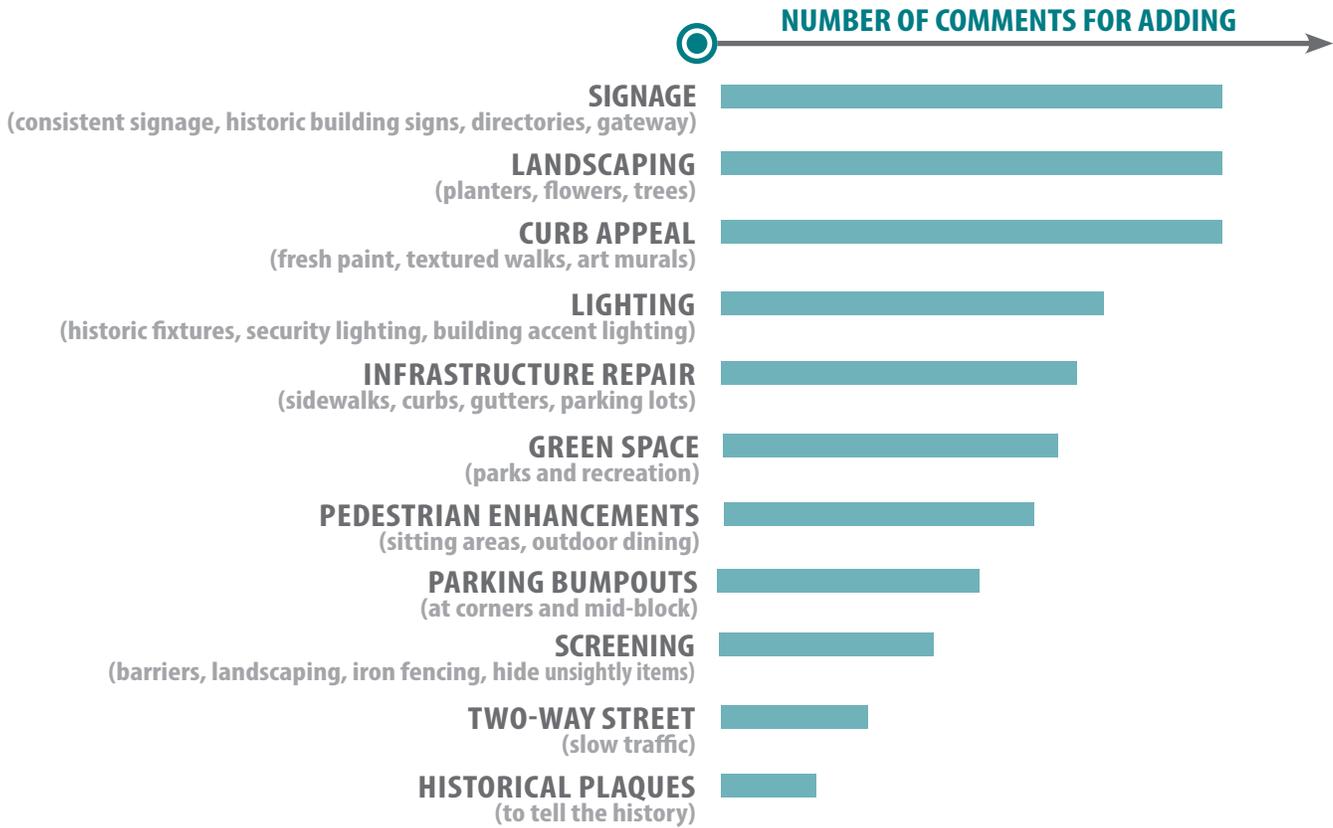


Figure 3: What Needs to be Added?

The categories above as illustrated, reflect answers given to the question, "What needs to be added?" at each tour stop. Responses were tallied and incorporated here graphically. See Appendix A: Walking Tour Results.

WHAT NEEDS TO BE REMOVED?

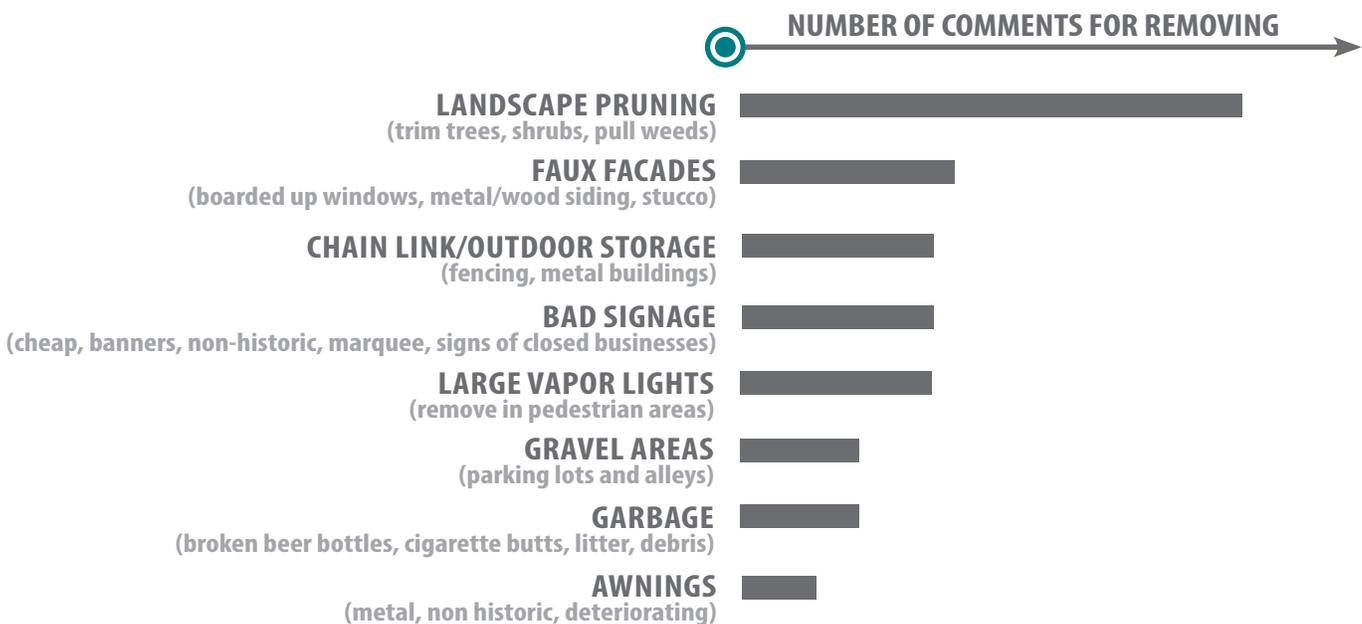


Figure 4: What Needs to be Removed?

The categories above as illustrated, reflect answers given to the question, "What needs to be removed?" at each tour stop. Responses were tallied and incorporated here graphically. See Appendix A: Walking Tour Results.

CONSENSUS BUILDING EXERCISE

What do you envision as the most important item, feature, or other element for our city to accomplish for a more successful city center?

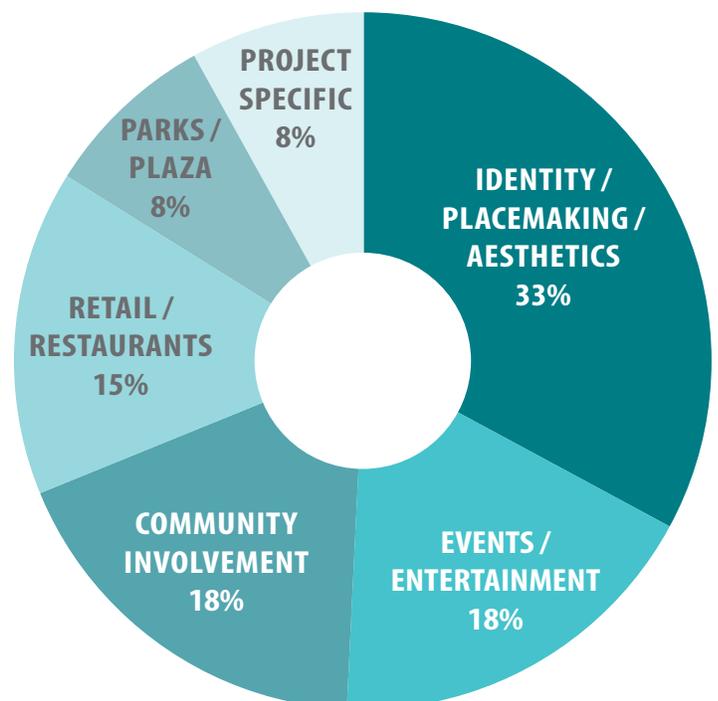
Attendees at the charrette were posed to answer the question above, proving to be a big question, one that had many people wondering how they could narrow it down to just one thing. The top scoring answer:

FUN EVENTS THAT KEEP PEOPLE COMING BACK TO DOWNTOWN.

That's an extremely important task; always having an event taking place makes for more activity, fostering successful communities culture and society. Getting "feet on the streets" is what will help promote and market a vibrant and safe downtown.

WHAT WE NEED TO ACCOMPLISH?

Figure 5: What we Need to Accomplish?
The categories as illustrated, reflect answers given to the question, "What do you envision as the most important item, feature, or other element for our city to accomplish for a more successful city center?" during a consensus building exercise. Responses were scored by participants and then recorded, categorized and incorporated here graphically by percentages. See Appendix B: Consensus Building Exercise.





Charrette audience on day one.

The second highest scoring answer was “buy-in from multiple stakeholders, property owners, retailers, city council, community foundation, and civic groups.” Community involvement and cooperation is equally important and essential to the success of any city-wide endeavor.

Tied for the third highest score was “restaurants, unique places” and “a collective effort to achieve a cleaner, more cohesive look to our downtown streetscape.”

From all of the responses, six categories began to emerge; Events/Entertainment, Community Involvement, Retail/Restaurants, Identity/Place Making/Aesthetics, Parks/Plazas, and Project Specific responses. The category that had the largest percentage was “Identity/Place Making/Aesthetics” and responses within that category were: “A collective effort to achieve a cleaner, more cohesive look to our downtown streetscape.” “Identity.” “Drive and draw visitors Downtown.” And “Clean-up and encourage owners to reface or remodel storefronts.”

The other categories sharing an almost equal majority are Events/Entertainment, Community Involvement, and Retail/Restaurants. For a complete list of the answers, ranked scoring, and categories see Appendix 2: Consensus Building Results.

“ On my first trip downtown, I was drawn to the comfortable atmosphere and fascinating architecture of the buildings. I spent many hours just walking around. Whenever I had visitors from out of town, I would always take them there to do the same thing. I loved finding a little spot to eat or have coffee and then just walk from one end of Kemp to the other. It was so different than the modern buildings towering over and obscuring any of the old historic ones in my former hometown.

”
- Beth Mantey

BREAKOUT SESSIONS

For each breakout session participants were asked to discuss the topic given as well as ponder questions posed to the group. Each table was to list their thoughts, ranking each item in the order of importance from one to five, with one being the most important. Here we take a look at the compilation of all of the tables combined responses, looking for common goals, categories, and themes. For a complete listing of the breakout results by each table see Appendix 3: Breakout Sessions.

WHY?

The first breakout session focused on reasons for revitalization - why it might be important to generate motivation and enthusiasm for a renewed commitment to Watertown's urban center. Participants discussed questions like the following: What makes an unsuccessful downtown? What makes a successful downtown? Where are we deficient? And what are the current successes? The groups were instructed to discuss with "big paint brush" thoughts, viewing the ideas from a distance, as more detail would come in later sessions.

Part A: Top 5 reasons why having a strong, vibrant, and successful downtown is important to any community.

Any community needs a strong center. Participants discovered that one of the primary reasons for a vibrant, successful downtown is that it is a community's identity; it defines who they are. It is where community is made, bringing people together, and offers a central location for all to engage, participate, and enjoy. If the downtown is healthy, the rest of a city is also. It enables a city a defined base to build upon for growth and prosperity. Ultimately it is the financial and economic heart of a community, generating tax revenue and economic benefits.



Breakout Session table discussions.

BECAUSE...

Downtown is a community's identity - WHO WE ARE:

- Brings vibrancy, reflects commitment of entire community (unique identity)
- Know where your roots are (heritage)
- Without it, loss of identity
- Community pride
- Creates community
- Key to identity
- Community pride
- Creates identity/community
- Defines the identity of the city

Downtown is where "community" is made.

- Draws people together, not apart (destination)
- Safe place for people and families to gather
- Brings visitors
- Core of who we are - "where we started"
- Gathering place - "Living Room of community"
- It was built to be the core of the community for people to come together
- Bringing people downtown

A healthy downtown keeps the community healthy

- Provides quality of life opportunities
- Attracts and maintains a variety of businesses and residents
- Promote commerce
- Promote culture and arts
- Quality of life
- It's the place to live, love, work and play!
- Convenience of getting people to shop and do business in downtown - roadways, Kemp, empty buildings

Downtown is the financial and economic heart of a community

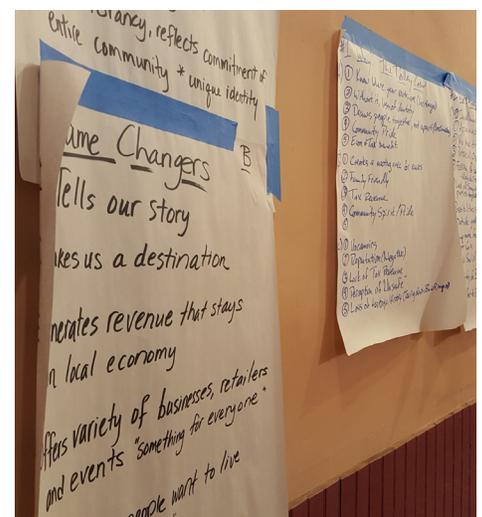
- Economy and tax benefits.
- Recognize downtown as economic driver - actual and potential
- Tax generating machine
- Economic center - is this fertile soil for a new business?
- The biggest business downtown is the Courthouse - Keep the Courthouse Downtown - (the busiest building in downtown) takes in and disperses more money than any business or activity in Codrington County

Downtown is a community's social center

- Has events going on ALL the time
- Keep it fresh/challenges old standards
- Intergenerational
- Something for everyone

Other responses

- Board driven non-profit with professional staff
- Master plan for physical and operational improvements
- Major city commitment
- Financial Buy-in



Part B:

Top 5 Positive aspects of having a thriving city center for Watertown

The importance for Watertown to have a thriving city center took shape they very much mirror the reasons given to the importance of any other city across America. By building community, defining a city's identity and creating a destination it would reinforce in Watertown the importance of Downtown. A place to congregate and bring people together, built upon the great family ties in Watertown. When locals enjoy downtown so will your tourists. There are business opportunities for everyone, adding to the quality of life and success of Downtown and reinforcing it as the economic driver of the community.



Breakout Session table discussions.
Photograph by Patrick Anderson

“OFFERS VARIETY OF BUSINESSES, RETAILERS AND EVENTS - SOMETHING FOR EVERYONE”

BECAUSE...

Community/Identity/Destination

- Tells our story
- Makes us a destination
- Community spirit/pride
- Creates community
- Creates identity/community
- Unity!
- Destination not a thoroughfare
- Create a meeting area for events
- Spirit!
- Ambiance!
- Core of who we are - “where we started”
- Incorporate Greenway into Roadways

Brings family and friends together for events - congregation

- Place where people want to live ~ “neighborhood”
- Family friendly
- Intergenerational
- People - local and tourists
- Experiences - spend the day, not an hour
- Brings visitors

- It can energize residents to engage in community events
- Bring people, shoppers, retail specialty shops, and taxpayers to downtown

Business and opportunity for everyone

- Provides quality of life opportunities
- Offers variety of businesses, retailers and events “something for everyone”
- Breed success
- Quality of life
- Brings more people in to shop/live/work
- Attractive to new business and residents

Our Financial Engine

- Generates revenue that stays in local economy
- Tax revenue
- Revenue
- Tax generating machine

Other responses

- Keep it fresh/challenge old standards
- The Charrette! ~Pioneers in Uptown Listening~ (put results of charrette in 20 year land management plan)
- Roadways and streets, whether they be one-ways or two-ways, or roundabouts, bring people into downtown
- Most Importantly - keep the courthouse in Downtown - Keeping the courthouse in down town will solve many of the “eyesores” of downtown. This could be the biggest inspiration of property owners and business people to make downtown an area that people want to be a part of

Part C:

Top 5 Negative Aspects of having a decaying or neglected downtown for Watertown

When the downtown is decaying or neglected it portrays a negative image and reputation, leading to a sense of no “community” and an attitude of apathy, where people are uninterested or do not care for the center of the city. There is a decline of the economy, loss of businesses,

loss of people. When the number of people decline from the city center it implies an impression of being unsafe, leaving more people to feel uncomfortable about spending time there.





BECAUSE...

Negative reputation and image

- No Cohesion!
- No faith/hope
- Impersonal
- No vision - lack of interest
- Negative image
- Attitudes
- Reputation (negative)

No “community” no integration

- Creates exclusivity
- No city planner(ing)
- Currently no gathering place
- Loss of community
- Dis-unity of community
- Decentralizes

Apathy

- Empty buildings
- Continued decline
- Vacancies
- Empty storefronts
- Promotes sprawl
- Apathy

Economic decline of the Watertown

- Loss of revenue/loss of residents
- Need more housing
- Hours - closed on Mondays
- Lack of residents
- Lack of tax revenue

Decay and loss of Identity

- Loss of heritage/history (tearing down buildings)
- Loss of history and identity - decaying buildings
- Loss of history
- Loss of character

Unsafe to visit

- Perception of “unsafe”
- Lack of safety
- Diminished sense of safety

WHAT'S POSSIBLE?

The second breakout session focused on the possibilities and also the impediments facing Downtown Watertown. The groups were asked to identify performance goals and potential strategies for developing a vision for vitalization and to overcome current foreseen obstacles.

When the downtown is decaying or neglected it portrays a negative image and reputation, leading to a sense of no “community” and an attitude of apathy, where people are uninterested or do not care for the center of the city. There is a decline of the economy, loss of businesses, loss of people. When the number of people decline from the city center it implies an impression of being unsafe, leaving more people to feel uncomfortable about meandering.

Part A: Top 5 Problems facing downtown, what is impeding progress



IMPEDING PROGRESS...

Stewardship planning and vision missing

- Lack of leadership
- Lack of city support
- No city planner
- Lack of marketing - Planner
- Lack of vision/plan
- Better coordination between civic entities for events/activities
- Lack of support from City and community (outside of stakeholders)
- Lack of singular plan/vision to rally all parties together
- No cohesion between entities (no go-to person)
- Lack of leadership
- Lack of clear understanding of core issues and how to implement change
- Changing "this is how it's always been done" mindset

Current apathy regarding problems

- Lack of a draw
- Lack of anchors/draws (business, parks, restaurants)
- Nothing is open after 5pm (nothing to do but drink - ha!)

- Flow (parking, one-way, traffic lights, need to slow things down)
- People and business are leaving
- Lack of people - 70% of sales occur after 6PM, stores close at 5PM!
- Empty buildings
- Not enough businesses and activities - Identify existing business which could be downtown, provide incentives, and develop financing options.
- Signage - "where is it?"

Decaying infrastructure- cycle of decline

- Bad sidewalks and parking lots
- Aging infrastructure
- Needed infrastructure improvements (sidewalks, alleys, parking lots)
- Too much deferred maintenance
- Appearance/maintenance
- Financial commitment
- Lack of funding - it is expensive!
- Parking Issues
- Lack of convenient, safe and attractive parking lots and public spaces
- Parking
- Access to parking

Fear of continued decline!

- lack of community spirit/buy-in
- Lack of character/hodge-podge/lack of cohesion
- Apathy/fear
- Buy-in
- Attitude of the stakeholders
- Lack of vision and cohesiveness
- Feeling of being defeated
- Lack of accountability - Bars
- Impediments
- Potential ordinance/ Building code

Circulation Issues

- Addressing closure of First Avenue
- One-way streets are confusing and off-putting

Shifting our focus to the possibilities, the groups identified steps to be implemented to enhance the future of Downtown. One of the key steps is getting feet on the streets, incorporating the goals of walk-able urbanism and designing our Downtown public spaces for people, not the automobile. A central gathering space or plaza could be a potential

landmark that encourages groups of people to congregate and share in the experiences of community. The results strongly enforce the need for a local nonprofit organization that is focused on promoting, branding, and sustaining Downtown Watertown. Financial support from local government is needed to aid in fostering growth and development. A wide variety of businesses, restaurants, and entertainment foster growth and draw people Downtown. Other items of implementation are building improvements, more and improved parks and green spaces, and addressing parking needs.

Part B:

Top 5 Things we can Implement over time that will enhance, promote, and encourage more development, what are the possibilities



POSSIBILITIES...

Walk-able Urbanism

- Keep more focused on pedestrians/not cars
- Walking/Pedestrian Malls
- Streetscape - Appearance
- Redevelop unused areas
- Streets designed as a destination, not thorough fare
- Thematic Aesthetics
- Pedestrian friendly
- Pedestrian friendly areas and bike lanes
- Connect buildings for winter shopping
- Services needed - attractive surroundings (trees, plants, streetscapes, cobblestone street crossing, open spaces, murals, art, poetry (words), grocery, fitness, parks, parking)

Central Gathering Space/Plaza

- Identify a main attraction - (park/skating/art)
- Outside gathering/sitting places
- Gathering place
- City center - focal point, gathering place
- Venue for events to bring people together
- Fun outdoor space preferably on 1st Ave N.
- Safe and inviting public spaces - plaza/meeting spaces

Nonprofit Organization

- Rock solid marketing/promotion
- Formation of a non-profit
- Professional website strictly for downtown
- Identity - branding - nonprofit to drive a unified front
- Professional no-profit coordinator
- Online identity
- Activities - food court, fast food, local. Central online point for information listing services, products, and business news

Financial Support

- Provide incentives to locate and or stay! (Incubator)
- Financial incentives - Reno, Start Business
- Variety of business (incentive for new businesses)
- Public acquisition of facade easement/enhanced storefronts
- Buy in from city and other entities to identify funding sources
- Grants to help people start or revamp their business

Variety of Businesses and Activities

- Coffee shops and social spaces for evenings
- Regular shopping/dining/activities/events
- Consistent business hours
- Business being open later
- Utilitarian - useful function/variety, residences, jobs, shopping

Building Improvements

- Bring buildings "back" to glory days
- Paint 2nd floor boarded windows
- Storefront windows, interesting, Historical Society, manufacturers, schools, art, courses, honors, poetry

Parks

- Urban City Park
- Park(s)
- Connect river waterfront to downtown

Parking

- Parking garage/ramp combo
- Parking to be attractive, sufficient, free, public

Other Responses

- City Planner
- Endless... limited only by imagination
- Enhanced Justice Center
- Gateway
- Entryways
- It's called "Downtown"
- Discussion on two-way streets
- Celebrate cultural diversity and different ethnicities (History-water/trains/settlers)

THE PLAN AND IMPLEMENTATION:

The final two breakout sessions combined to provide the plans of what each table would like to see happen in Downtown and how implementation of the plans begin to take shape. Each group listed their priorities of tasks to be completed and provided a percentage representing a percent of a budgetary amount of money applied to each plan of action, establishing a hierarchy of need-related goals.

Collectively the tables' improvement plans began to sort ideas into type categories. The list on the following page has each table's responses sorted into categories, and then listed in order of importance based on the table's top 5

list of action items. One of the most common themes was the need to incorporate proper streetscape: its aesthetics, landscaping, and activities. A public plaza and gathering space was greatly supported by the group as a necessity. Creating more parks and green spaces became evident. Having a parking plan is a vital part of the goal to solve parking issues. Building a parking ramp could create more parking for both residents and visitors to downtown.

What do you **want** to happen in your urban center and in percentages, where would you **spend** your money for implementation?



Breakout Session table discussions.

THE PLAN...

Streetscape

- Streetscape/streets/landscape
- Streetscape (Entryways, two-way traffic and stop signs, bump outs/ repair sidewalks, remove mercury vapor lights, repair lots)
- Bump-outs and sidewalk/landscaping work
- Landscape, lights on trees
- Make pedestrian zone in City Center from 6pm
- Pay attention to city planning cohesion of historically themed aesthetics
- Make it possible for businesses to use sidewalks in an inviting manner, i.e. sidewalk cafes/coffee shops
- Architecture
- Beautification (general)

Non-Profit Organization

- Master Plan for Goals
- Non-profit with leadership, donors and stakeholders for funding, and City support
- Person or Board to implement Master Plan Goals
- Method of financing to get buildings viable to rent for both business and residents
- Establish incentive fund for private improvements
- Attract businesses to move or start in the downtown (or expand)

Public Plaza/Gathering Space

- Civic Plaza (with water and ice feature on 1st Ave N.)
- Park/Gathering Area
- Purchase land for Public Spaces, parking, and green spaces
- Public area
- Farmers Market (expand)
- 'Old Elks' parking lot/property into ice skating / summer water feature
- Ice Rink

Park and Green Spaces

- West-end park (additional land acquisition)
- Develop park/gathering space at West end and east end.
- Park on West Kemp
- Mini-parks
- Two Parks with social spaces (snow lot and fountain)

Public/Private Investment

- New City Hall with greenspace (Guest House block)
- Rehab Senior Center/ Raze 'Palace' to increase green- space
- Acquire 'Guest House' for future private development (Anchor)
- Courthouse Annex (Parking lots adjacent to city auditorium)
- LATI Projects (Re-furb)
- Multi-Purpose Buildings (Private Dev)

Parking/Parking Ramp

- Parking ramp
- Parking garage/ramp
- Parking garage with pedestrian skywalk (bar parking lot to Midway Alley)
- As needed created additional parking for downtown tenants

Gateway/Way-Finding

- Mark entrances to historic downtown (N, S, E, W)
- Visitor Center - Signage (walking tour)
- Gateways/Signage
- Gateways

Convert One-way Streets back to Two-way

- Two-way streets - Kemp & 1st (remove stop lights, replace with stop signs)
- Restore two-way traffic to Kemp and 1st Ave S. (enlarge streetscapes by brick bump outs)
- Change Kemp to two-way traffic
- Two-way / stop signs

Arts and Cultural

- Murals/art
- Move Historical Society Museum into Auditorium -- multipurpose, *convert Carnegie Library into Children's art and learning center
- Community Art Wall (like Brookings, across from County Fair, made possible by special groups)
- Walking tour/windows (empty ones) - Down to river rentals - food truck

Portrayed throughout the sessions was shared consensus on changing the one-way traffic to two-way traffic. Other key factors in the overall plan included a nonprofit downtown organization, gateway entrances and way-finding, arts and cultural aspects, and other future developments such as a new city and county administration buildings, new apartments, and a public plaza.

THE PLAN PRIORITIZED

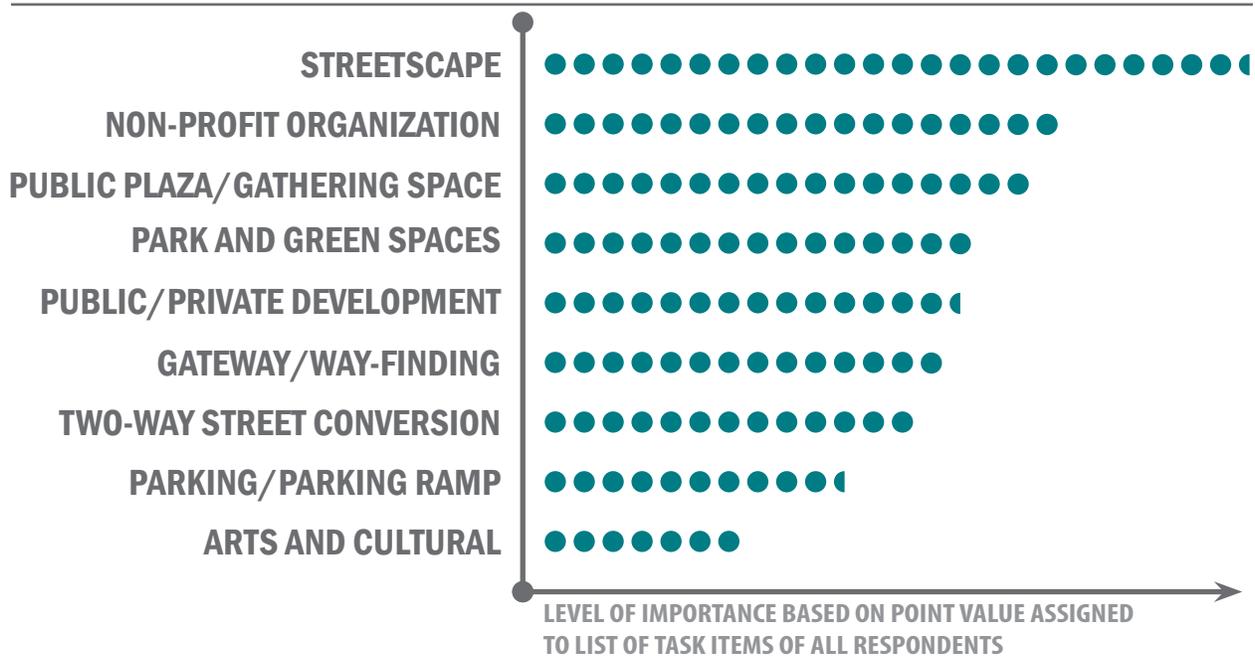


Figure 6: The Plan Prioritized

The chart above illustrates the level of priority for each category of each table's combined implementation plan. A point value was given to each task item from the individual table's results found in Appendix C: Breakout Session Results. A number 1 activity was given a point value of 5, number two received a point value of 4, continuing to the number 5 task receiving a point value of 1. Items listed as number 6 or 7 received half a point value. For each category this established a total value representing each table's combined consensus of priority.

See Appendix C: Breakout Session Results for a complete listing of responses.

After each group had its list of priorities to implement, it associated a percentage of its allotted budget toward each of the goals. A few of the highest percentages went to public spaces, parking improvements, green spaces, and a parking ramp. A parking plan consistently was referred to throughout the event. The quantity of parking spaces available could be argued as adequate; however, the maintenance of lots, signage and way-finding, and designation of lots is what needs to be addressed in a thorough investigation and analysis.

Where did people want to spend their money?

Streetscape, landscaping, and a central plaza also share in the largest percentages of the budget. Attention to streetscape will draw more people to engage in the street life of downtown. Additionally offering this growing number of people a place to gather for entertainment and activity will add great value to downtown. Culture and arts were seen as an important supporter to improve the streetscape.

An important debate among citizens was the need to pay for all of the necessary improvements. Consequently it is of little surprise that part of the budget was allocated for creating a method for financing building improvements.



Children's Museum of South Dakota, Brookings, SD.

“

When I was a child, my grandmother, as a special treat, would take me for ice cream or a Greek pastry at The Palace of Sweets. Today, 60+ years later, I can still remember the Greek accents of the owners and the wonderful scents and odors the minute we walked in the door.

”

- Linda Schmeling Williams

“METHOD OF FINANCING TO GET BUILDINGS VIABLE TO RENT FOR BOTH BUSINESS AND RESIDENTS”

THANKS AND CONTRIBUTIONS

Many people contributed to this event and are owed a special word of gratitude. All those who attended or participated in some way, your work in this report is truly the beginning of the vision being created. Also, equally appreciated are the members of the steering committee who organized the event, our speakers who shared their knowledge and expertise, and the staff at the Goss for their gracious accommodations and hard work. Thank you all.

- Lynn Remmers, MSH Architects

- Beth Mantey • Nancy Turbak Berry • Sarah Ries • Angie Reppe •
- Greg Blow • Diane Stiles • Sarah Nelson • Ken Bucholz •
- Todd Kays • Jo Vitek • Randy Tupper • Jan DeBerg • Joy Nelson •

STEERING COMMITTEE

- Mayor Steve Thorson • Welcoming Words •
- Jane Miner • Christy Lickei • Watertown's Historical Downtown •
- Joe Batcheller • Downtown Sioux Falls •
- Elliot Johnson • Downtown Brookings •
- Chuck Marohn • Strong Towns •

SPEAKERS

- Todd Meierhenery • Tracy Turbak •
- Beth Mantey • Dave Johnson • Shelly Ebbers •

FINANCIAL DISCUSSION PANEL

- Lynn Remmers • Bob Natz • MSH Architects •

FACILITATORS

- Patrick Anderson • IT & Photography •
- The Goss Opera House Management and Staff •
- First District •
- Roger Whittle • Photography •

FACILITY AND TECHNICAL ASSISTANCE



THE CITY CENTER: WALKING TOUR

November 2015



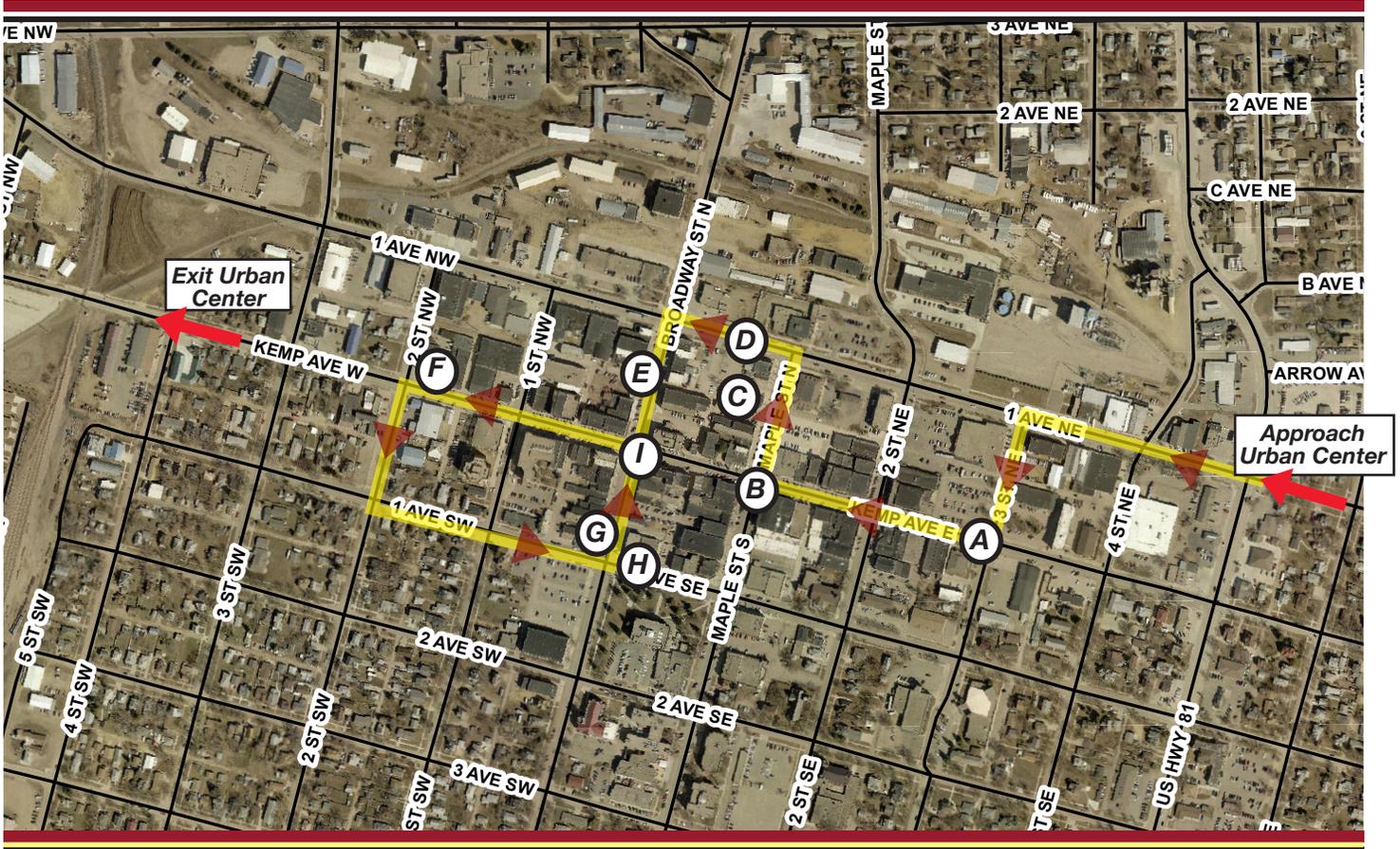
MSH ARCHITECTS

Instructions

This is your workbook for the charrette, prepared to help focus your attention on issues facing our city's central urban district. To increase awareness of the district's needs and with aspirations for its brighter future, volunteers walked the area this summer. Now they encourage your participation by asking ask you to walk the suggested route.

The instructions are simple: prior to the start of the charrette, please walk the route and take time to look around. In the space provided, note what you see at each stopping point – or even in between. Where do we fall short? What are we doing right? What can we do better? What legacy do we want to leave for future generations? What can we do now to revitalize our city's central urban district, its historic heart?

Bring your workbook with you to the charrette on Nov. 13 and 14; your notes will help you participate in the planned activities. Booklets will be collected at the end of Saturday, so MSH Architects can review the collected thoughts recorded in them. (Make a copy, if you like, as the original won't be returned.)



••• Your Route

Approach the city center at Highway 81 and 1st Ave. N, making mental notes about this “gateway” to write down after parking.

Park near Stop A. On foot, follow the route from stopping points A through I, noting your observations and ideas at each point.

After you’ve returned to your car, exit the area by traveling west on Kemp Avenue, noting its intersection with 4th Street West. Make mental notes about that future “gateway” to write down when you finish driving.

Key

- (A)** Stop A: Kemp Ave. & 3rd St. E
- (B)** Stop B: Kemp & Maple
- (C)** Stop C: N Maple (Between Kemp & 1st Ave N)
- (D)** Stop D: Parking Lot on I St. Ave. N (Between Maple & Broadway)
- (E)** Stop E: N Broadway
- (F)** Stop F: Kemp & 2nd St. W
- (G)** Stop G: Broadway Alley
- (H)** Stop H: Broadway & 1st. Ave. S
- (I)** Stop I: Broadway & Kemp

Approaching the Urban Center



Observations

What do you see?

- Maintained streets, gas station, mini mall.
- Just another street corner.
- Trees on both sides of street.
- Fitness center, gas station, office mall, parking lot
- Grass along sidewalks and road.
- Anytime Fitness, Gas Station, other small businesses.
- Parking lots
- Bland
- Suncoast Properties is an eyesore as well as the fenced-in area
- Huge roadway
- Busy intersection with lots of auto traffic; a very wide street, fairly fast traffic east-west
- Can't tell if it's gateway to downtown or not; trees, lots of stop lights
- Empty streets
- Mature trees, wide road, varying building styles
- Culligan, Thrivent, Post Office, Bak Chiropractic, Apple Inn
- Kwik Stop / Casino (1st building you notice); attractive building to the left
- Edward Jones building is very nice, the C-store is "O.K.," curb, gutter & sidewalks all need upgrades. BPI building is nice, but the multi-colored pastel, etc. looks awful!

What is attractive?

- Trees, clean streets.
- Trees, grass.
- Having a local gym.
- Painted curbs/lanes.
- Mature trees, some of the buildings, green space on the north side of the road. The power plant & feed mill are actually very tidy - as trees grow it will be screened even more.
- All very unique & beautiful window displays
- Trees + building to the left
- Apple Inn
- Trees in boulevards
- Bland
- Painted curbs-lanes
- Flowers in basket
- Pretty bland
- Nothing in particular, just looks like normal highway frontage type businesses
- Trees, nicely painted curbs, boardwalks
- Nice trees

What could be added?

- Nicer fence behind "mini mall" on left, maybe a fence to make loading dock of post office less noticeable.
- A corridor sign telling driver they are entering uptown.
- Color.
- Plantings corners of intersection.
- Signs directing people to _____ something!
- Trees, signage, shrubs.
- Directional signs should be on the traffic signals - not painted on street.
- More signage.
- Need gateway sign over roadway
- Post office needs paint and could use natural barrier at street north end of parking lot to conceal freight doors.
- Resurface cement behind County Fair.
- Gateway sign over roadway at this intersection & Kemp/81 intersection; park on N side of 1st Ave needs something more - expand park
- Awnings on Kwik Trip + Casino; shrubs, maybe planters
- Unique street sign, gateway, perhaps additional trees, bushes, flowers (screen back Post Office perhaps). Develop the park green space, maybe add more plantings & playground items
- Signage, more plantings, more pedestrian enhancements
- Bike lane
- More trees and planters > welcoming signage
- Signage, more plantings, more pedestrian enhancements
- Benches, bike racks, low lights
- Signage directing people to downtown. There's nothing to cue people as to how to get downtown from here, or even a hint that it's nearby
- Welcome to Uptown - sign - decorate boxes near stoplights like Sioux Falls or Mankato
- "Welcome To Downtown" Watertown, signage/ directions, Brookings 6th & Medary, what's on Kemp?
- If this is main entrance? A sign noting where parking lots are - on what signs would look like. This is an uncluttered area - easier to rate this
- Maybe a median greenway up ahead to offer a visual cue that there's something of interest up beyond the Post Office

What needs to be removed?

- Hunkes Transfer loading docks.
- Nothing.
- View of loading areas.
- Gravel areas, especially in sidewalk/driveway crossings
- Chain fence, outdoor storage.
- Large trees hiding business signage.
- Behind County Fair - Redlinger Bro's storage needs to be hidden better; dumpsters need to be hidden behind fences.
- Don't suppose we could remove the entire red brick building? How awful! The pastel colors on the building on right. Too much metal & "commercial materials"
- New tin looking stop lights; change to historical looking
- Bent over orange pole on corner 5th St & 81; weeds on north lawn & south further west
- Weeds, vapor lights, re-do facade plywood
- Chain link fence
- Street lights are utilitarian; too many trees or do they need to be trimmed more

Notes:

- Add attractive entrance signs.
- Freshly finished buildings look appealing.
- Hand painted signs are dumpy looking.
- Too much hard surface roads.
- No real resemblance of "approaching the city center." Looks like turning on just any other street.
- A trucking company often has trucks blocking much of 1st Ave a block or two west of Highway 81
- The variety of building types, styles, & colors is not cohesive
- All city parking lots should have colored striping to bring attention - burnt orange? Coordinate public parking signs - same color
- I would prefer Kemp as a "gateway" but if we used anything to "identify" the approach, placing it beyond the gas station & Edward Jones building would take them "out" of the designated area
- This intersection is often littered & not well kept
- Fairly sparse intersection, maybe treat as one of several "entrances" to downtown. Downtown > Uptown

Stop A: Kemp Ave. & 3rd St. E



Observations

What do you see?

- What do you see?
- Flowers, benches, welcome sign, ghost "Outfitter's" sign.
- Welcome sign, paring area, senior citizens center, public parking on both sides of 3rd, Winneson Wtn Wholesalers.
- Attractive park area.
- Welcome sign, benches, planters
- Trees along Kemp, there is a lot of traffic.
- Parking lots on 3 corners, grass in sidewalks, trees to the west of third.
- Seating, sculpture, planters.
- Rusty welcome sign in disrepair, too small to see unless you walk right up to it.
- Trees, Plants, Benches, Fountain
- Sign, outfitter mural, flowers
- Clean [area].
- The "backs" of buildings surround the public parking lot, odd mix of street lights and lamp posts. A senior center that needs lots of TLC in general, fountain area, nice apt and old buildings with potential.
- Senior Center looks tired, not very attractive, and cheap-looking sign out front on Kemp (with changeable letters); its sidewalk is overgrown with weeds.
- Gateway Park to downtown.
- Sitting area is well done.
- Welcome to what?
- Empty apartments above Star Laundry, empty Sherwin Williams building, Welcome sign in small park, Red inlays in sidewalks, parking lot, sides and ends of buildings and garages.
- Pleasant seating space and sign.
- Weeds in the cracks of the sidewalk. Moss growing on fountain.
- A nice display of artwork with flower baskets.
- Matures trees, flowers, sculpture.
- Flowers - nice.
- Welcome sign is ineffective and not at the gateway.
- South side of Kemp buildings not attractive.
- Some pot holes.

What is attractive?

- Flowers, benches, sitting area, different concrete on ground.
- Welcome sign area, old lamp posts on Kemp, apartment building.
- Great flowers and landscaping.
- Current metal work is fairly attractive.
- [Welcome sign] very small surrounded by parking lots.
- Light poles, trees, benches to sit and rest.
- Trees.
- Sign w/ firded be attractive.
- Flower planters sculpture, benches, antique lights.
- Flowers.
- Trees, plants, benches, fountain.
- Flowers, benches, fountain??
- Building looks well maintained from the corner (will see as I walk through).
- The new configuration of benches and planters, the fountain is lovely but I am not sure it connotes "city center." The B&B is nice and church is well kept. For a

What could be added?

- More pizzazz!! More creative cobblestone, flowers, a couple of artistic benches (like Omaha), real water fountain, listing of stores (easy to change), brighter colors, lights around trees, concrete could have art.
- Lower bushes by sidewalk on 3rd street NE, city directory.
- Tables.
- Better landscaping, welcome sign that says Watertown, signage, directory, redo sidewalk, fountain?
- Fountain needs to be painted and up keep looks unappealing.
- Winter ice skating rink behind "welcome" sign, in parking lot, south of County Fair.
- Trees to east of 3rd.
- Something to spruce up the parking lots.
- Huge mural on the brick building with Watertown pictures on it (replace the Outfitter mural).
- Wishing well feature.
- Of public parking lot with better lighting, signage, paving, striping, etc. (I would not park there at night if alone.)

What needs to be removed?

- • The fountain is ugly, usually not working. Would be nicer to have better welcome sign to downtown.
- Broken sidewalk on 3rd st NE by parking lot, weeds on Kemp ave by senior citizens center sidewalk, low tree branches on Kemp.
- Large trees.
- Concrete box planters, old sidewalk.
- The Palace [Apartments] are uninviting (but a lot of people live there.)
- Parking lots-or make them more attractive, e.g., by

- "utilitarian" building, the post office is very nice!
- Flowers, planters, and benches. Historical buildings ahead on Kemp.
- Nice trees, flowers, park, fountain.
- Sitting area and improvements to the "gym" building.
- Fountain corner, street lights, trees, off the clock restoration of original front, Watertown Confectionary signage, clock, periodic benches invite people to sit and talk with others.
- Flowers and trees are ok, benches inviting.
- Welcome sign, red inlays in sidewalks.
- Business advertising and signs down the street are intriguing and inviting.
- Flowers, trees, benches.
- The flower baskets and metal art behind it.
- Trees, planters, railing, nice sign on old building, bench.
- Mature trees, blooming flowers, decorative railing.
- Trees, park.
- Sidewalk lights - short ones.

- Better welcome sign.
- Lights.
- New windows put above Star Laundry building and perhaps an awning over the front?
- Exterior renovation of many storefronts which in some instances contains metal which is bent or partially detached or wood that has been warped and not painted or stained.
- Ice rink instead of parking.
- Windows in Sherwin Williams and Star Laundry buildings; more green space or public use area instead of parking lot.
- A map of downtown with a list of local businesses.
- Plaque write up of some history.
- Stone tables and more benches.
- Benches, bike racks, two-way street, low lights.
- Lighting, featured explanation of the sculpture.
- Trees in parking area, bump outs at intersections (on Kemp Ave) - like Brookings.
- Stop signs vs. signals at intersections on Kemp.

- planting trees in them.
- The welcome sign.
- Weeds on sidewalk, nicer planters.
- Watertown Senior Citizen Center lots, building and green space could use a face lift as well.
- Palace apartments! Anyone have a wrecking ball? Scary transformers in alley.
- Fountain/welcome sign - it's pretty unattractive. Looks home-made and kind of amateurish.

What needs to be removed? (Cont.)

- Weeds in sidewalk and mold from fountain.
- Plastic removed from inside of windows.
- TV antennas removed from roof top of 216 E. Kemp (I doubt they are being used) and windows replaced.
- Many metal overhangs are unattractive and spoil the visual of having a nice view down Kemp. Corner building on SE corner of Kemp and 2nd would be more fitting if renovation of metal exterior. Second floor windows which have been replaced by wood that is not matching (preferably windows would be better). Green exterior and large elevated lit sign obstructs view of surrounding buildings, middle of south side of street between 1st and maple.
- Remove "Hidden Treasures" signage.
- Parking lot.
- Boarded up windows, Sherwin Williams sign.
- Weeds.
- The weeds growing out of the colored concrete.
- Vapor lights.
- Re-do facade plywood.
- Weeds, debris in sidewalks and public parking grates under trees full of debris.
- Broken windows/boarded-up windows.
- Sidewalk sinking in front of Sherwin Williams.
- Graffiti on service box - Kemp and 2nd NE corner.

Notes:

- I actually like the older signs on sides of building, adds character.
- Decorate planters in winter.
- Star laundry sign could use improvement, east Kemp billiards store window is awful.
- Overall pretty "meh." Not really a place to attract people as a sitting/welcome area. Planters in the way, gates don't make much sense.
- The parking lot on SE corner is never full. Could plan bushes, etc.-have landscaping as part of it, i.e., the corner nearest the intersection.
- I'm not sure what to do about the "Welcome" sign.
- Kind of like sign on upper sides of building, adds some interest, but not overbearing.
- The "Outfitter" sign painted on the building is a ghost sign of the future! :)
- Road ahead looks like it's designed to move traffic, rather than invite people. i.e., vapor lights, stop & go lights, one-way traffic.
- As you turn onto the Kemp Avenue one-way the first thing you see is the old palace apt building. It sets the tone for the drive west on Kemp. A real eye sore, and from all appearances, an unsafe building. Why can't the city inspectors for the building into compliance?
- Green spaces to north on 3rd street east are not well kept.
- On the right track.
- Appears that the sculpture may need some maintenance.
- Senior Citizen area/building needs updating.
- Public parking lots should have color theme, striping and signage - burnt orange?
- Paint taller sidewalk lights.

Stop B: Kemp Ave. & Maple



Observations

What do you see?

- Mail box in five gallon bucket?
- Boarded Second level windows.
- Some renovated structures.
- Buildings of varying attractiveness.
- An old looking building near and a renovated building in the distance
- Dave Johnson building and Goss building
- Downtown businesses
- Historic buildings
- An improving Goss facade, Century Building and Dorales, Makepeace, Shooters building, Sculptures, mismatched light poles (which are repeated all the way down Kemp)
- Exposed brick, Bike & Lock sign 2.5 nice building
- restaurant, several small business, apt building
- The Goss and series of buildings across the street to the west
- A big contrast between NE corner (building and its signage all look kind of cheap) and the other 3 corners of the intersection.
- 2nd St E & Kemp - Martial Arts, Blue taps in windows going west, Goss Theatres, 3 trophy t-shirt shops, Makepeace, Shooters Bar, Klein's, Empty building for sale-Treasures
- older buildings, lots of poles, loudspeaker, sculptures
- empty streets
- My favorite corner, except Shooter's Bar is really out of place, this brick, lack of any trim and reflective window treatments look bad, odd mix of poles.
- Lore's Garden! Amazing.
- Boring corner intersection
- Unused building has junk inside
- Attempted outdoor seating at Shooters
- Appealing intersections with old buildings on three corners, ugly yellow building on NE corner
- Diagonal parking and two lanes of traffic
- Nice trash bins on SW and NW corners, bench outside Goss and Gallery on SW corners and near Makepeace and at engravers
- A historic looking downtown, sidewalks are inviting, sculpture are very appealing
- Art store, Dorale's, Goss, Makepeace, art work on corners

What is attractive?

- Like the artwork on the corners
- Like the clock
- Preserved historic features and well kept buildings.
- Nice old buildings
- The building in the distance
- Art
- Architecture
- All very unique and beautiful window displays
- Century Building and Dorales, Sculptures
- Kjoes building and the one next to it
- Goss and KJo's old building look great
- The Goss and series across the street - restored from top to bottom appearance
- Goss - especially since it was painted - big improvement
- Century building and Dorale's, across street to west.
- 7Up sign on old bank, Dorales footwear building, historic uptown banners, Century Gallery Building, Goss Building renovation, art on granite blocks
- I actually like the worn outside of the Goss.
- the older lights on sidewalks, sculptures are awesome, outside of Johnson's building cool
- Buildings across street, corner building - great restoration! Dorales awning not too bad.
- Buildings have started to be restored :) Yah!
- The Goss is even more complete than when this photo was taken (painted, etc), looks amazing. Dave's Building and Dorale's are awesome.
- Century building and Dorale's are very attractive. Painting the portion of the Goss. Century building shows what can be done, not only on the street level but development of attractive housing above.
- Old buildings
- Newer awning, siding of Hanson's, Goss and Gallery
- Historic buildings on SE and SW corners, sign for Goss, Flags (when in posts), Flower baskets in summer
- Old historic look, sculpture, old light pole's – looks warm
- Updates to art building, Dorale's storefront, Makepeace Jewelry

What could be added?

- On Kemp from Hwy 81 to 2nd street add bump outs at each intersection.
- Paint needed on some exterior
- Additional building renovations.
- 2-way street, low lighting, benches, facade and building lights, trees, flowers, new facades
- Sidewalk cafe
- Plaque to describe Historic Buildings
- Stop signs for two-way traffic (all the way down Kemp Avenue), paint light green light poles to match other poles
- replace light fixtures - something more attractive
- directory, sign ordinance, more uniform appearance, trees
- Awning (not metal) on Creative Rewards building
- Planters?
- Trees, pedestrian bump-outs? Better-looking awning on jewelry store? Or paint the one that's there?
- Uptown directory that could be updated (I-phone spots, interactive)
- Better music piped in, better quality, more corner decorations, for different holidays, cobble stone on main street, unified decorating of poles, revise stop lights somehow?
- repairs to Goss
- landscaping/more attractive stop lights or just stop signs
- Expand the concept of outdoor cafes and entertainment (beyond TNL).
- If the business with the pink storefront wants to stay pink, there are many historical colors in the pink tones to match surrounding buildings.
- Painting portions of buildings to the south of Dorale's would make them appear more inviting to people walking or driving through. This is something that would not incur great cost but would be well worth it.
- Granite building needs work on blocks. I sometimes shudder to think of potential danger.
- Stop signs and vintage looking art or decor and benches
- More vegetation
- Trees to the east of maple along Kemp, plants in containers on sidewalks, coffee shop/cafe open all day – lunch for downtown shoppers could be a co-op or operated on behalf of a charity, staffed with volunteers.
- More sculptures, more restaurants, and little pubs, more shopping/less office.
- Work on Goss building, but still keep "retro look," add something to Shooter's other than dark tinted windows

What needs to be removed?

- Replace tall sidewalk lights with historic looking lights.
- Cheap looking flat signs on buildings.
- Beer posters.
- Neon ok, if tastefully arranged.
- Plywood
- Vapor lights
- Stop Lights
- Tall lights - beer signage
- Poster type signs in windows
- Stop lights and aluminum streetlight control boxes (suggested for all the way down Kemp Avenue)
- light poles, opera house beer signs
- posters in window, terrible signage
- creative rewards awning and (6 small sign) it s not historic in appearance and looks cheap on the building
- too many poles, would be great to get rid of the big poles for the overhead lights and the stop lights
- crew cab pickups-long box with hitches
- cigarette butts around Shooters Bar
- don't like beer signs in window
- all the poles
- yucky old speakers
- Slumberland awning way oversized.
- The excess of beer posters and neon signs at Charley's, a few is okay.
- Modern materials covering second story windows and facades.
- Some of the same issues of safety hazards with metal overhangs on Kemp.
- Buildings on alleyway between Maple and Broadway have bricks that need repair, probably weren't built by bricks from the old Watertown Brick factory, and could pose danger.
- Trash can as the focus, put artwork there.
- Chairs for Shooter's for winter
- Less office and non-retail space

Notes:

- Replace light signals with stop signs on Kemp Ave intersections.
- In general, this is one of the more attractive areas.
- Center point and needs to look like it.
- Maybe new sidewalks or at least corners - i.e. cobble stone, textured concrete, etc.
- sides already painted on Goss
- Dealing with the 1950's-1960's vintage (former Ben Franklin) building kind of difficult. Just not very attractive architecture to begin with. But must be some way to make even that style look better.
- Paper sign on Shooters - NO tickets outside after 11 pm you will be ticketed \$125.
- For Sale - Chucks Bike
- historic uptown flags bigger
- again sidewalks
- This shows the "reverse" of the broken window theory! Each improvement sparks more improvement! TNL has grown into a weekly street festival – love it!
-

Stop C: N Maple

(Between Kemp & 1st Ave N)



Observations

What do you see?

- Weeds, dirt.
- Poor lot striping.
- Bar parking lot.
- Not inspiring
- Alley/parking area
- Dirt parking lot
- Various light poles (see earlier suggestion), parking lot, tin buildings
- Bench, Lounge, flowers, Docs, Broken concrete, tin siding, wires
- two bars, parking lot
- a bad alley and parking lot
- Beautiful flower hangers! And a series of bars.
- Trashy-looking public parking lot - curbs need repair, benches need to be replaced. Doc's Lounge looks pretty tired and crappy on first level.
- A parking lot and Wells Fargo Bank
- Backside of Shooters Bar, Public parking, Wells Fargo Bank, Doc's Bar, The Lounge, Parking, Art studio, Ron's Barber, Mack Barber, Andor Inc.
- parking lot, bare wall
- buildings - parking
- Bad news! Public parking is embarrassing, the benches! Ouch! Eyesore! Spool tables are interesting touch
- I see metal buildings, unkempt business on the north corner but also two attractive businesses.
- A scary parking lot and low cost tin building disrepair
- Refurbished brick
- Two alleys car-centric, bare backsides of buildings, several benches to sit outside, very ugly parking lot north of Taecker
- A lot of open space and parking, light, plant, some sidewalk disrepair
- Two bars and a parking lot

What is attractive?

- Flowers, trees.
- Clean area
- Flowers, Doc's smoke shack
- Flowers
- hanging baskets
- Wells Fargo Building and parking lot south of it. The Lounge looks pretty good, considering the siding.
- Wells Fargo Bank
- Wells Fargo, Great Western
- flowers, light
- flowers, buildings ok
- nothing

What is attractive? (Cont.)

- The flower pole
- Taecker and barbershop have attractive storefronts
- Wells Fargo
- Wells Fargo bank building, flags on posts, trees north of alley on west side, trees in parking lot behind shooters (that parking lot has a divider, good)
- Benches, lights
- The plant on the light pole

What could be added?

- City parking signs
- Lights in lot
- New benches
- Grass
- Planters
- Resurface lot
- More landscaping
- textured concrete
- better street signage, parking lot redone, sturdier benches, landscaping, uniform business signage
- boulevard trees; awnings (an example of a durable, lasting and attractive one is the one over Duffy's Bar)
- Better signage (larger) for public parking lots - these and others.
- Planters near parking lot entrances to invite public
- New awning Taecker Andor, Makepeace
- Decorate flower pots in winder, lights on trees, mural on wall
- Mural?
- Add a building
- Screens on dumpsters
- Just as with Kemp, cleaning and refurbishing (deferred maintenance) would make a building more attractive.
- Signs saying free city parking, parking lot stripes.
- Vegetation, benches
- Murals on bare wall of Taecker building and shooters
- More decorative landscape
- Nicer bench, decorative fence to block parking lot, paint Doc's bar garbage cans by bench, art features

What needs to be removed?

- Old wooden benches.
- Weeds
- Vapor Lights
- broken concrete, wires/cables
- Flashing sign looks like hell
- siding, flashing sign
- Crappy old benches and tables in parking lot on west side of Maple.
- Chairs/tables for outdoor bar customers on the sidewalk, ugly back of bars on parking area
- repair parking lot
- weeds, broken sidewalk
- parking lot
- Those benches! Yikes! Modern materials, neon!
- Getting rid of very large posters like hanging on exterior of buildings.
- Chimney on building has brick deteriorated and fallen off.
- Broken cement curbs
- Icky siding
- Bars could be cleaned up for eye appeal, parking lot needs to be repaired

Notes:

- Public parking lot should have color theme to bring attention to it - burnt orange (?)
- Limit size of exterior beer signs.
- Needs curb and concrete or asphalt repairs and new striping.
- Unattractive steel siding.
- Patio area for bar, or just pedestrians?
- Something artistic with concrete, sidewalk and corners
- restore old building facades
- terribly messy with broken glass and cigarette butts
- Green space would look attractive between Ron's barber shop building and the Lounge. Perhaps a small park configured along with an outdoor eating/drinking area associated with The Lounge?
- Traffic moves well on 1st Ave North - that's a good thoroughfare - far better than Kemp.
- Smoking outside in bar area - legal to drink and ___ to smoke
- Looks better than empty lot on Broadway :)
- When looking to the west in mid-block parking lot, the backs of the buildings on Broadway look like city slum areas I remember as a kid in Chicago.

Stop D: Parking Lot on 1st Ave N

(Between Maple & Broadway)



Observations

What do you see?

- Run down public parking lot, commercial garbage dumpsters visible everywhere.
- City lot - everything about lot is poor.
- Nice tree
- trash can
- Dirty parking lot
- An opportunity
- Parking lot
- public parking
- Chipped pain, weeds on back of building, public parking
- big parking lot/trees
- tree
- I see an unkempt parking lot with a crumbling walk in the middle, sidewalk raised up in middle with low tree trunk left there (dangerous) holes in entrance
- Lot in disrepair
- Some building have landscaping
- On south side of lot there's a double parking lot with a raised divider with 2 trees, another tree died. Overhead lights on parking lot. Lots have very few cars (3pm). Rear sides of buildings on Broadway are ugly.
- Very unappealing parking lot, nice trees, just backside of bars
- Bar parking

What is attractive?

- Nothing about the parking lot is attractive!
- Mature trees.
- Flowers
- Some landscaping
- Trees
- Space - potential for a nice parking lot
- trees, old building/character
- tree
- this is an eyesore
- Vegetation
- Trees along lot and in parking lot, the work done on a building at the SW corner of the area is good.
- Nothing

What could be added?

- Colored themed striping and signage in public parking lot.
- Require commercial dumpsters to be placed behind enclosures.
- Replace tall light poles with vintage short light poles.
- New curbs / bricks
- New trash cans
- Park and benches, low lighting, planter areas, cleanup facades, paving lot
- Pavilion? Gazebo
- Parking lots need rework
- Green space, proper curb and gutter
- Resurface lot
- Color
- More lights and security cameras
- Public parking mixed-use ramp with about a dozen covered parking spaces leased to downtown tenants.
- Green space, benches, sidewalk repair (?), Fence (?)
- better landscaping, signage, handicap friendly
- more trees/shrubs in the concrete median in the parking lot
- Better median - maybe even wider. Benches? Green space? Walkway down alley to Kemp?
- paint
- add more light in parking lot, really need to fix parking lot/center sidewalk - not welcoming
- signage: signs are parallel to road, someone driving by would probably not be able to read them, bigger signs-not too big-but these are easy to miss
- parking ramp
- Black top – lines to show parking designation.
- Parking lot stripes, signs saying free city parking
- More plantings
- Landscaping
- Burger/hotdog/BBQ truck in summer, mini farmer's market, small circus type rides in summer, petting zoo, rental kiosk for upright people movers or...
- New lot center island in bad disrepair, trees benches, more trans can's, grass space in middle
- Fence/concrete decorative wall w/openings, keep the parking but make the entrance more attractive

What needs to be removed?

- Weeds and debris
- Boarded windows
- Dumpsters in plain view - nasty
- Trees need pruning
- Most everything and start over
- Old center island
- Present lot
- broken asphalt and concrete
- old parking lot
- Weeds sprayed; backs of buildings to the south need to be cleaned up and painting of wood/metal trim.
- dried weeds, cigarette butts
- rusty door on (city?) utility shed at south end of lot
- it is a mess
- fix bricks around trees, trim trees
- Remove walk way in middle.
- Broken curbs, trash
- Dumpsters are ugly
- Miller Lite ad
- Parking lot repaired

Notes:

- Needs serious concrete and asphalt repair and striping.
- Unattractive steel siding.
- Upper building floors appear to be in varying stages of disrepair.
- Needs a lot of work
- I see this parking lot daily, usually there are beer bottles, broken, full, 1/2 full. Quite a mess.
- Needs a lot of TLC
- Kapeska parking lot - fence it all in?
- just needs to be completely redone
- this is OK-except maybe resurface
- Again, same backs of buildings that are very unattractive from Broadway

Stop E: N Broadway



Observations

What do you see?

- Alley needs repair, weeds and dirt, poorly kept private parking area.
- Blight
- A lot with job trailers parked in it
- Broken asphalt - poorly maintained alley
- Businesses (many "closed" signs)
- Sides and backs of buildings, weeds and beer bottles in landscaping, dead bush, more weeds by Sparkys, crooked flagpole with no flag, run down fence.
- Parking lot, broken concrete, rock feature, cables and wires, Dugan's sign
- parking lot, backsides of buildings, telephone lines
- bad alley and messy buildings
- a horrible parking lot
- Awful looking parking lots - weeds, weeds; leaning, broken posts, etc.
- big transformer poles and equipment in alley
- Outdoor bar-Legal to drink___smoke. Broken up alley weeds that are 2ft tall. Curbs and sidewalk broken, broken wooden poles. Tow away zone, construction trailer.
- very ugly cobbled together parking lot, alley in disrepair
- Ugly catch-all, overgrown weeds, if you could see the side of this building it needs paint! transformer, looks worse from other angle
- weeds and gravel
- Nothing good, backs of buildings, no paving, striping green stuff. Businesses use the backs of buildings as private junk yards!
- Some storefronts that have made an effort to keep an inviting look and second floors that have been maintained along with a very unattractive parking area with a mish-mash of road surfacing with a nice supply of weeds.
- A lot in disrepair, not sure if you should park there.
- Lack of maintenance, some places are trying to look nice
- Nice old (historic) buildings with mostly "renovated" first floor street fronts. Ugly, ugly parking lot north of Dugan's.
- Attempted outdoor dining at two establishments
- Unattractive parking space, small tree and shrub space, gravel parking lot
- Another run down parking lot

What is attractive?

- Not much.
- Absolutely nothing!
- Sparky's Beer Garden is well done
- Beautiful architecture on this street, colorful signs
- Nothing
- Sparky's patio
- Most of the building fronts surrounding this spot
- Good to Go Catering (now closed), the Commerce Center, Burritos, old streetlights, ML Studio but not the top floors.
- Businesses such as Good to Go (now defunct) area above Bratland and others have developed apartments. I think this block has made an attempt to improve.
- Not a thing
- Colors, updated display, seating areas
- Trees, the upper parts/stories of the buildings, the sculptures
- Lights, small decorative space, and trees along sidewalk

What could be added?

- Alley lighting
- Alley and parking lot resurfacing
- Fencing
- Green space
- Complete rework - trees, flowers, benches, gazebo
- A 3-ton Bomb
- Mural on that big building wall
- A building
- Not sure
- green space, plants, benches, paint flag pole
- signage, landscaping, either repaint or strip paint
- lot paved with some trees towards the front near the sidewalk
- planters
- New asphalt/paving, better green space?
- paint, clean up, trim trees to see the storefronts, city light poles need painting
- triangle could be landscaped, side of building could have color or art, alley needs repair, pave parking lot/ cracked sidewalk, hide wires, more light, landscape
- Fake front on empty building-for sale on east. saw them on west end market in St Louis Park (394 & 100)
- add a new building, commercial/residential, or a green space park
- Where do I start!? Cameras, lighting, paved, etc. Screening for backs of buildings and dumpsters.
- Again, deferred maintenance – painting on exterior would make it more attractive.
- Nice shrubs and trees, signs to say free parking and paint stripes
- Vintage decor, same as on Kemp to match.
- Tenants to buildings, trees, planters, a building north of Dugan's, murals on bare sidewalls, signs directing people to important buildings.
- Plaques on buildings telling their history and matching up with the maps for a walking tour – have audio phones available for rent for walking tours.
- Resurface parking lot with green space
- More lighting, paved lot, sitting area, trees

What needs to be removed?

- Overhead transformers in alley, replace tall light pole fixtures with vintage look light poles.
- Weeds and garbage.
- Log and cable barriers in the Dugan's lot.
- Power poles
- Most everything
- Remove signs of past, closed businesses - misleading
- Weeds and beer bottles in landscaping, dead bush, more weeds by Sparky's, crooked flagpole with no flag, run down fence, crappy patches in asphalt
- Wooden posts, broken asphalt, Dugan's signs, flag pole, poles
- Big sign, trailer, "wood" (?), siding with door (?)
- there are a lot of beer bottles, mostly broken and cigarette butts from the bar outside smoking area, a mess
- all weeds, posts
- weeds, litter, debris, transformer poles & equipment
- weeds out of gutters/sidewalks, alley debris, broken sidewalks
- fence (makeshift around parking lot), ugly trees, random poles
- Faded awnings - but replace with what?
- Graffiti, garbage, beer bottles, scary utilities
- Removal of signs for businesses no longer there.
- Weeds, broken cement, storage trailer
- Overhead electrical transformer in alley
- Parking lot redone

Notes:

- Heading to Stop 'F' - trashy buildings and houses.
- Serious asphalt resurfacing needed
- More visible steel construction (siding)
- lots of miscellaneous poles and fence post type stuff
- Completely redo, steps to roof?
- This could actually be transformed into a very attractive space that would enhance the entire block. Exterior of Sparky's wall (toward the south) needs to be tuck pointed, cleaned, and the "Hubbard's" sign painted back on the wall. These signs from past years give Watertown "a retro historic" this is important
- Generally, this block looks pretty good. But the open lots mid-block are a huge eyesore.
- What's with all the wood used on storefronts, very 60's-70's, mostly worn out, dirty looking, faded, past their prime.
- Not enough lighting, too many places for bad things/people, nefarious activities.
- I realize that the business itself may not control what happens to the exterior of the building.

Stop F: Kemp & 2nd St. W



Observations

What do you see?

- Not too much here - old building not maintained.
- Clean, well kept street with building of varied styles and degrees of attractiveness.
- A street area
- Nice buildings
- Thrift stores
- beautiful buildings
- Corner building with Access Ministry with unpainted panels, Unclaimed Freight with dented metal siding, Hi-Rise Apartments, planters with weeds next to Hi-Rise, GSI, "For Rent" sign at former Wagner Law Office
- flowers, white/tan building, road, sidewalk
- car repair, thrift store
- nice street, attractive buildings
- attractive renovations/restorations of the facades of buildings
- rundown storefront (Access Ministries), GSI, Veeders, Saks Thrift, buildings For Rent
- buildings-randomly placed
- much more interesting buildings, character - empty street
- Veeder's looks like an auto body shop.
- Big building by Fire Station
- A combination of styles of buildings that don't always fit.
- Nice old ghost sign, sidewalks need repairs
- Stained glass windows, historic buildings, ornate architecture
- Broad sidewalk west of thrift store, many more metal buildings on SE corner (Veeders), grass yard and rundown house in NW corner
- Decorative old fashion buildings, nice light poles, disrepair sidewalks
- Maintained buildings looking east, some buildings need work to south

What is attractive?

- Spanish-style buildings (with the exception of the non-cohesive WCS thrift awning)
- Flowers
- Mature trees
- Proline Building
- Cute old buildings, some style
- Very clean
- Storefronts
- Hi-Rise Apartments and GSI
- flowers, nice buildings

What is attractive Cont. ?

- Greek deco
- period lamp post, beautiful hanging flowers, the fact that many of these buildings have been restored, awnings
- 2nd Street Station - inviting
- Spanish-style buildings on NE corner of intersection
- flower, GSI, Saks
- lights
- character, awnings not over-done, flowers
- some nicely renovated buildings with proud owners
- All of the buildings on north side (except _____ Grocery) look
- Hi-Rise is good
- Down to Earth building has maintained its original integrity, Past Times also, Hi-Rise and Wagners law office building.
- Old street light, flowers
- Stained glass windows, historic buildings, ornate architecture
- Very appealing storefront on NE corner, Reloved Antiques
- Old fashion buildings, light poles, storefronts
- Kept up buildings, clean streets

What could be added?

- Trees
- 2-way street, add welcome sign
- New paint
- Planters
- Benches
- Art
- More sidewalk attractions
- Color, bigger/colorful signs
- Coffee shop
- Paint to Access Ministry building
- trees, green space
- landscaping, etc.
- Possibly a few boulevard trees?
- Paint on a couple buildings - antique shop on NW corner, garage on SW corner.
- doesn't seem connected to downtown
- lights on trees, decorate planters in winter, more landscaping
- similar signage (themed the same)
- Would like to see ghost signs painted
- Vintage decor/art, sidewalks to look uniform
- Vegetation, seating
- Sign thanking people for shopping in downtown, restaurant sign pointing to [downtown]
- Trees on south side of street, landscaping on big lawn (northwest corner)
- Sidewalks repaired, more trees green space
- More trees

What needs to be removed?

- Aforementioned awning; its clean, but the color and style are wrong for the building
- Light poles
- Metal from Unclaimed Freight, weeds from planters
- High lines? (power poles)
- awnings, old signage, metal siding
- broken sidewalks
- a little bit of trash, weeds on NE corner of intersection
- Trim trees or remove some, corner of Kemp/Broadway. Is there a city code for run down building with loitering?
- cracked sidewalks
- Sidewalk looks uneven, dangerous?
- metal buildings
- Mission building and Unclaimed Freight are disasters. This mission has been in disrepair for years.
- What's with all the crap & garbage behind Slumberland?
- One should look upward on brick buildings to see how potential danger points could be repaired before it gets almost impossible to do.
- Eliminate signs of businesses no longer there. Ex. Fancy Fins, Curl Company, and whatever others may occur.
- I wish something could be done with Unclaimed Freight. The very large metal exterior and pillars that are bent and dented make it look like it belongs in an industrial park.
- The front of Access Ministry (which does wonderful work) really needs a facelift. It has the appearance of an unoccupied building.
- Metal siding
- Renovate the old 2 store brown house, (maybe a day care center with yard for fenced playground)
- Sidewalk repair

Notes:

- Again, visible steel shed-type buildings.
- This part of the town starts to look dull. Lacks color, or anything unique, compared to the 2 blocks east.
- Not sure what to do with this one
- one-way traffic frustrating, would like to turn right on Kemp
- Love the roof gardens
- Shop is cute, old house is unappealing

Stop G: Broadway Alley



Observations

What do you see?

- Commercial garbage dumpsters
- Fairly clean alley with some non-cohesive features
- Overhead transformers
- Blight
- An alley behind a downtown business
- Dilapidated/broken road
- Rundown alley
- Backs of buildings, weeds along the fence, patched up asphalt
- yellow building, wire & cables, broken asphalt, wooden fence, gravel driveway
- plumbing co., yellow building, back sides of other buildings
- broken alley, bad upkeep on buildings
- good example of a "maintained" alley - lack of "junk" that typically clutters up an alley
- alley needs to be redone
- dirty, weedy, broken pavement in the alley
- bare walls, cracked drive, lots of wires, great mural
- As a shopper, this isn't a street I'll even go to-an alley would not influence my coming downtown or not.
- tough alley way
- Another scary, ugly place with bad concrete, etc., dumpsters, garbage
- Alleyway at some point will need a basic one surface overlay. It would make a great difference.
- Rundown houses and sidewalks
- Overhead power lines, backside of residences, broad alley-a nice wide promenade
- Disrepair alley not inviting, back side of businesses, trash cans
- Old alley, lack of lighting

What is attractive?

- Nothing
- Varied roof heights and remaining original features
- The Redlinger sign looks nice
- Nice paved lot
- Brick
- newer windows and maintained buildings - a "neat" alleyway appearance
- Empire Pizza
- some architectural interest, cool old bricks below alley cat sign
- Red pickup truck
- Not much
- Extra parking
- Looks clean

What could be added?

- Curb/green space with trees
- Historic light poles
- New surface on alley
- Lighting
- Painting
- Greenery
- Color
- Re-stain fence, paint buildings - opportunity for art?
- new alley, yellow building could use paint job
- paint, clean it up, redo pavement
- paving/repaving of alley and building driveways
- barriers around trash, painted walls, new pavement
- repair road, light, landscape
- More public parking? lights on trees by Kemp, public art/poetry
- Sidewalk repair - especially in front of Empire Pizza
- art on buildings
- Where do I start?
- Parking signs and stripes, a clean paved driveway not patched.
- Hide the dumpsters
- Close the alley to traffic and make it a nice courtyard/ park for downtown residents and part of it for shoppers (a shopper's oasis with sculpture, benches, chess board tables, etc.)
- Repaved alley and pot holes fixed, painted backside of buildings
- Repave alley, paint backside of buildings, more lighting

What needs to be removed?

- Any non-essential or worn features that don't fit with the style of the building
- Overhead power lines
- dumpsters
- Weeds, patched-up asphalt
- cables, wires, wooden fence
- spray painted door, wires everywhere
- weeds removal, trash removal
- so many wires
- ugly wall at chamber parking
- patched pavement
- Overhead power lines – ugly! Should be underground.

Notes:

- New asphalt or resurfacing needed
- I like the "midway alley" sign, it should have more of these!
- a lot of the buildings are cracked/patched/unpainted - everything needs a facelift
- Oh, see "public parking" sign on empty lot on SW corner of intersection - signs too small-need more eye catching signs!
- This alley will be repaired soon

Stop H: Broadway & 1st Ave. S



Observations

What do you see?

- Weeds and garbage
- Lots of mature trees
- buildings of varying style, size, and color
- A street shot
- Entrepreneurship
- Historic Buildings
- Post office, nice flowers in front, Post office square sign, courthouse, parking spaces
- Old PO, trees, town players building
- nice street
- beautiful historic old post office building
- Mostly, pretty good-looking buildings. some very nice architecture
- old Post Office
- old Post Office, historic buildings
- Mostly buildings that weren't "updated" - more character. Banners on Rooster Rustle, not easy to read.
- Driving north - boarded windows, blah faded wood paneling nothing to bring me here as a shopper.
- Most great-some modern materials that could be changed or removed.
- Certainly a core street in the city with a good showing of architecture in the upper portions of buildings.
- Refurbished Post Office
- Courthouse and PO on SW and NE corners. Big ugly empty parking lot on SW corner.
- Attractive historical building, trees along street, disrepair sidewalk along parking lot
- Lots of parking, old post office, courthouse

What is attractive?

- Nice flowers, historic post office
- Trees, flowers.
- Several well-kept buildings with tasteful improvements
- Trees and buildings
- Post office building
- Statues
- Post office and flowers, courthouse
- Old PO, brick buildings, medical arts building
- trees (greenery) on the sidewalks; most buildings have newer windows
- trees, benches, flowers at building fronts
- old Post Office looks wonderful - other buildings look OK
- benches, planters, trees
- More character, the Courthouse!
- Trees, buildings – well kept up
- Post Office, trees, grill around bottom of trees
- Trees, old buildings
- Courthouse yard
- Beautiful courthouse park, tall trees, statuary
- Old Post Office with nice planters and trees
- Trees along west side of Broadway, flags on post, view of Methodist Church
- Old (historic) buildings, mostly upper floors
- Attractive historical buildings
- Courthouse lawn, updated old post office

What could be added?

- Dumpster enclosure
- Businesses and shoppers!
- Sidewalk features for pedestrians
- Further from Kemp but parking ramp here if Parking Lot on 1st Ave. N. is too small
- new signage, pretty much across the entire block
- landscaping
- signs, storefront sign ordinance
- clean p buildings, take off old siding
- places to sit, directory, redo sidewalk where needed
- signage on old post office replaced with signage more appropriate to the age of the building
- pedestrian curb bump-outs
- something to set it apart as part of downtown
- a couple new storefronts - Primetime, Beauty Granit, Sassy Bar
- decorate all transformer boxes, lights on trees, fun stuff on sidewalk (inlays, poems)
- clean up/paint - including second floors, not just street level
- planters, bump outs, benches
- Planters, bump-outs, benches
- Sidewalk repair-encourage the small metal storefront to refurbish; it looks out of place with the rest of the street and the east side of street.
- Top of building in middle of east side of street seems out of place.
- Vintage decor
- Planters
- Trees on east side of Broadway, repairs to buildings – paint on wood, trees in dividers in parking lot, better yet, build something! Upscale apartments for singles or couples perhaps. A retirement home (upscale) for 55+, with does – a lot in Watertown!
- Better repair sidewalk and weed control
- More attractive jail fencing

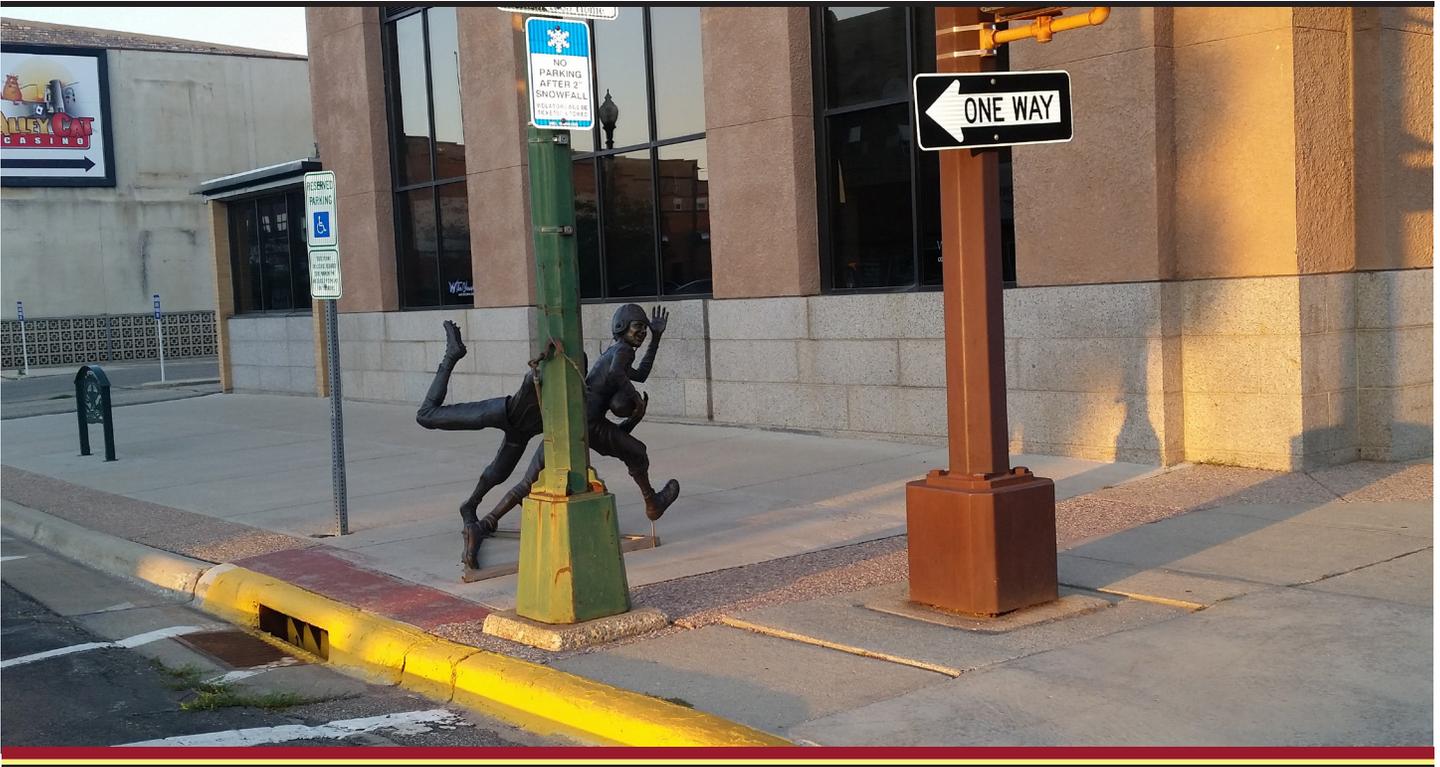
What needs to be removed?

- Boarded up windows.
 - Some exterior paint issues.
 - Non-cohesive signage
 - Old signs
 - Post Office Square sign
 - blue post (already happening)
 - up-close - the tree surroundings are full of garbage and cigarette butts
 - some windows need to be replaced in buildings on this block; painting/touch up of exterior wood surfaces
 - awning needed on some storefronts
 - tall lamp posts
 - trash dumpsters next to Sassy Bar
 - North Broadway (harbor bar for sale, good to go for sale)
 - Parking in uptown is a problem
 - one-way goes past Courthouse, exits to hwy 81
 - Old sign on building - PO?
 - Paint white on front of old mortuary - also remove the covered entrance or improve.
 - boarded windows could be more attractive
 - Large old overhead lights that are mixed in with antique looking ones.
 - Street signage that doesn't match on light pole
 - Sidewalk repair
-
-

Notes:

- Parking lot on south side of 1st - colored theme striping and signage.
 - City trash can is damaged.
 - One of the more attractive streets, well-kept (in general)
 - As a whole, we need more color, art on buildings (murals)
 - The "Before I Die I want to: _____" on buildings is a great idea.
 - Updated parking lots (or ice skating rinks in their place)
 - Maybe the Redlin Center, Zoo, etc, could hand out coupons to downtown Watertown businesses to lure them in to check it out.
 - Uniform lamp post and street lights?
 - messy, messy gutters
 - Young's Prime Time Sports is an eyesore
 - general-keep landscaping up
 - Is this a main entrance to downtown??? Welcome signs - or a welcoming flag from a pole (cheaper?) but nice.
 - Need to help older owners with upkeep programs.
-
-

Stop 1: Broadway & Kemp



Observations

What do you see?

- Bike rack
- sculpture
- Lots of signs!
- Dilapidated building with great potential
- Commerce Center, Medical Arts Building, ML Portraits, Sculptures, Granite Building, Town Players
- signs, lamppost, street light post, brick
- blocked statue
- a great piece of artwork; a well-cared for restored historic building
- too much clutter from poles and signs
- Bratland Law, Commerce Center, Art, light poles, Living Yoga, ML Studios
- lots of poles, statue not visible enough, hard to tell Chamber of Commerce is here, bench
- Looks kind of institutional - one sculpture, doesn't personalize it. See there are 3, still a boring corner-see sculptures and done.
- Artwork that you can't see walking or driving
- Sculpture
- Substantial Commercial buildings, some "modernize," but more authentic than on other blocks
- Attractive building, office hub, sculpture, tree, planters
- Nice art, buildings, bike racks

What is attractive?

- Sculpture
- Building foundation
- Staining on neighboring buildings
- Bike Stand
- Old Granite Building
- Commerce Center, Medical Arts Building, other buildings are close to being attractive but need a bit more TLC, Sculptures
- buildings (brick)
- nice old buildings
- the statues
- a great piece of artwork; a well-cared for restored historic building
- architecture of building on NE corner (commerce center)
- architecture of 2nd and 3rd floor of building on SE corner (Longworth)
- architecture on SW corner (Medical Arts Building)
- 3 sculptures
- Commerce center, art statues
- nice buildings, sign
- Medical Arts Building

What is attractive? (Cont.)

- Added artwork statues
- Nothing, except that Alley Cat Sign – that's kind of cool
- Sculptures, Bratland Law building, big three story building on northwest, modern chamber building on NE, 2nd story apt over _____
- Attractive building, office hub, sculpture, tree, planters
- Art, buildings, bike rack

What could be added?

- bench
- Keep in mind stop sign suggestion
- uniform street lights and lamp posts
- street light (green one) needs to be painted brown (same color as the sign post to the light)
- large oval planter with flowers
- uptown directory, paint on light posts
- Poles are necessary, but how can they be more attractive?
- not sure
- Bump outs, green space, containers, benches
- Granite building should be checked regularly so pieces do not fall.
- Benches – vintage signs/decor
- Paint the poles
- Plant containers on the corners, big, say 4 foot square
- Paint light poles and traffic poles

What needs to be removed?

- Bike rack, nobody uses it
- Stoplights
- signage in window that take away from architecture
- the gutter and storm sewer were full of leaves and garbage
- poles, poles, poles; signs, signs, signs
- Stucco on bottom of Longworth's building. If stucco has to stay, at least paint it to blend in with 2nd and 3rd floors. Also, get rid of slanted paneling facade.
- broken sidewalk around Granite building
- tall pole
- lower/street level of Granite Building-restore
- stucco should be brick, nasty old green lights and possibly change stop lights to stop signs
- move statue to be seen – always wondered why it was placed there, you can't see it.
- Second story facade of Jeff's Vacuum

Notes:

- Sidewalk appears to need some repair
- Light poles could use paint
- Uniform awnings, signs, lamp post, stop lights, benches, etc.
- Granite Building and ML Studio buildings need work.
- North side Kemp trees obstruct view of businesses signs and building. (Lamn Block)
- no brochures are readily available for sculpture walk, chamber needs to be more clearly identified as a place for Watertown info

Exit the Urban Center



Observations

What do you see?

- Well restored service station
- Mature trees
- Storage sheds
- Cute gas station
- An old gas station
- Very neat garage
- Weedy, littered area in front of Game, Fish and Parks, Bike Path, Metal building, cute Sinclair Garage, 100-year-old frame houses, black bed frame in one yard
- A "saved" gas station that has been around for ages! A landmark!
- Interesting Sinclair Station - vintage, cute
- Housing somewhat dilapidated - at least, in need of paint, clean-up
- Sinclair neat/attractive, houses on street in disrepair
- really cool old gas station, vintage signs, cute little diner next to gas station
- Runs way too far from City Center to warrant much work.
- Unused buildings
- New buildings are stark and uninviting compared to the older buildings that have been kept up.
- The end of urban area
- Residential, old historic gas station
- GFP, old Sinclair station, railroad tracks

What is attractive?

- Well restored service station
- Mature trees
- 2-way street
- I like the Sinclair sign
- garage/storage area is well kept
- Sinclair Garage
- Building colors in keeping with "Sinclair" color theme. This building front and ground area is always kept neat and clean.
- GF & P building
- Open space to north - park space?
- Sinclair, Watertown Flower
- cool old building
- It's clean
- Love this old service station!
- The Sinclair Station, The Elk's, river area and parks
- Nothing
- Historic building
- Gas station
- Sinclair station is a nice retro look and is kept up

What could be added?

- Gardens, park area, green space
- A business
- Paint to Sinclair Garage
- boulevard trees; shrubs planted around the Sinclair sign
- White touch-up paint on buildings
- 2-way traffic allowed to continue east more than a block
- two-way street stops at the one-way on Kemp to east, forces traffic to go south or north and by-pass Kemp
- "Thanks for visiting Uptown Watertown come back again" sign.
- Plaque somewhere stating history of old gas station
- sign "Just ahead, Riverside Park"
- Better curb and gutter, trees and planters
- A huge overhead sign saying leaving uptown

What needs to be removed?

- Bed frame, House 309 if it is vacant and abandoned
- Weeds, old houses in disrepair next to Watertown Flowers.
- Bad streets, the Freedom gas station one block east could use some cleaning up.
- Need to fix up or remove homes/rentals
- The 5 crappy properties on the north side of the road you have to go past to get to the beautiful bridge and parks!
- Metal siding

Notes:

- Tall garage/sheds help to obscure the sheds behind, but its yet another large shop-style metal structure
- Gas station and oversized storage buildings don't look good together.
- This is a nice example of a restored vintage storefront.
- Homes need to be painted, cleaned up some
- Make west Kemp an entrance not an exit
- We are lucky to have nature right near our uptown, in beautiful Riverside Parking, biking/walking/kayaking, for kids and families. At corner opposite here the Game Fish and Parks could direct visitors to lake also.
- New Gateway???
- Could GFP put a solid screening around their storage and parking lots?
- Keep Sinclair sign, it is history, preserve and use with theme.



Appendix B: Consensus Building Exercise

| THIAGI 35 QUESTION: What do you envision as the most important item, feature, or other element for our city to accomplish for a more successful city center? | | | |
|--|--|--------|----------|
| Rank | Response: | Score: | Category |
| 1 | Fun events that keep people coming back uptown. | 35 | 1 |
| 2 | Buy-in from multiple stakeholders, property owners, retailers, city council, community foundation, and civic groups. | 34 | 2 |
| 3 | restaurants - unique places. | 33 | 3 |
| 3 | a collective effort to achieve a cleaner, more cohesive look to our uptown streetscape. | 33 | 4 |
| 4 | Identity. | 32 | 4 |
| 4 | for the various city groups - ie chamber, development groups, and building owners to work together in unison for a unified vision. | 32 | 2 |
| 4 | Unity. | 32 | 2 |
| 4 | Work together with all businesses in Watertown | 32 | 2 |
| 5 | Square with multiple uses; sized realistically. | 31 | 5 |
| 5 | Downtown park with activities and entertainment. | 31 | 5 |
| 5 | Increased events and use of our river. | 31 | 1 |
| 5 | Identity. | 31 | 4 |
| 6 | To engage our youth and get young people involved so they will want to stay and contribute. | 30 | 2 |
| 6 | Uptown businesses should work together for a common goal | 30 | 2 |
| 6 | Thriving businesses that are relevant in the uptown area. | 30 | 3 |
| 7 | Shopping/Restaurants not fast food. | 29 | 3 |
| 7 | A destination gathering, green space, room for activities, fountains, skating and music. | 29 | 5 |
| 8 | Vision and cooperation. Leadership. | 28 | 2 |
| 8 | A common space, park, parkway etc. | 28 | 5 |
| 8 | City Center Park. | 28 | 5 |
| 8 | Stores and Business open evenings and weekends. | 28 | 3 |
| 9 | Outdoor space throughout downtown. | 27 | 5 |
| 9 | A unique, exciting space which hosts weekly events and brings together a large portion of the community. | 27 | 1 |
| 9 | Parking- parking all day in front of business. | 27 | 3 |
| 9 | Drive and draw visitors Uptown. | 27 | 4 |
| 10 | Giving the impression that we are a great community to be a part of. | 26 | 4 |
| 10 | Well maintained public (common) area. (Central Focus) | 26 | 4 |
| 10 | Events and attractions to bring people Uptown. | 26 | 1 |
| 10 | Clean-up encourage owners to reface or remodel store fronts. | 26 | 4 |
| 10 | More and better food and beverage. | 26 | 3 |
| 10 | Our people | 26 | 4 |

| | | | |
|----|---|----|---|
| 11 | To emphasize a cohesive theme whether it be historical involving "water" or more specific such as "trains". | 25 | 4 |
| 11 | Restore Kemp Ave. to a pedestrian-friendly street, rather than a hurry-through thoroughfare. | 25 | 6 |
| 11 | Creation of identity that promotes family, business growth and destinations for locals | 25 | 4 |
| 12 | To have <u>one</u> committee for Uptown. | 24 | 4 |
| 12 | More public space, planting, art, and 2 way traffic with pedestrian paths. | 24 | 4 |
| 12 | 100% of all buildings occupied with vibrant businesses, shops, dining and entertainment. | 24 | 3 |
| 12 | A plethora of things to do/see in one day that can satisfy a range of ages. | 24 | 1 |
| 12 | Get an identity that makes us a destination. | 24 | 4 |
| 12 | More food and entertainment. | 24 | 1 |
| 12 | Provide a variety of interesting attractions... such as restaurants, breweries etc. | 24 | 3 |
| 12 | On going events to draw people Uptown. | 24 | 1 |
| 13 | Identity. | 23 | 4 |
| 13 | To develop a venue which is acceptable and attractive to all ages and economic levels. | 23 | 1 |
| 13 | A united idea of what downtown is including an inclusive organization representing the vision. | 23 | 2 |
| 13 | Community involvement. | 23 | 2 |
| 13 | Activities that involve people and things they like to do. | 23 | 1 |
| 14 | Optimism not negativity | 22 | 2 |
| 14 | New businesses. | 22 | 3 |
| 14 | Build a Multi-use gathering spot in Uptown. | 22 | 1 |
| 14 | Kemp Avenue | 22 | 6 |
| 14 | Court House and Jail renovations at its present location. | 22 | 6 |
| 15 | A central information point to post everything going on in downtown, from store sales to renovation projects. | 21 | 4 |
| 15 | Create an activity center. I.e. Plaza for different activities. | 21 | 1 |
| 15 | Create interesting and fun events for families. | 21 | 1 |
| 15 | Have someone young, energetic and creative be in charge. | 21 | 4 |
| 15 | Cooperation | 21 | 2 |
| 16 | People working together to bring about positive results. | 20 | 2 |
| 16 | Unified forward thinking community. | 19 | 2 |
| 16 | To feel the most important feature is to fix up our Historic Auditorium and open it up to the public for public events and tours. | 19 | 6 |
| 16 | Events. | 19 | 1 |
| 16 | Something needs to be the brand of Watertown- Central gathering place. | 19 | 4 |
| 17 | Having a city sponsored convention center downtown. | 18 | 1 |
| 17 | A destination stop. | 18 | 4 |
| 17 | Appearance and promotion of downtown. | 18 | 4 |

| | | | |
|----|---|------|---|
| 17 | More places to eat. | 18 | 3 |
| 18 | Identity. | 17 | 4 |
| 19 | Beautification. A place where people want to come. | 16.5 | 4 |
| 20 | Resolve traffic/parking issues with the one way streets. | 16 | 6 |
| 20 | Using all areas in a productive way. Commercial on bottom and apartments on top. | 16 | 3 |
| 20 | People involved. | 16 | 2 |
| 20 | We could use a few more places to eat at night. | 16 | 3 |
| 21 | The city must maximize the look and safety of its public property. | 15 | 4 |
| 22 | Get an attractive business that everyone will like. | 14 | 3 |
| 23 | A reason to come Downtown. | 12 | 4 |
| 23 | Let go of some history and make room for some more modern features. | 12 | 4 |
| 24 | Climatize the brutal winter weather by anything. A roof over 1 or 2 blocks of Downtown. | 11 | 6 |
| 24 | Downtown business owners to all buying into the idea of a business center. | 11 | 4 |
| 25 | Identify a place or location. | 9 | 4 |

| Category | Rank | % |
|----------------------------------|------|-----|
| Events/Entertainment | 1 | 18% |
| Community Involvement | 2 | 18% |
| Retail/Restaurants | 3 | 15% |
| Identity/Place Making/Aesthetics | 4 | 33% |
| Parks/Plaza | 5 | 8% |
| Project Specific Oriented | 6 | 8% |

Appendix C: Breakout Session Results

The all-day Saturday workshop consisted of a series of breakout sessions. Participants were seated at tables, 5 to 6 people to a group, where they established a team name and worked together to produce their comments. The following is a list of what each table named themselves and are given in no particular order.

TABLE TEAM NAMES:

Game Changers

The Trolley Crew

Legacy

Woolworths Warriors

Downtown Dreamers

Politically Incorrect

Watch Out Watertown WOW!

4 Plus 2 (3 Plus 3)

The Blank Table

"Game Changers"

Breakout Session #1: WHY -- Focuses on reasons for revitalization - why it might be important to generate motivation and enthusiasm for a renewed commitment to Watertown's urban center.

Part A: Top 5 reasons why having a strong, vibrant, and successful "downtown" is important to any community:

1. Safe place for people and families to gather.
2. Attracts and maintains a variety of businesses and residents
3. Has events going on ALL the time.
4. Something for everyone.
5. Brings vibrancy, reflects commitment of entire community. (unique identity)

Part B: Top 5 Positive aspects of having a thriving city center:

1. Tells our story.
2. Makes us a destination.
3. Generates revenue that stays in local economy.
4. Offers variety of businesses, retailers and events "something for everyone"
5. Place where people want to live ~ "neighborhood"

Part C: Top 5 Negative Aspects of having a decaying or neglected "downtown:"

1. Empty storefronts
2. Lack of residents
3. Lack of safety
4. Dis-unity of community
5. Loss of history and identity - decaying buildings

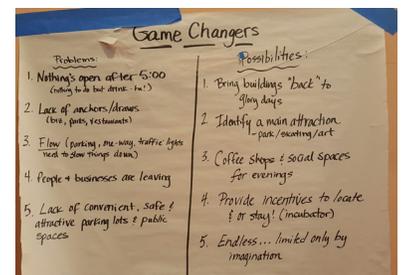
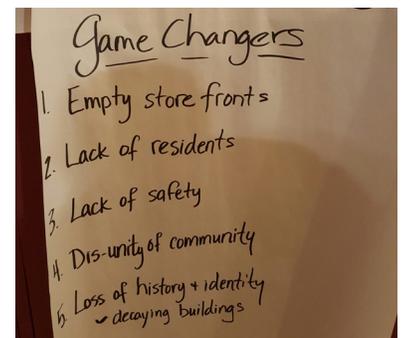
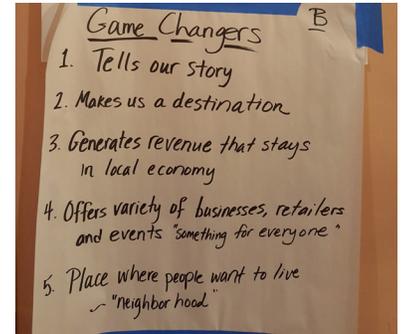
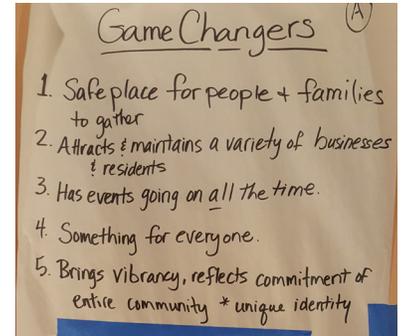
Breakout Session #2: WHAT'S POSSIBLE -- Focuses on specific problems facing Watertown's urban center. Identify performance goals and potential strategies for developing a vision to revitalize our city's center. What are the possibilities for a new, more successful urban center?

Part A: Top 5 problems facing downtown, what is impeding progress:

1. Nothing open after 5pm (nothing to do but drink - ha!)
2. Lack of anchors/draws (business, parks, restaurants)
3. Flow (parking, one-way, traffic lights, need to slow things down)
4. People and business are leaving
5. Lack of convenient, safe and attractive parking lots and public spaces

Part B: Top 5 things we can implement over time that will enhance, promote, and encourage more development at the center of our community, what are the possibilities:

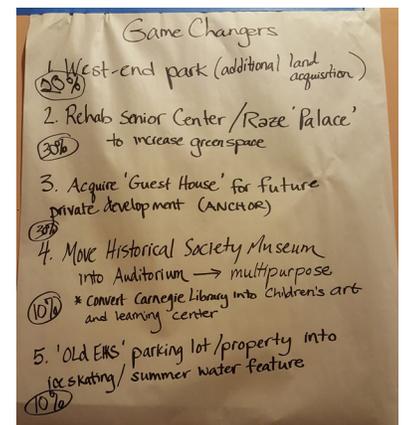
1. Bring buildings "back" to glory days
2. Identify a main attraction - (park/skating/art)
3. Coffee shops and social spaces for evenings
4. Provide incentives to locate and or stay! (Incubator)
5. Endless... limited only by imagination



"Game Changers" (continued)

Breakout #3 & #4: THE PLAN AND IMPLEMENTATION -- Imagine you're the master planner for a day. What do you want to happen in your urban center? Using the large base plan sketch your tables vision for the future. Give your top five priorities and in percentages tell us where would you spend your money for implementation. The focus of this session is to plan the next steps - a process to move forward.:

1. West-end park (additional land acquisition): 20%
2. Rehab Senior Center/ Raze 'Palace' to increase green space: 30%
3. Acquire 'Guest House' for future private development (Anchor): 30%
4. Move Historical Society Museum into Auditorium -- multipurpose, *convert Carnegie Library into Children's art and learning center: 10%
5. 'Old Elks' parking lot/property into ice skating / summer water feature: 10%



"The Trolley Crew"

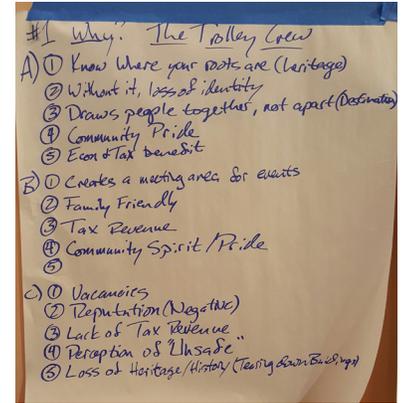
Breakout Session #1: WHY -- Focuses on reasons for revitalization - why it might be important to generate motivation and enthusiasm for a renewed commitment to Watertown's urban center.

Part A: Top 5 reasons why having a strong, vibrant, and successful "downtown" is important to any community:

1. Know where your roots are (heritage)
2. Without it, loss of identity
3. Draws people together, not apart (destination)
4. Community pride
5. Econ and tax benefits.

Part B: Top 5 Positive aspects of having a thriving city center:

1. Creates a meeting area for events
2. Family friendly
3. Tax revenue
4. Community spirit/pride



Part C: Top 5 Negative Aspects of having a decaying or neglected "downtown:"

1. Vacancies
2. Reputation (negative)
3. Lack of tax revenue
4. Perception of "unsafe"
5. Loss of heritage/history (tearing down buildings)

Breakout Session #2: WHAT'S POSSIBLE -- Focuses on specific problems facing Watertown's urban center.

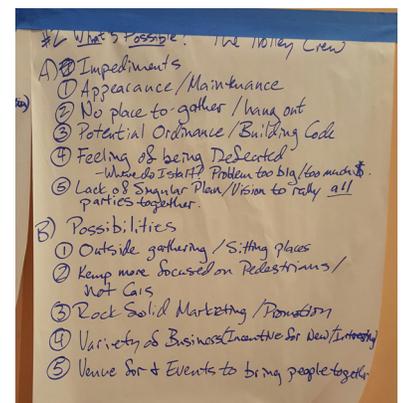
Identify performance goals and potential strategies for developing a vision to revitalize our city's center. What are the possibilities for a new, more successful urban center?

Part A: Top 5 problems facing downtown, what is impeding progress:

1. Impediments
2. Appearance/maintenance
3. Potential ordinance/ Building code
4. Feeling of being defeated
5. Lack of singular plan/vision to rally all parties together

Part B: Top 5 things we can implement over time that will enhance, promote, and encourage more development at the center of our community, what are the possibilities:

1. Outside gathering/sitting places
2. Keep more focused on pedestrians/not cars
3. Rock solid marketing/promotion
4. Variety of business (incentive for new businesses)
5. Venue for events to bring people together



"Legacy"

Breakout Session #1: WHY -- Focuses on reasons for revitalization - why it might be important to generate motivation and enthusiasm for a renewed commitment to Watertown's urban center.

Part A: Top 5 reasons why having a strong, vibrant, and successful "downtown" is important to any community:

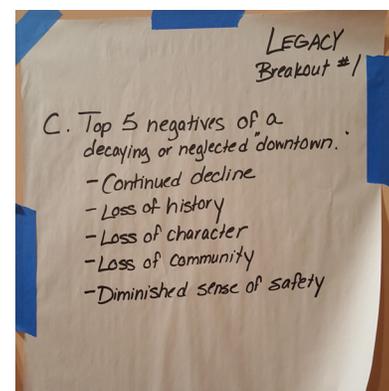
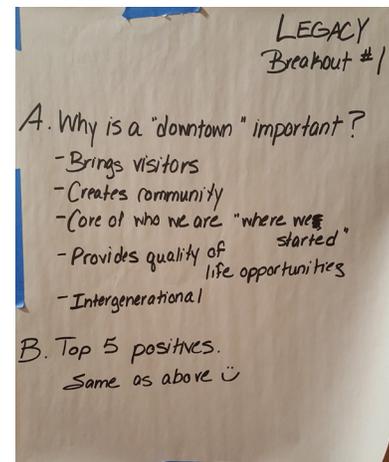
1. Brings visitors
2. Creates community
3. Core of who we are - "where we started"
4. Provides quality of life opportunities
5. Intergenerational

Part B: Top 5 Positive aspects of having a thriving city center:

Same as above.

Part C: Top 5 Negative Aspects of having a decaying or neglected "downtown:"

1. Continued decline
2. Loss of history
3. Loss of character
4. Loss of community
5. Diminished sense of safety



Breakout Session #2: WHAT'S POSSIBLE -- Focuses on specific problems facing Watertown's urban center.

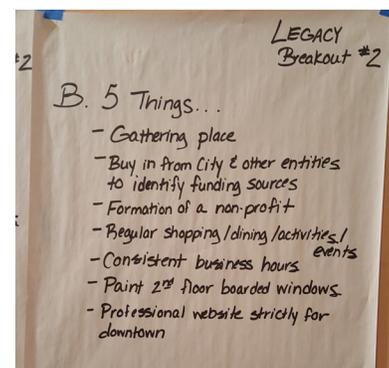
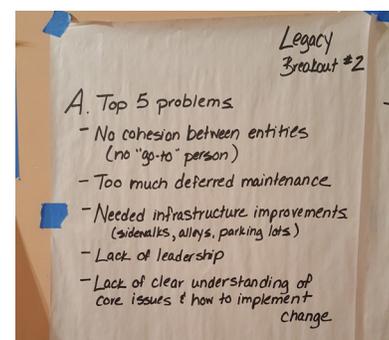
Identify performance goals and potential strategies for developing a vision to revitalize our city's center. What are the possibilities for a new, more successful urban center?

Part A: Top 5 problems facing downtown, what is impeding progress:

1. No cohesion between entities (no go-to person)
2. Too much deferred maintenance
3. Needed infrastructure improvements (sidewalks, alleys, parking lots)
4. Lack of leadership
5. Lack of clear understanding of core issues and how to implement change

Part B: Top 5 things we can implement over time that will enhance, promote, and encourage more development at the center of our community, what are the possibilities:

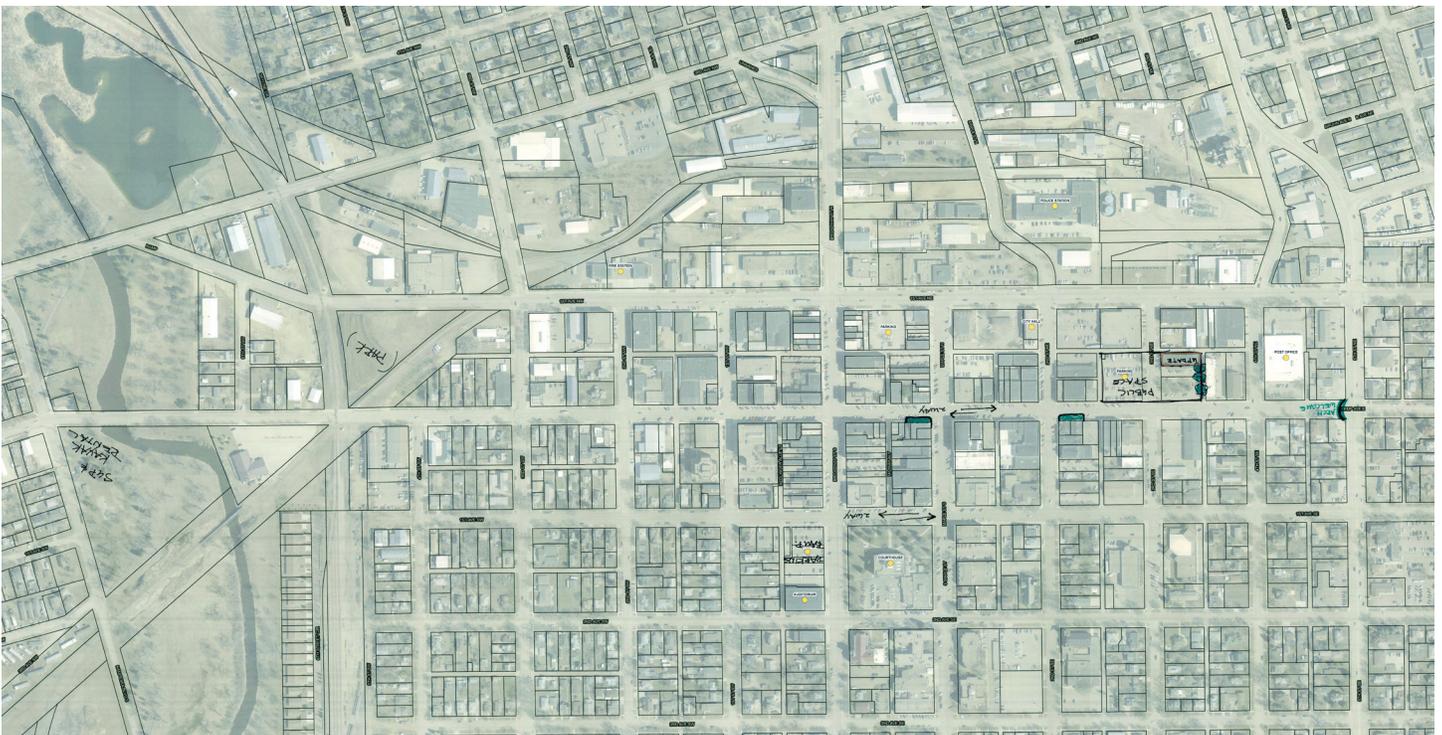
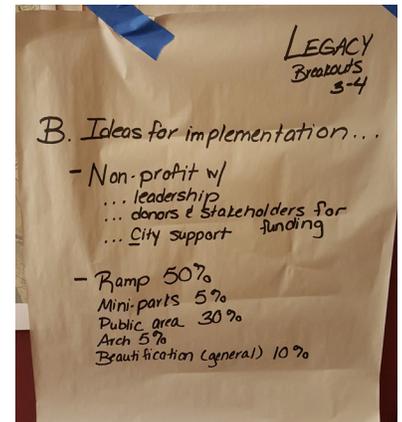
1. Gathering place
2. Buy in from city and other entities to identify funding sources
3. Formation of a non-profit
4. Regular shopping/dining/activities/events
5. Consistent business hours
6. Paint 2nd floor boarded windows
7. Professional website strictly for downtown



“Legacy” (continued)

Breakout #3 & #4: THE PLAN AND IMPLEMENTATION -- Imagine you're the master planner for a day. What do you want to happen in your urban center? Using the large base plan sketch your tables vision for the future. Give your top five priorities and in percentages tell us where would you spend your money for implementation. The focus of this session is to plan the next steps - a process to move forward.:

1. Non-profit with leadership, donors and stakeholders for funding, and City support
2. Parking ramp: 50%
3. Mini-parks: 5%
4. Public area: 30%
5. Architecture: 5%
6. Beautification (general): 10%



"Woolworth Warriors"

Breakout Session #1: WHY -- Focuses on reasons for revitalization - why it might be important to generate motivation and enthusiasm for a renewed commitment to Watertown's urban center.

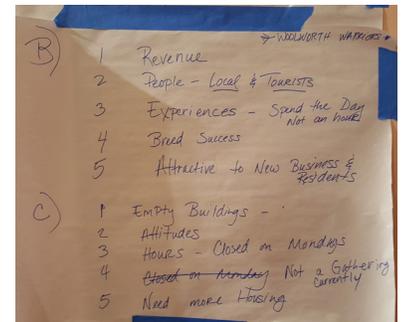
Part A: Top 5 reasons why having a strong, vibrant, and successful "downtown" is important to any community:

1. Key to identity
2. Community pride
3. Promote commerce
4. Promote culture and arts
5. Gathering place - "Living Room of Watertown"



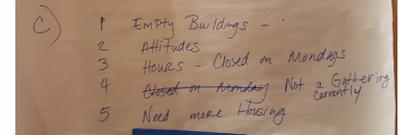
Part B: Top 5 Positive aspects of having a thriving city center:

1. Revenue
2. People - local and tourists
3. Experiences - spend the day, not a hour
4. Breed success
5. Attractive to new business and residents



Part C: Top 5 Negative Aspects of having a decaying or neglected "downtown:"

1. Empty buildings
2. Attitudes
3. Hours - closed on Mondays
4. Currently no gathering place
5. Need more housing



Breakout Session #2: WHAT'S POSSIBLE -- Focuses on specific problems facing Watertown's urban center.

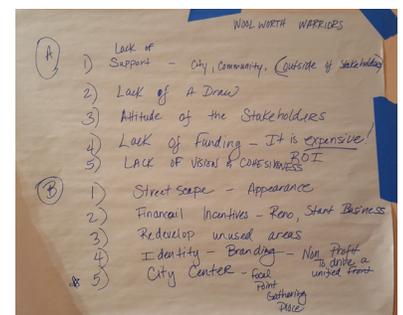
Identify performance goals and potential strategies for developing a vision to revitalize our city's center. What are the possibilities for a new, more successful urban center?

Part A: Top 5 problems facing downtown, what is impeding progress:

1. Lack of support from City and community (outside of stakeholders)
2. Lack of a draw
3. Attitude of the stakeholders
4. Lack of funding - it is expensive!
5. Lack of vision and cohesiveness

Part B: Top 5 things we can implement over time that will enhance, promote, and encourage more development at the center of our community, what are the possibilities:

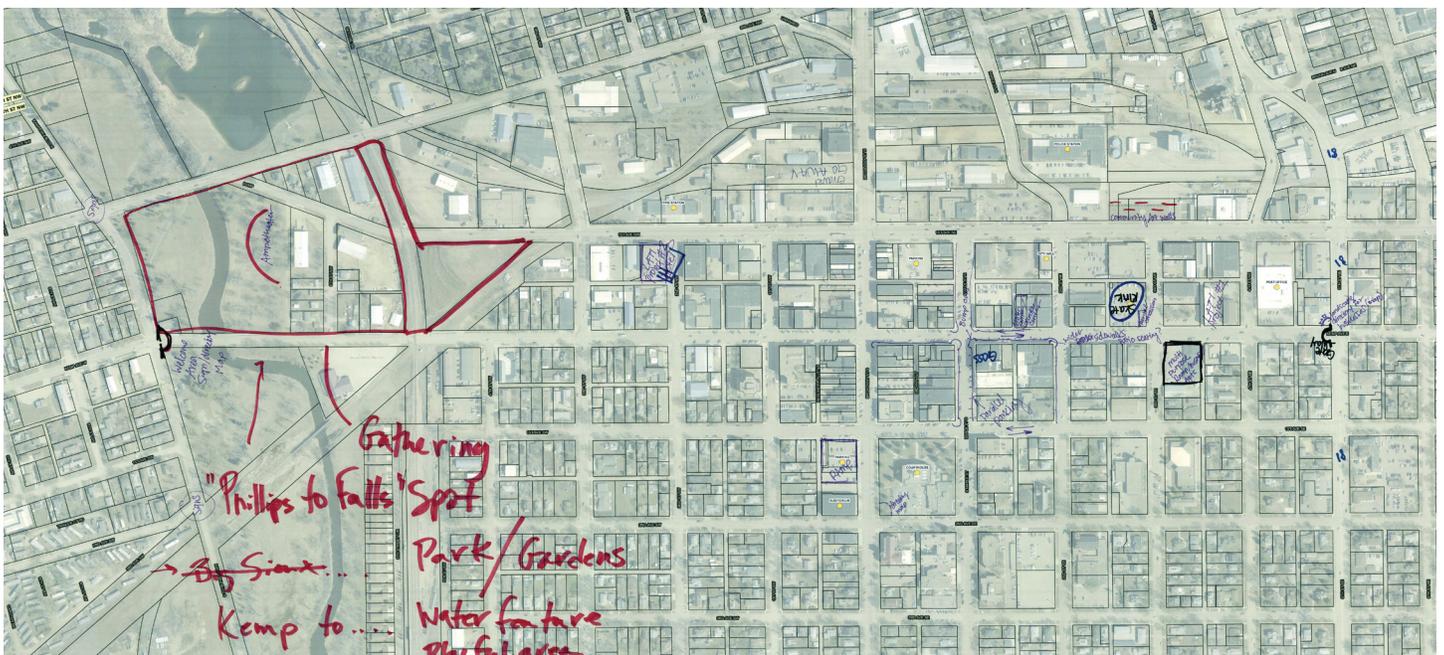
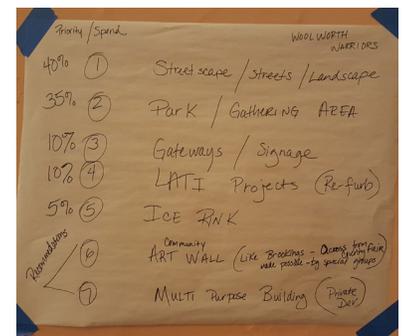
1. Streetscape - Appearance
2. Financial incentives - Reno, Start Business
3. Redevelop unused areas
4. Identity - branding - nonprofit to drive a unified front
5. City center - focal point, gathering place



"Woolworth Warriors" (continued)

Breakout #3 & #4: THE PLAN AND IMPLEMENTATION -- Imagine you're the master planner for a day. What do you want to happen in your urban center? Using the large base plan sketch your tables vision for the future. Give your top five priorities and in percentages tell us where would you spend your money for implementation. The focus of this session is to plan the next steps - a process to move forward.:

1. Streetscape/streets/landscape: 40%
2. Park/Gathering Area: 35%
3. Gateways/Signage: 10%
4. LATI Projects (Re-furb): 10%
5. Ice Rink: 5%
6. Community Art Wall (like Brookings, across from County Fair, made possible by special groups)
7. Multi-Purpose Buildings (Private Dev)



→ WOOLWORTH WARRIORS →

#1 Why downtown?

Woolworth



Living Room of community → Not just businesses; destination
↳ to hang out, eat, events

Why historic? → heart of city; reminiscing;

KEY TO IDENTITY

Unsuccessful Points: the view; lack of full buildings;

the attitude → economic flow; in-fighting between groups;

↳ horrible buildings, No set hours, closed Mondays

Not alot of housing

Successful Downtown: pack the buildings with shops & businesses; good attitude &

relationships; variety of shops, ↑ culture & Arts

Deficiency: lack of people, housing, variety of businesses

*Need that one last destination → this is Watertown
Trolley to Redlin, ect to end point

Ways to expand hours

↳ better help → LATTI interns to give breaks to owners
+ extra payroll \$?

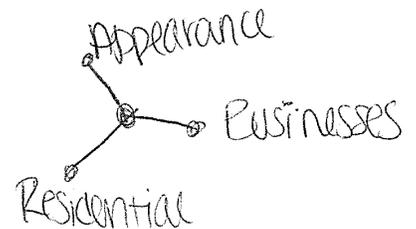
- (A) Why?
- 1.) Heart of city
 - 2.) Reminiscing
 - 3.) Key to identity
 - 4.) Commerce
 - 5.) Community Pride

- (B) Positive
- 1.) Revenue
 - 2.) Destination/Tourism (locals)
 - 3.) Experiences
 - 4.) Breed Success
 - 5.) Attracts

- (C) Negative
- 1.) Empty buildings
 - 2.) Attitudes
 - 3.) Hours - closed on Monday
 - 4.) Not a gathering
 - 5.) More housing

#2 What's Possible?
Ideas:

* Woolworth



(A) Problems of Downtown

- 1.) Attitude of the city, ~~and support~~
- 2.) lack of Support (Community, City,
- 3.) Lack of Draw
- 4.) Lack of funding
- 5.) Lack of vision

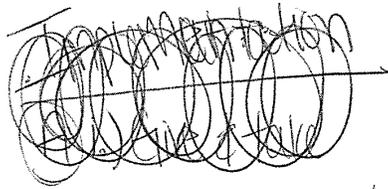
(B.) Enhancing

- 1.) Street scope → Appearances
- 2.) Financial Incentive
- 3.)

#3 The Plan

Ideas:

- Park (show place)
- Skating Rink to Roller Derby
- Gateway on Kemp w/ Directory
- Add brick to newer structures to blend in historic or incorporate urban look
- Keep individual style of buildings to historic ways. (But get rid of yucky 70s crap)
- Art classes in the Cross
- Courthouse gone? → Some kind of museum
- Figure out old street names to name our "Uptown Park"
- Add trolley back in after everything is done



- Multipurpose Ramp/business
 - Bump out on streets
 - LATI students redo buildings (one across fire station into a hotel)
 - Art wall/murals in alleys or a set place

Woolworth



"Downtown Dreamers"

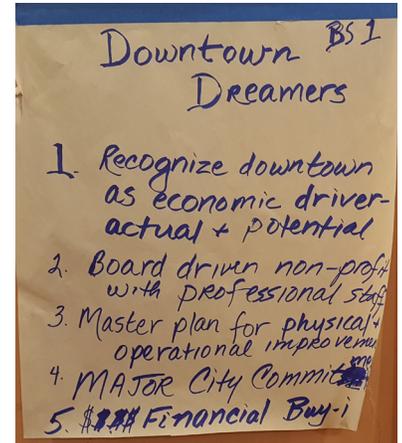
Breakout Session #1: WHY -- Focuses on reasons for revitalization - why it might be important to generate motivation and enthusiasm for a renewed commitment to Watertown's urban center.

Part A: Top 5 reasons why having a strong, vibrant, and successful "downtown" is important to any community:

1. Recognize downtown as economic driver - actual and potential
2. Board driven non-profit with professional staff
3. Master plan for physical and operational improvements
4. Major city commitment
5. Financial Buy-in

Part B: Top 5 Positive aspects of having a thriving city center:

Part C: Top 5 Negative Aspects of having a decaying or neglected "downtown:"



Breakout Session #2: WHAT'S POSSIBLE -- Focuses on specific problems facing Watertown's urban center.

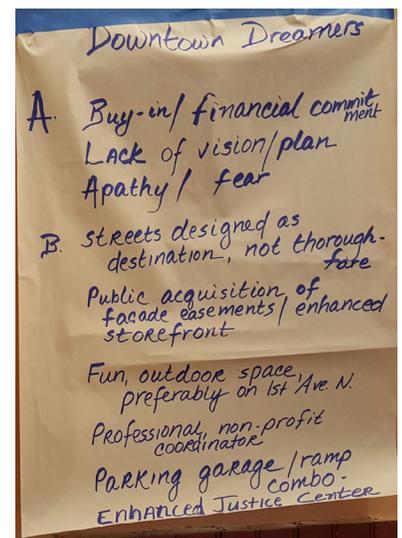
Identify performance goals and potential strategies for developing a vision to revitalize our city's center. What are the possibilities for a new, more successful urban center?

Part A: Top 5 problems facing downtown, what is impeding progress:

1. Buy-in
2. Financial commitment
3. Lack of vision/plan
4. Apathy/fear

Part B: Top 5 things we can implement over time that will enhance, promote, and encourage more development at the center of our community, what are the possibilities:

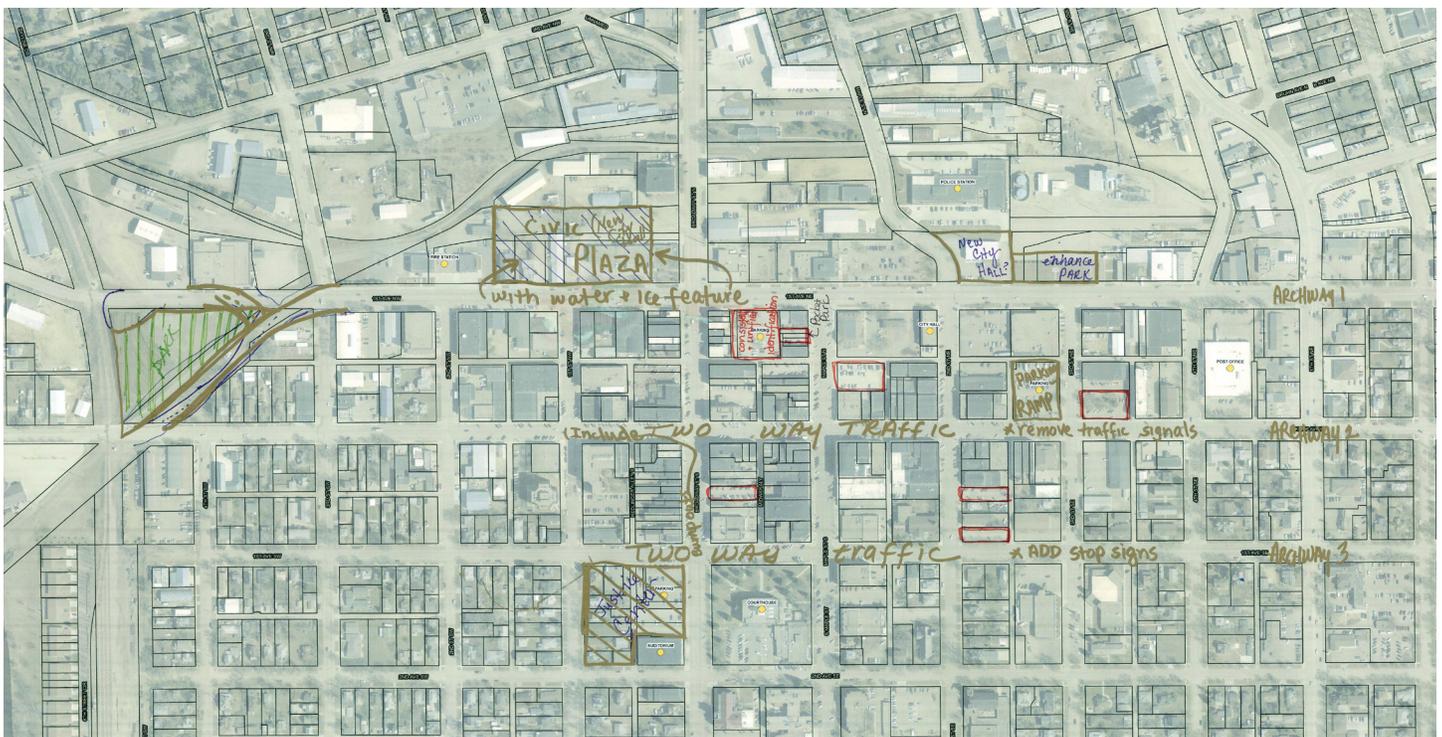
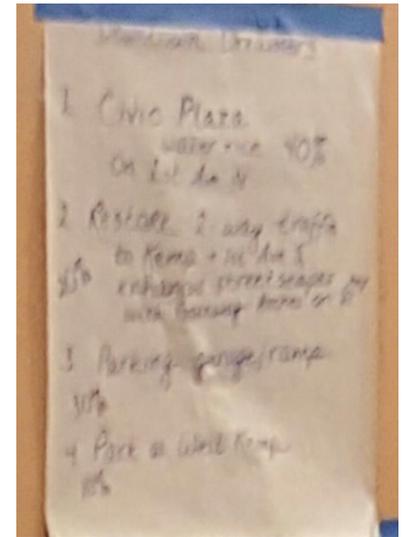
1. Streets designed as a destination, not thorough fare
2. Public acquisition of façade easement/enhanced storefronts
3. Fun outdoor space preferably on 1st Ave N.
4. Professional no-profit coordinator
5. Parking garage/ramp combo
6. Enhanced Justice Center



"Downtown Dreamers" (continued)

Breakout #3 & #4: THE PLAN AND IMPLEMENTATION -- Imagine you're the master planner for a day. What do you want to happen in your urban center? Using the large base plan sketch your tables vision for the future. Give your top five priorities and in percentages tell us where would you spend your money for implementation. The focus of this session is to plan the next steps - a process to move forward.:

1. Civic Plaza (with water and ice feature on 1st Ave N.): 40%
2. Restore two-way traffic to Kemp and 1st Ave S. (enlarge streetscapes by brick bump outs): 20%
3. Parking garage/ramp: 30%
4. Park on West Kemp: 10%



"Politically Incorrect"

Breakout Session #1: WHY -- Focuses on reasons for revitalization - why it might be important to generate motivation and enthusiasm for a renewed commitment to Watertown's urban center.

Part A: Top 5 reasons why having a strong, vibrant, and successful "downtown" is important to any community:

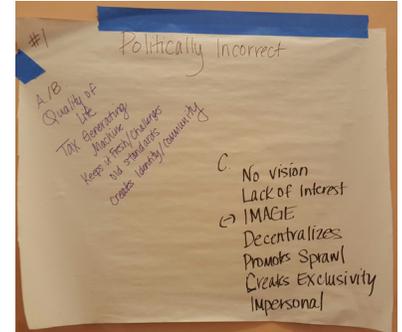
1. Quality of life
2. Tax generating machine
3. Keep it fresh/challenges old standards
4. Creates identity/community

Part B: Top 5 Positive aspects of having a thriving city center:

Same as above

Part C: Top 5 Negative Aspects of having a decaying or neglected "downtown:"

1. No vision - lack of interest
2. Negative image
3. Decentralizes
4. Promotes sprawl
5. Creates exclusivity
6. Impersonal



Breakout Session #2: WHAT'S POSSIBLE -- Focuses on specific problems facing Watertown's urban center.

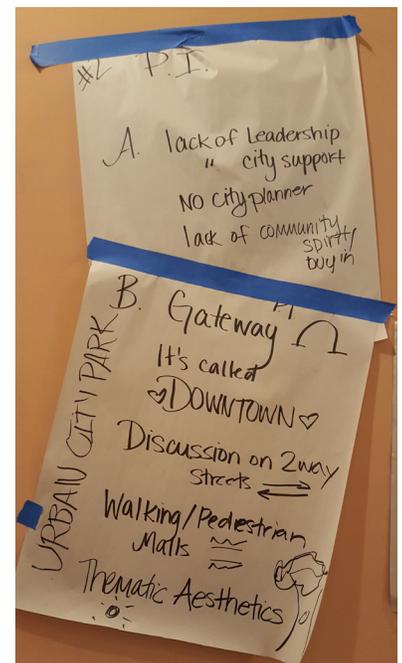
Identify performance goals and potential strategies for developing a vision to revitalize our city's center. What are the possibilities for a new, more successful urban center?

Part A: Top 5 problems facing downtown, what is impeding progress:

1. Lack of leadership
2. Lack of city support
3. No city planner
4. lack of community spirit/buy-in

Part B: Top 5 things we can implement over time that will enhance, promote, and encourage more development at the center of our community, what are the possibilities:

1. Gateway
2. It's called "Downtown"
3. Discussion on two-way streets
4. Walking/Pedestrian Malls
5. Thematic Aesthetics
6. Urban City Park



"Watch Out Watertown (WOW)"

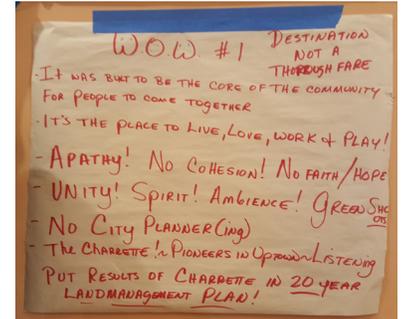
Breakout Session #1: WHY -- Focuses on reasons for revitalization - why it might be important to generate motivation and enthusiasm for a renewed commitment to Watertown's urban center.

Part A: Top 5 reasons why having a strong, vibrant, and successful "downtown" is important to any community:

1. It was built to be the core of the community for people to come together
2. It's the place to live, love, work and play!

Part B: Top 5 Positive aspects of having a thriving city center:

1. Destination not a thorough fare
2. Unity!
3. Spirit!
4. Ambience!
5. The Charrette! ~Pioneers in Uptown~Listening (put results of charrette in 20 year land management plan)



Part C: Top 5 Negative Aspects of having a decaying or neglected "downtown:"

1. No city planner(ing)
2. Apathy!
3. No Cohesion!
4. No faith/hope

Breakout Session #2: WHAT'S POSSIBLE -- Focuses on specific problems facing Watertown's urban center.

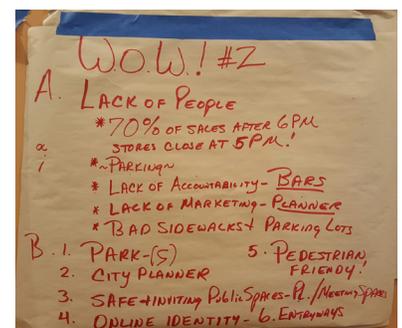
Identify performance goals and potential strategies for developing a vision to revitalize our city's center. What are the possibilities for a new, more successful urban center?

Part A: Top 5 problems facing downtown, what is impeding progress:

1. Lack of people - 70% of sales occur after 6PM, stores close at 5PM!
2. Parking
3. Lack of accountability - Bars
4. Lack of marketing - Planner
5. Bad sidewalks and parking lots

Part B: Top 5 things we can implement over time that will enhance, promote, and encourage more development at the center of our community, what are the possibilities:

1. Park(s)
2. City Planner
3. Safe and inviting public spaces - plaza/meeting spaces
4. Online identity
5. Pedestrian friendly
6. Entryways



"4 Plus 2 (or 3 Plus 3)"

Breakout Session #1: WHY -- Focuses on reasons for revitalization - why it might be important to generate motivation and enthusiasm for a renewed commitment to Watertown's urban center.

Part A: Top 5 reasons why having a strong, vibrant, and successful "downtown" is important to any community:

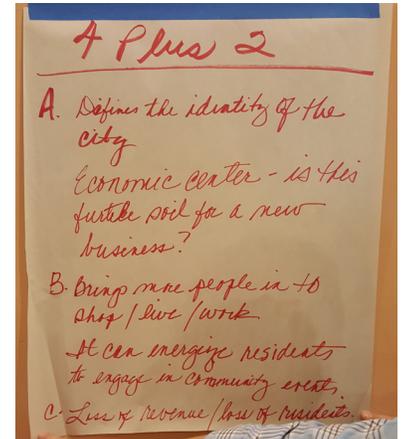
1. Defines the identity of the city
2. Economic center - is this fertile soil for a new business?

Part B: Top 5 Positive aspects of having a thriving city center:

1. Brings more people in to shop/live/work
2. It can energize residents to engage in community events

Part C: Top 5 Negative Aspects of having a decaying or neglected "downtown:"

1. Loss of revenue/loss of residents



Breakout Session #2: WHAT'S POSSIBLE -- Focuses on specific problems facing Watertown's urban center.

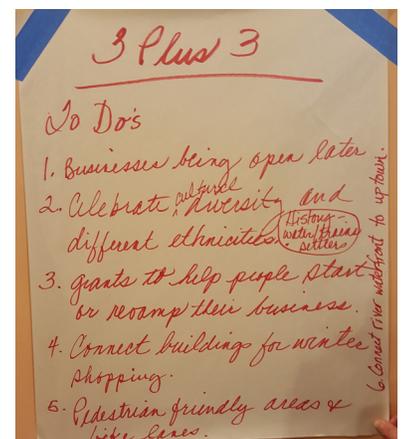
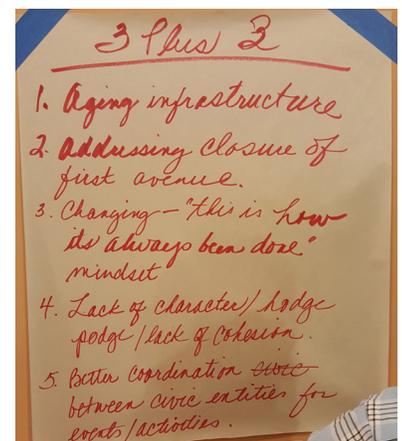
Identify performance goals and potential strategies for developing a vision to revitalize our city's center. What are the possibilities for a new, more successful urban center?

Part A: Top 5 problems facing downtown, what is impeding progress:

1. Aging infrastructure
2. Addressing closure of First Avenue
3. Changing "this is how it's always been done" mindset
4. Lack of character/hodge-podge/lack of cohesion
5. Better coordination between civic entities for events/activities

Part B: Top 5 things we can implement over time that will enhance, promote, and encourage more development at the center of our community, what are the possibilities:

1. Business being open later
2. Celebrate cultural diversity and different ethnicities (History-water/trains/settlers)
3. Grants to help people start or revamp their business
4. Connect buildings for winter shopping
5. Pedestrian friendly areas and bike lanes
6. Connect river waterfront to downtown



4 Plus 2

1. Mark entrances to "Historic Downtown" - archways?
2. Develop Park at west end to draw flow between river + uptown (ice cream business, small coffee shop/cafe, kayaking/canoeing)
Mark w/ "yellow brick road" that spirals out from the park to uptown destinations (art?)
pocket parks between buildings, useable art (teeter-totter bench, house top ~~and~~ seating)
3. Make Kemp 2-way
4. ~~Remove~~ Replace stoplights w/ signs.
5. Make a pedestrian zone from 6pm Saturday to _____ in the center of town.
6. Convert the parking lot south of County Fair to a public area since it is near the gateway from HWY 81.
 - Park?
 - Small amphitheater w/ a stage for performances
 - ice rink that remains open in the evening w/ fairy lights, hot beverages, old street lights, + benches
7. ~~Make an~~ Enforce an ordinance for alcoholic beverages to remain in the bars.
8. Make it possible for businesses to use the sidewalk space in an inviting manner
9. Pay attention to planning and cohesive (historically themed?) aesthetics.
10. Parking garage
11. Consider widening sidewalks if the main streets remain one-way. This would allow business use, pedestrian path, bike path, seating, planting
12. Bump out corners to slow traffic + decorate. (limit this to still allow enough parking.)



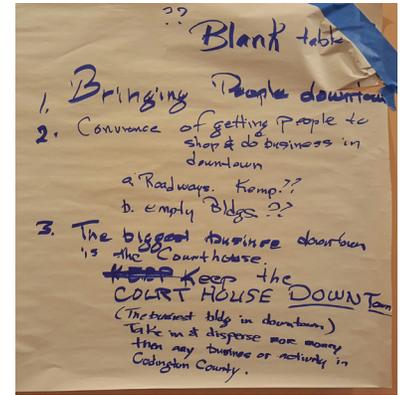
MSH
ARCHITECTS

"The Blank Table"

Breakout Session #1: WHY -- Focuses on reasons for revitalization - why it might be important to generate motivation and enthusiasm for a renewed commitment to Watertown's urban center.

Part A: Top 5 reasons why having a strong, vibrant, and successful "downtown" is important to any community:

1. Bringing people downtown
2. Convenience of getting people to shop and do business in downtown - roadways, Kemp, empty buildings
3. The biggest business downtown is the Courthouse - Keep the Courthouse Downtown - (the busiest building in downtown) take in and disperse more money than any business or activity in Codington County.



Part B: Top 5 Positive aspects of having a thriving city center:

1. Bring people, shoppers, retail of specialty shops, and taxpayers to downtown
2. Roadways and streets, whether they be one-ways or two-ways, or roundabouts, bring people into downtown
3. Incorporate Greenway into Roadways
4. Most Importantly - keep the courthouse in Downtown - Keeping the courthouse in downtown will solve many of the "eyesores" of downtown. This could be the biggest inspiration of property owners and business people to make downtown an area that people want to be a part of.

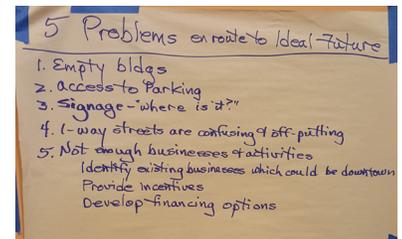
Part C: Top 5 Negative Aspects of having a decaying or neglected "downtown:"

Breakout Session #2: WHAT'S POSSIBLE -- Focuses on specific problems facing Watertown's urban center.

Identify performance goals and potential strategies for developing a vision to revitalize our city's center. What are the possibilities for a new, more successful urban center?

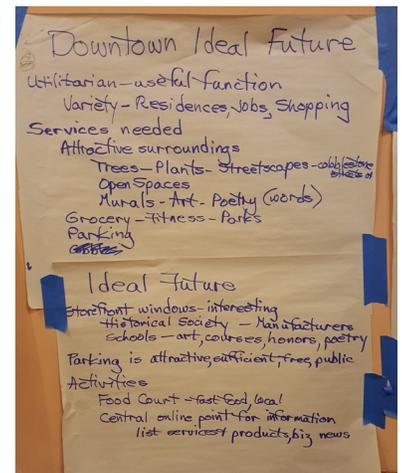
Part A: Top 5 problems facing downtown, what is impeding progress:

1. Empty buildings
2. Access to parking
3. Signage - "where is it?"
4. One-way streets are confusing and off-putting
5. Not enough businesses and activities - Identify existing business which could be downtown, provide incentives, and develop financing options.



Part B: Top 5 things we can implement over time that will enhance, promote, and encourage more development at the center of our community, what are the possibilities:

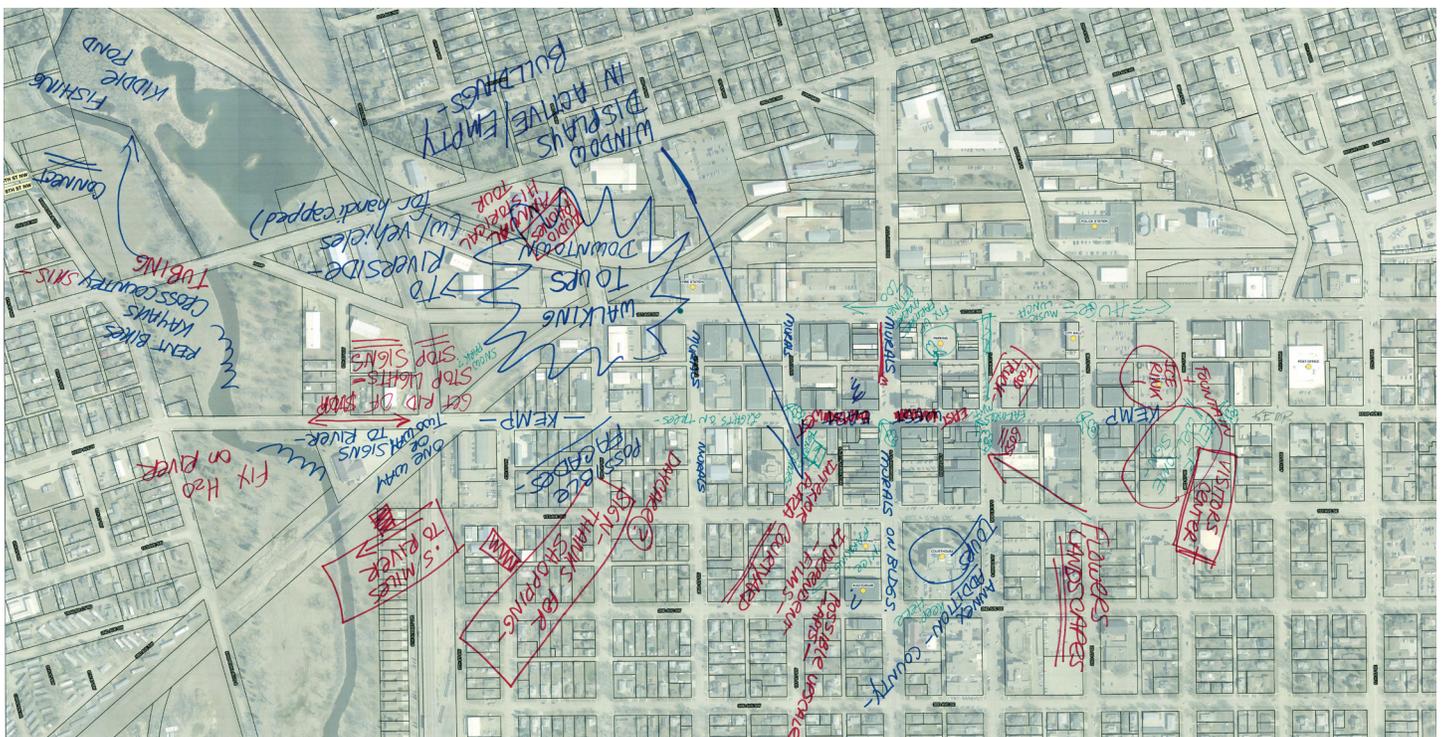
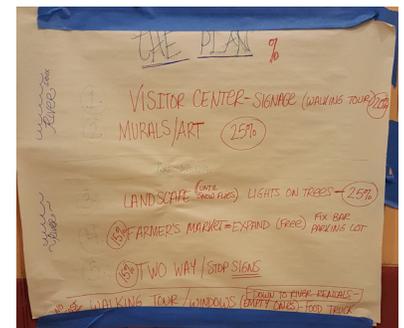
1. Utilitarian - useful function/variety, residences, jobs, shopping
2. Services needed - attractive surroundings (trees, plants, streetscapes, cobblestone street crossing, open spaces, murals, art, poetry (words), grocery, fitness, parks, parking
3. Storefront windows, interesting, Historical Society, manufacturers, schools, art, courses, honors, poetry.
4. Parking to be attractive, sufficient, free, and public.
5. Activities - food court, fast food, local. Central online point for information listing services, products, and business news.



"The Blank Table" (continued)

Breakout #3 & #4: THE PLAN AND IMPLEMENTATION -- Imagine you're the master planner for a day. What do you want to happen in your urban center? Using the large base plan sketch your tables vision for the future. Give your top five priorities and in percentages tell us where would you spend your money for implementation. The focus of this session is to plan the next steps - a process to move forward.:

1. Visitor Center - Signage (walking tour): 20%
2. Murals/art: 25%
3. Landscape, lights on trees: 25%
4. Farmers Market (expand) - fix bar parking lot: 15%
5. Two-way / stop signs: 15%
6. Walking tour/windows (empty ones) - Down to river rentals - food truck: no cost



The Blank Table

Keeping Waterbury Downtown
vital.

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1. Bring people, shoppers, retail & specialty shops, and taxpayers to D.T.
2. Roadways & Streets - whether they be one ways or two way streets, or roundabouts, bring people into D.T.
3. Incorporate Greenway into Roadways.
4. Most importantly

KEEP THE COURTHOUSE in D.T.

the most architecturally ^{correct} best eye appeal central location in the city of Colington city.

A plan to utilize ~~parking~~ adequate parking - adding ~~an~~ additional floor of space (18-20K sq ft) to the west of present bldg. - Park to west of Broadway (city owned)

This bldg attracts more people to D.T. takes in & depends more money than any ~~business~~ business (except perhaps ^{un}manufact.)

Keeping the C.H. in down will solve many of the eyes ~~eyes~~ "eye sores" of D.T. - This could be the biggest inspiration of property owners & business people to make D.T. an area ~~the~~ that people want to tra per (of).