Thanks to the following people for their support in making this panel possible:

- The Honorable Jean Stothert, Mayor
- Cassie Seagren, Mayor’s Deputy Chief of Staff for Economic Development
- Bob Stubbe, Public Works Director
- James Thele, Planning Director
- Steve Jensen, Jensen Consulting
- Ryan McClure, Planning Department
Omaha, Nebraska
Encouraging development of the North Downtown area
Mission:
To encourage and support excellence in land use decision making.

“We should all be open-minded and constantly learning.”

--Daniel Rose
Elected officials and staff from more than 19,000 US cities, towns and villages are members of NLC or its 49 state municipal leagues.

Mission:
Helping city leaders build better communities
33,000 members worldwide:

- Developers
- Investors, Bankers and Financiers
- Architects, Designers and Consultants
- Public officials
- Academics

Mission:
Providing leadership in the responsible use of land and in creating and sustaining thriving communities worldwide
Rose Center Programming

• Policy & Practice Forums
• Education for Public Officials: webinars, workshops, and scholarships to attend ULI conferences
Four cities selected for yearlong program of professional development, leadership training, assistance with a local land use challenge.

Mayor selects 3 fellows and team coordinator.

Participating cities to date: Austin, Charlotte, Detroit, Hartford, Honolulu, Houston, Indianapolis, Kansas City, Louisville, Memphis, Minneapolis, Nashville, Oakland, Philadelphia, Phoenix, Portland, Providence, Sacramento, Tacoma and Tampa.
2014-2015 Rose Fellowship Class

Seattle

Omaha

Pittsburgh

Boston
City Study Visits

• Assemble experts to study land use challenge
• Provides city’s fellowship team with framework and ideas to start addressing their challenge
• Part of yearlong engagement with each city
The Panel

- **Co-Chair**: Laura Aldrete, PB PlaceMaking, Denver, CO
- **Co-Chair**: Mike Higbee, DC Development Group, Indianapolis, IN
- Jim Cloar, Downtown Advisory Services, Tampa, FL
- Kate Collignon, HR&A Advisors, New York, NY
- Ray Gastil, Department of City Planning, City of Pittsburgh, PA (Daniel Rose Fellow)
- John Hodgson, The Hodgson Company, Sacramento, CA
- Michael P. Kelly, Georgetown University, Washington, DC
- Tom Murphy, Urban Land Institute & former mayor of Pittsburgh, Washington, DC (Rose Center Advisory Board)
- Kathy Nyland, Office of Policy and Innovation, City of Seattle, WA (Daniel Rose Fellow)
The Challenge

How can the City encourage development of North Downtown as a thriving urban community?
Presentation Outline

1. **Vision**
2. North Downtown
3. How We Do Business
4. Conclusion & Homework
“Intentionality”

Creating 21st Century Cities
America’s First Road Trip
Horatio Nelson Jackson, Sewall K. Crocker & Bud

Source: www.pbs.org
Six Converging Forces

• Globalization
• Environmental
• Technological Innovation
• Demographics
• Financing the Future
• Talent
## Employment: Employment Trends, 1990-2014

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<td>Baltimore</td>
<td>128.5</td>
<td>56.1</td>
<td>-56%</td>
<td>123.1</td>
<td>226</td>
<td>84%</td>
<td>145.8</td>
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<td>10848</td>
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<td>80%</td>
<td>11024</td>
<td>21,724</td>
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Denver
Union Station Development

- $1.7 billion project, funded with public and private money
- 3,500 residential units
- Two grocery stores
- 1.5 million square feet of office space
Parks in Oklahoma City

- **MAPs3:**
  - Passed with 54% of vote in Dec 2009
  - Funds new central park, 27 miles of new trails, other projects
  - $777 million, collected over 8 years
- Third in MAPs series
Historic Preservation

Charleston, South Carolina
Transforming Pittsburgh

“Pittsburgh is certainly not going to escape a national recession. But it can provide lessons for how to survive it: invest in knowledge, compete globally, rewrite the old rules of business.” - Time Magazine “Finding One Economic Bright Spot on Main Street”, 10/09/2008

Deindustrialization in Pittsburgh was a protracted and painful experience. Yet it set the stage for an economy that is the envy of many recession-plagued communities…”

-New York Times, 01/07/2009
The pieces of the puzzle
Think Strategically

Highline Park, New York City
Dynamic Leadership

San Antonio Riverwalk
Strong Partnerships

- Largest high-tech research park in North America
- 20 million sq. ft. of developed space
- Home to 157 companies
- Employs 39,000 people

Research Triangle
China has increased the investments in higher education from around 1 per cent of the GDP in 2001 to 2 per cent in 2011.
Placemaking and Design

The “Wow” Factor

Millennium Park, Chicago
Where Will the New Roads Lead...
Your Choices

- Transactional projects or strategic vision
- Missed opportunities or leveraging investments
- Disconnected or intentional leadership
- “It’ll do” versus a “world class” standard
Competitive advantages: The City and Region

Stable economy

– 5 Fortune 500 companies
  • More per capita than NYC, Chicago, Dallas, LA, etc.
– Since 1995
  • 75% job growth in business services; 88% in Education & Health Services
    – 11 colleges and universities, 14 medical institutions
  • Manufacturing down only 1% (v. 31% decline nationwide)
Competitive advantages: The City & Region

- Excellent quality of life
  - #8 Cost of living (Forbes)
  - #7 best City to raise a family (Forbes)
- Growing population
  - 1% annual growth in metro area projected through 2030, to 1,038,000
- Growing demand for downtown living
  - Projected need for 150 apartments annually through 2020, 370 through 2030
  - Driven by empty nesters through 2020;
  - 22-27-year-olds through 2030
- Strong philanthropic community
Competitive Advantages: The Site

1. Major destinations
2. Gateway from the airport
3. Missouri River
4. Bob Kerrey pedestrian bridge
5. Old Market
6. Creighton University
7. Creative uses
Importance of Brand

Build Visibility: The Public, Tenants, Developers

Shared Vision

Programming

The Right Phase I
What is the North Downtown vision?

Connects six great places...

TD Ameritrade Center  CenturyLink Center  Old Market

Creighton University  Arts & Trades District  Bob Kerrey Bridge

...Providing a distinctively designed gateway that enlivens under-utilized areas
What is the North Downtown vision?

Entertainment & creative cultural offerings, unique to Omaha

Sports & entertainment venues

Cultural & arts venues

Year round programming & events
What is the North Downtown vision?

Entrepreneurship & employment in creative production

Maker space

Creative industries
What is the North Downtown vision?

A model for transportation choices in Omaha:
BRT, Urban Circulator, Bicycle, Pedestrian, Vehicles
What is the North Downtown vision?

Enhancing Omahans’ quality of life

New housing options

Riverfront access
Presentation Outline

1. Vision
2. North Downtown
3. How We Do Business
4. Conclusion & Homework
North Downtown Context
North Downtown Context

Regional Context
• Economic and market driver
• Cultural and historical hub

Omaha Context
• Urban market vs suburban market sharing growth
• Higher density, mixed use, public-private financing
• Successful nodes: Midtown Crossing, Aksarben Village

Neighborhood Context
• Arts and Trades, Riverfront, Old Market ...
Concepts and Principles

Leveraging Opportunities
• Maximize human and economic resources and investments

Participatory Approach
• Identify, engage and empower diverse stakeholder group

Connectivity
• Recognize and link plans and projects in the adjacent neighborhoods
Connectivity
Engagement Opportunities

Creighton Master Plan Implementation

• Moving existing sports facilities from the center of the campus east to the edge of the North Downtown reinforces it as a sports, recreation and health center

• Market and target housing for students and faculty into North Downtown as a means to foster daytime street activity and support the development of shops and restaurants

Near North Omaha

• Create job training and workforce development opportunities in connection with Arts & Trades District

• Provide neighborhood amenities and services

• Support social services for the homeless, especially daytime activities in support of downtown hospitality objectives
E-W Connection Opportunities
E-W Connection Opportunities

- Clean Water Solutions (Combined Sewer Overflow) project north of Nicholas Street creates a linear easement that cannot be built on.
- This project could be developed into an east-west greenway connector.
Thriving Neighborhoods

The area north of downtown could be thought of as a district made up of thriving neighborhoods, in the context of a city of neighborhoods.
Making Connections
Making Connections

Making connections is key step to becoming a group of neighborhoods

East-to-West
• Connect to the waterfront via Bob Kerrey Bridge
• Connect to Creighton via a Mike Fahey Street Corridor

South-to-North
• Connect Old Market to TD Ameritrade Park and beyond (north of Cuming Street/ Abbot Drive)
• Harness heritage at the south (Old Market) to heritage at the north (makers neighborhood)
Redundancy – the finer grain

- 13th Street – South to North
- Sustain the cross streets – Burt Street, California Street
- Enhance the streets under highway
- Future Connections: Northwest – Across the Yards
Building the 18-hour Neighborhood

• Lot B is at the most significant north-south and east-west intersection
• Connecting Creighton, the Waterfront, Downtown, Old Market, and, in the future, the Makers Neighborhood
• To make that connection, to create a stimulating, urban context for the CenturyLink Center, TD Ameritrade Park, and beyond, Lot B needs daytime activity
Lot B
Lot B

What it should not be:
• not another megaproject
• not a single use project
• not a wall

What it could be:
• 18-hour mixed use
• office
• live work
• food & fun
• public space
• core of neighborhood
Arts and Trades District
Arts & Trades District

- Burgeoning mixed-use neighborhood around 13th & Nicholas
- Initial impression -- seeing creative uses: Mastercraft, Bench, Hot Shops artist studio, others to come?
- Some great "bones": older buildings with character, attractive to young creative class, seeing redevelopment of some buildings
- Seeing some new residential buildings geared to students -- good for this neighborhood
- More opportunities for rehabs like Rochester Building
Nurturing the Makerhood
Nurturing the Makerhood

• Encourage this neighborhood -- attractive to young creatives, possibly empty nesters, can become a very significant "fun and interesting" area
• Neighborhood needs input from all the stakeholders -- businesses, residents, landowners, university, surrounding neighborhoods
• Think out/discuss the compatible uses in the area
• Address truck traffic issue -- currently this is impediment to seeing more development -- noise, vibration, safety (high speed)
• District shared parking may be needed as more users come into the neighborhood
Design & PlaceMaking

• Design as a tool:
  – Land use
  – Open space
  – Connectivity
• Place-based Economic Development
• Long term sustainable (financially) critical mass that complements city entertainment investments
• Public Realm
  – Streets for multiple modes (complete streets, woonerf)
  – Streets as public space (streetscape elements)
  – Creating memorable, intriguing and safe places
Creating Value with Amenities

- **Urban Parks**
  - Fahey Street waterfront connection
  - Thoughtful design for landing
  - Elevated gathering space on the bridge
  - Visual connections to Creighton & Iowa
- **Create a new urban gathering space**
  - For Omahans and visitors to enjoy, linger, play
- **Program, program, program**
  - Opportunities for tactical urbanism
  - Long term repeat programs
- **Streets as public realm for temporary events**
  - Reclaim the streets as public space
Connectivity & Role of Transit

• Connecting neighborhoods
• Network
• Evolution of transit use
  – BRT
  – urban circulator
  – layered with bicycles & pedestrians
Connectivity & Network
Rethinking Parking

- Create a parking Management District
- Use shared parking between employment and entertainment
- Mobility choices (no car = no need to park it)
Presentation Outline
1. Vision
2. North Downtown
3. How We Do Business
4. Conclusion & Homework
Profile of Community Leadership Model
Profile of Community Leadership Model

**PROS**
- Deep bench of corporate leadership
- Invested leadership on every level
- Active institutional and public leadership
- Leadership focused on improving downtown neighborhoods
- Ability to move quickly and organize decision makers around common cause

**CONS**
- Leadership not translating into on-going partnerships
- Leadership more transactional than comprehensive
- Leadership silos develop when community not fully engaged
- Limited opportunity for larger community participation
Connect
Omaha's leadership is as unique as the city. This can be a powerful asset or untapped resource. You can work independently and succeed or you can collaborate and be a force. The choice is yours.

Your community is full of big ideas and bigger intentions:

- National and Regional Multi-purpose Sports Venues
- Active Riverfront
- 21st Century Transit
- Visitor Destination
- Arts and Trades District

Imagine if you broaden the lens and pivoted from leadership to partnerships.
Collaborate

- Leadership a clear and plentiful resource in Omaha
- Both public and private leadership aspirational regarding Omaha’s future
- Neither public or private sector have an established forum to finalize objectives and goals for “community scale” investments
- Public and private leadership working together will assure optimal outcomes

Much like connecting your downtown districts – downtown leaders must be connected to create a truly great downtown
Utilize

- Capitalize on your resources and fully utilize what you have
- Pivot from accepting the status quo to creating possibilities
- Raise the bar and the expectations. Be bigger. Be bolder. Be more successful.
The Power of Focused Partnership

- Public role: regulatory; permitting; access to grants; infrastructure; empowered by informed citizenry; gap financing
- Private sector: streamlined decision-making; flexible funding; longer-term view
- A collective implementation agenda
- Concentrated; no distractions – lasting attention
- Jointly trusted and empowered by key leaders
Leadership Models

- Cincinnati – 3CDC – Over the Rhine
- Dallas – Central Dallas Association – Dallas Arts District
- Tampa – Tampa Downtown Partnership – Sports and entertainment arena
- Houston – Central Houston, Inc. – Discovery Green
- St. Louis – Downtown Now! – Development Action Plan (Old Post Office Plaza)

Each is unique to the local civic structure.
Discovery Green
Presentation Outline
1. Vision
2. North Downtown
3. How We Do Business
4. Conclusion & Homework
Conclusion

- Omaha – Downtown – North Downtown have accomplished much to date
- Leadership and its aspirations have established an agenda designed to create a truly great 21st Century City
- As Omaha already knows – little margin for error – must execute efficiently and well
Conclusion

Leadership, both public and private must be clear on its big picture goals for example:
Define and establish clear public and private shared vision for creation of thriving, multi-use urban North Downtown Community

- Active and growing hospitality industry
- Year-round events district
- Accessible and multi-purpose riverfront
- Multi-use North Downtown with new residents and jobs
- Efficient, affordable transportation logistics including multi-modal options and well managed district parking
- Etc.
Conclusion

Mayor work with philanthropic co-chair to establish a North Downtown Task Force to drive formal discussion with community leadership on implementation and desired outcomes:

- Establish a 5-year implementation work program with an emphasis on short-term results (next 18 months). Who will be accountable for what?
Conclusion

- Harness-maximize potential of existing assets (e.g., CenturyLink Center, TD Ameritrade Park, Bob Kerry Pedestrian Bridge, Hot Shops, Mastercraft, Film Streams, etc.)
- Institutionalize high-quality design and connectivity as essential elements for all future North Downtown investment
- Create a “front door” for North Downtown investors to learn about and initiate process for taking advantage of development opportunities
Conclusion

- Link job training and employment opportunity with North Downtown redevelopment
- Establish a “community financing tool box” to be utilized by public and private investors to advance North Downtown priorities and development opportunities
Homework

1. Convene co-chaired Task Force
2. Develop strategy to fully program CenturyLink and TD Ameritrade Park
3. Organize around Arts & Trades District
   - Truck solution
   - Develop streetscape plan
4. Position Lot B to be the core of this district before soliciting development interest
5. Establish a pop-up event (e.g., Burt and 14th Streets) connecting adjacent commercial to Creighton University and greater community
6. Commit to high-quality connection of Fahey Street and the waterfront via Bob Kerrey pedestrian bridge

Next check-in:
Rose Fellowship Retreat
Houston, May 12
Thank you to the following people; their assistance was essential to the panel’s work:

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