

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

Image Landsat

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Omaha, Nebraska

Encouraging development of the North Downtown area



The Rose Center
FOR PUBLIC LEADERSHIP

NATIONAL
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of CITIES



Urban Land
Institute

Mission:

To encourage and support excellence in land use decision making.

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

--Daniel Rose



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Urban Land
Institute



Mission:

Helping city leaders build better communities

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





Urban Land Institute

Mission:

Providing leadership in the responsible use of land and in creating and sustaining thriving communities worldwide

33,000 members worldwide:

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



Rose Center Programming



- Policy & Practice Forums
- Education for Public Officials: webinars, workshops, and scholarships to attend ULI conferences



Daniel Rose Fellowship



- 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



NATIONAL
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**Daniel
Rose
Fellowship**



★
Seattle



★
Omaha



Boston

★
Pittsburgh



2014-2015 Rose Fellowship Class

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



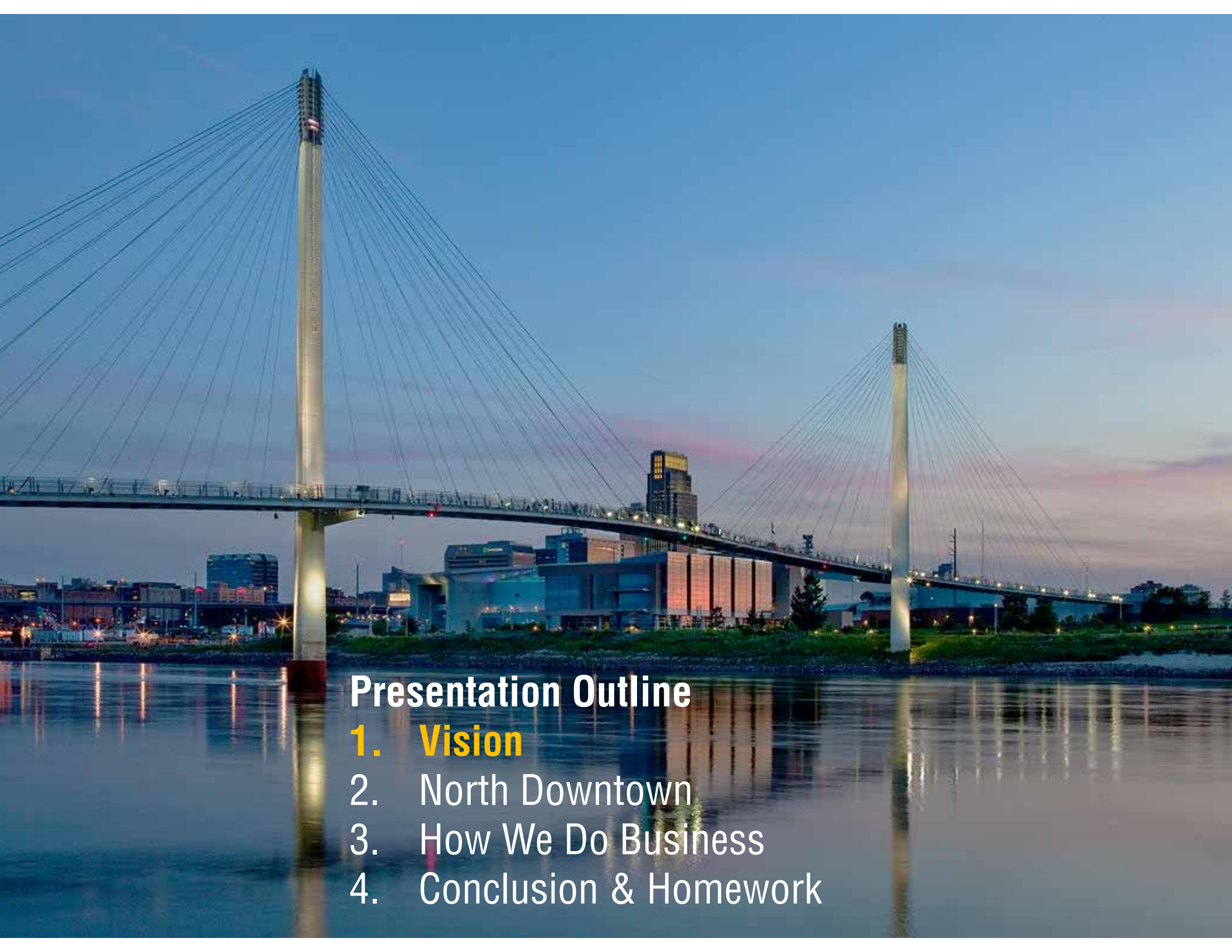
The Panel

- **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



HORATIO NELSON JACKSON (driving), SEWALL K. CROCKER, AND BUD IN THE "VERMONT"
PHOTO CREDIT: UNIVERSITY OF VERMONT, SPECIAL COLLECTIONS



Six Converging Forces

- Globalization
- Environmental
- Technological Innovation
- Demographics
- Financing the Future
- Talent



Employment: *Employment Trends, 1990-2014*

	Manufacturing			Professional and Business Services			Education and Health Services		
U.S. Metro	1990	2014	% Change	1990	2014	% Change	1990	2014	% Change
Baltimore	128.5	56.1	-56%	123.1	226	84%	145.8	258.2	77%
Denver	84.8	68.4	-19%	129.5	242.3	87%	72	171.5	138%
Philadelphia	348.6	179	-49%	308.6	446	45%	354.2	588.3	66%
Pittsburgh	130.6	87.6	-33%	126.6	175.3	38%	160.2	245.8	53%
Omaha	32.8	32.5	-1%	40.8	71.2	75%	40.8	76.5	88%
Research Triangle	76.1	59.6	-22%	62.4	158.1	153%	51.6	129.1	150%
San Diego	123.4	94.6	-23%	124.4	222.6	79%	87.2	179.3	106%
San Francisco	171.8	115.8	-33%	268.9	416.9	55%	182.9	314.9	72%
Seattle	232.1	187.7	-19%	139	248.3	79%	124.5	245.2	97%
Tampa	83.9	61	-28%	49.6	209.7	302%	112.5	189.2	65%
U.S. Total	17695	12239	-31%	10848	19,574	80%	11024	21,724	97%

Source: Bureau of Labor Statistics, Occupational Employment Statistics (OES);

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



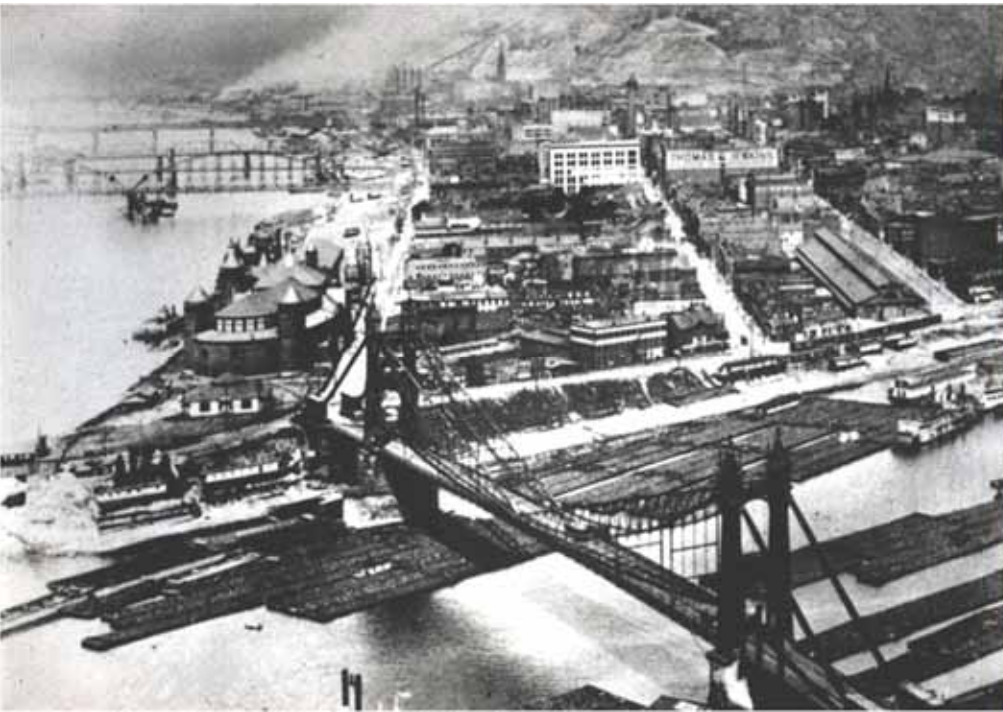
Charleston, South Carolina

3CDC | OVER-THE-RHINE



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

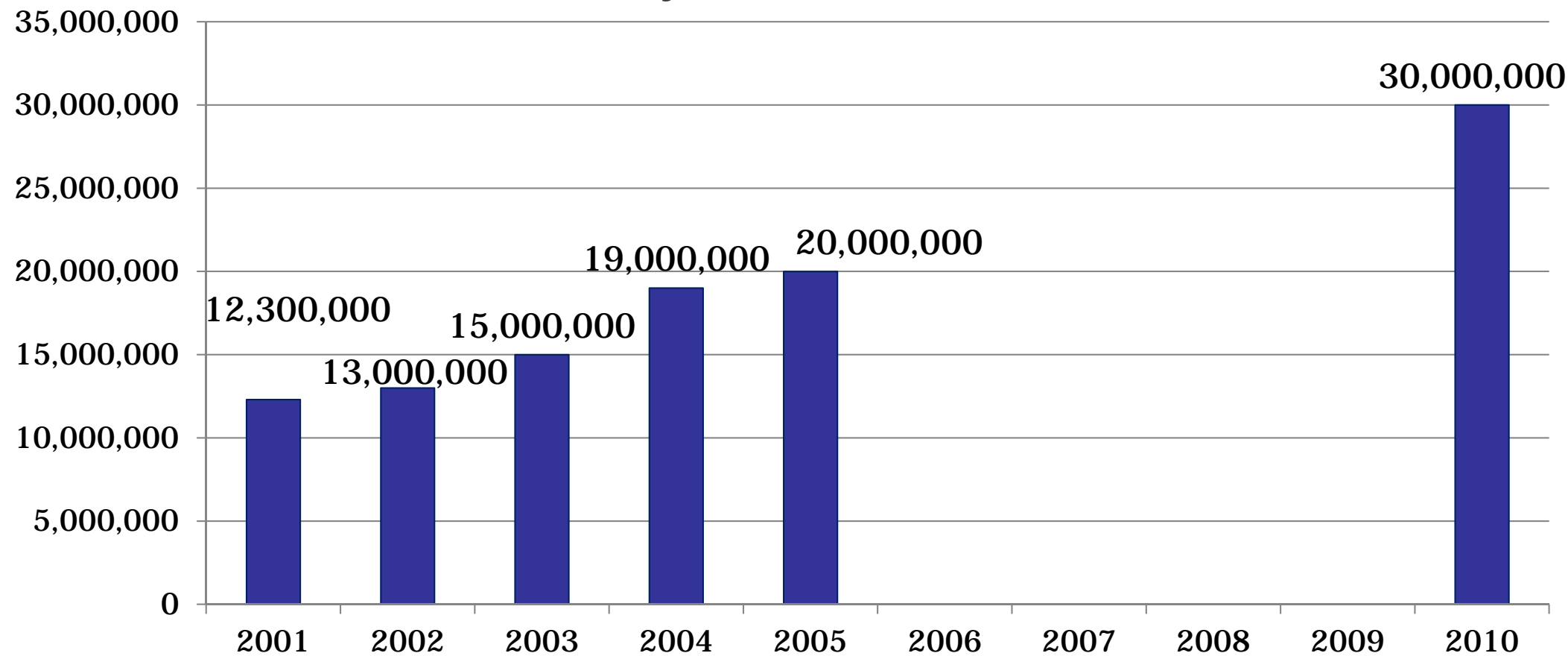
- Largest high-tech research park in North America
- 20 million sq. ft. of developed space
- Home to 157 companies
- Employs 39,000 people



Research Triangle

Investing in Talent

University Students in China



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**

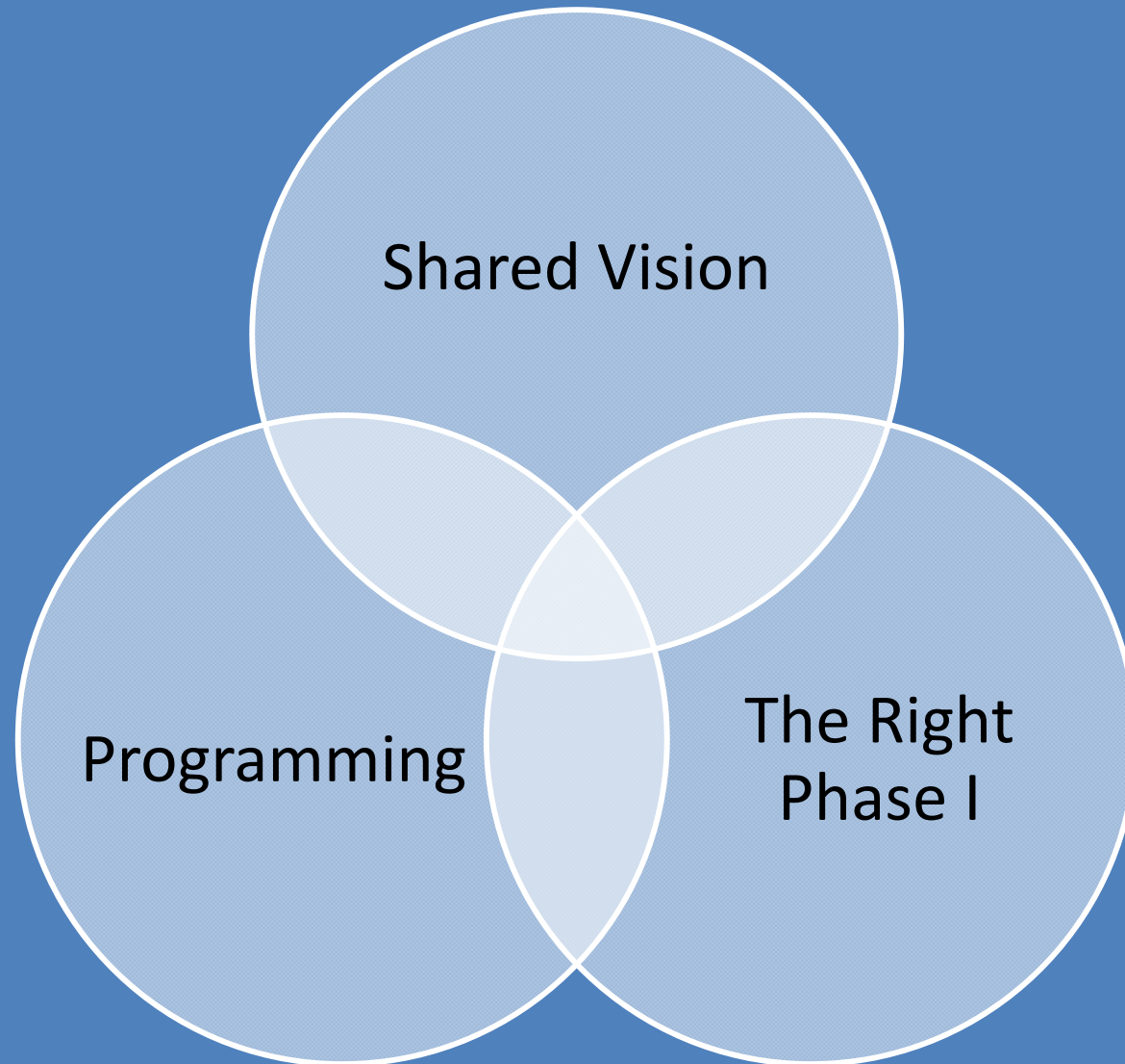
Competitive Advantages: The Site



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



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

A wide-angle photograph of a cable-stayed bridge at dusk. The bridge has two tall, white, cylindrical pylons. The left pylon is in the foreground, and the right pylon is further back. Numerous cables fan out from the pylons to support the bridge deck. The bridge is lit up, and its reflection is visible in the water below. In the background, a city skyline is visible with several buildings, including a prominent skyscraper. The sky is a mix of blue and purple, indicating twilight. The water in the foreground is calm, reflecting the lights from the bridge and the city.

Presentation Outline

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

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

Making Connections



Making Connections

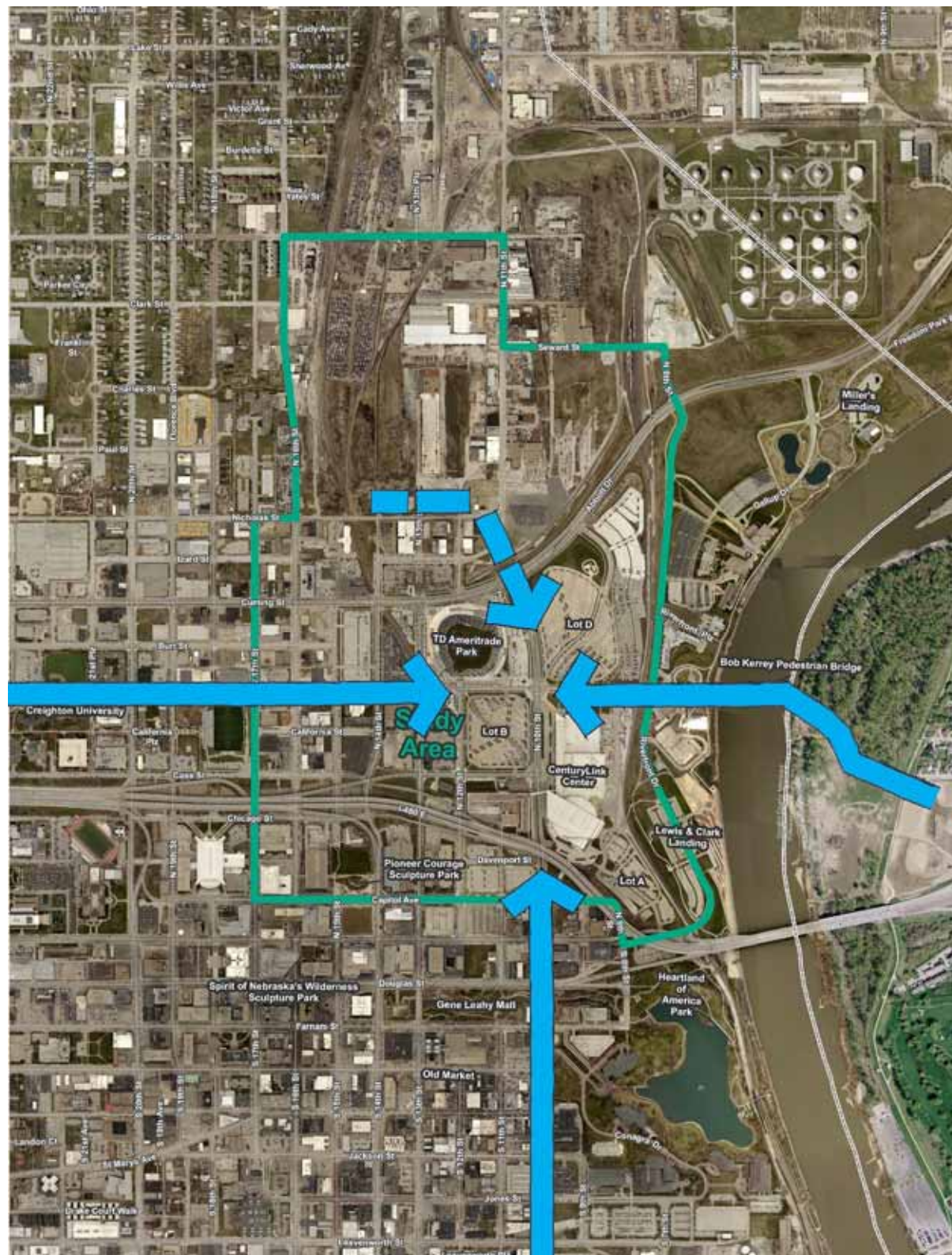
Making connections is key step to becoming a group of neighborhoods

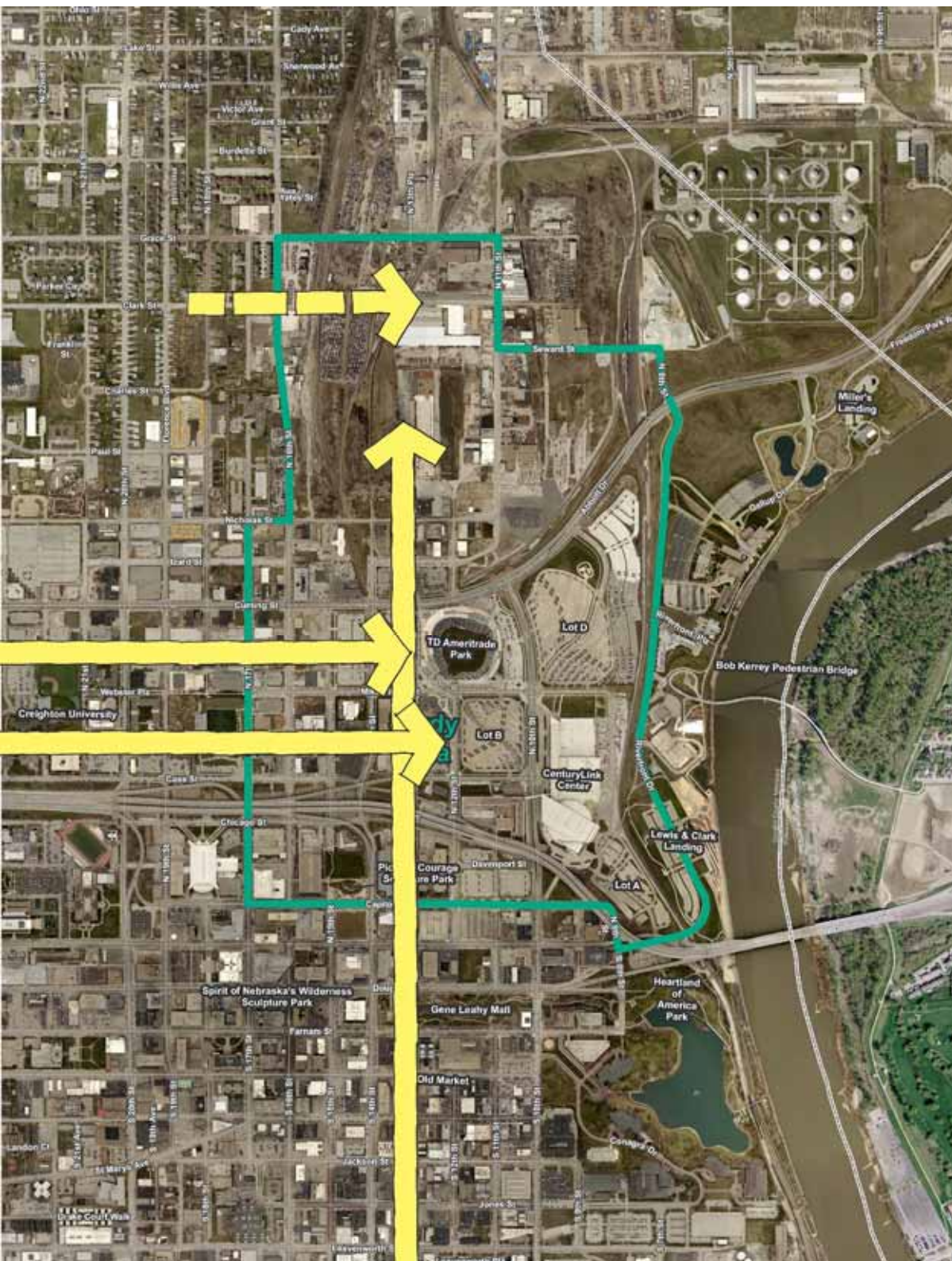
East-to-West

- 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

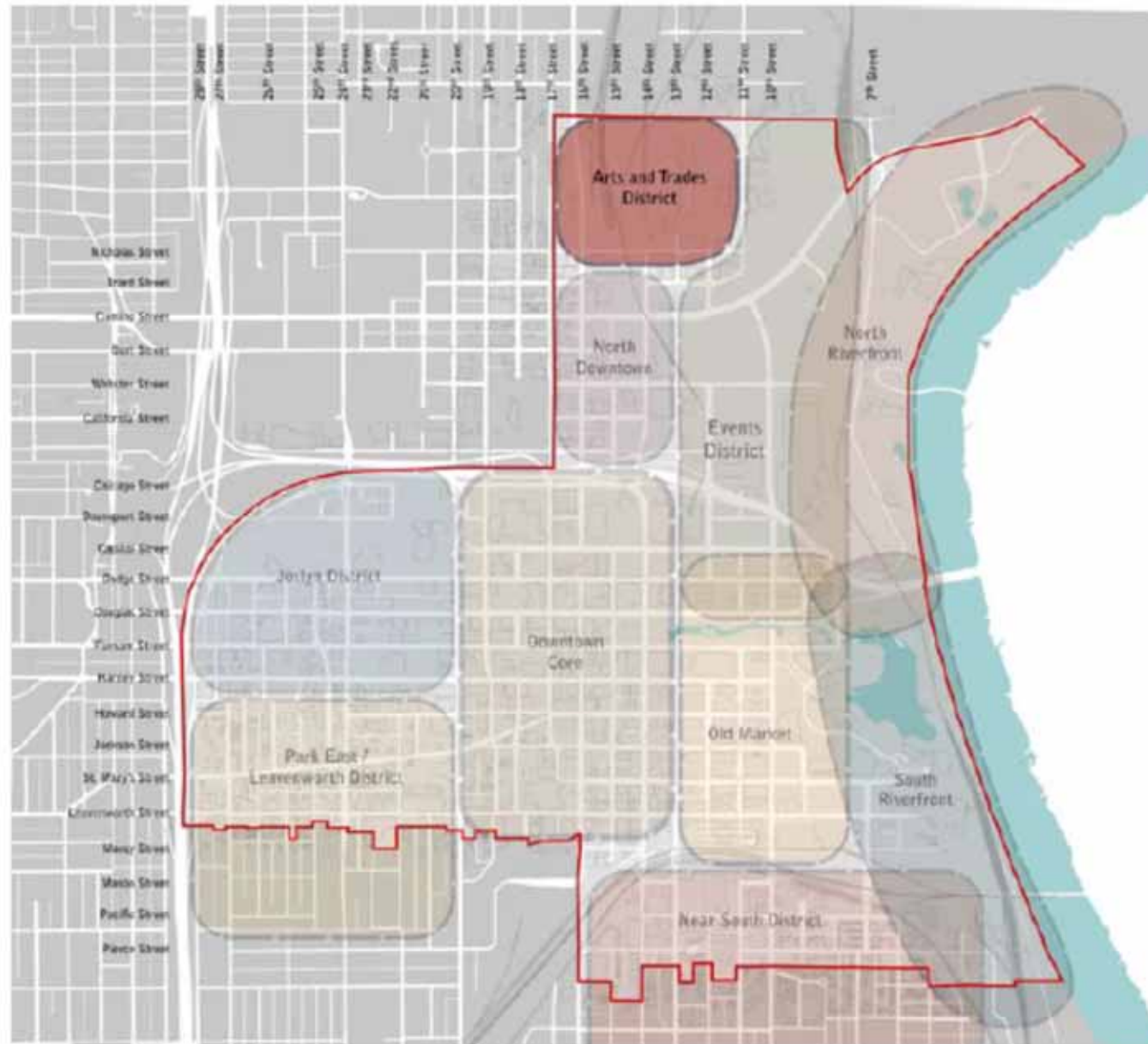
What it should not be:

- 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

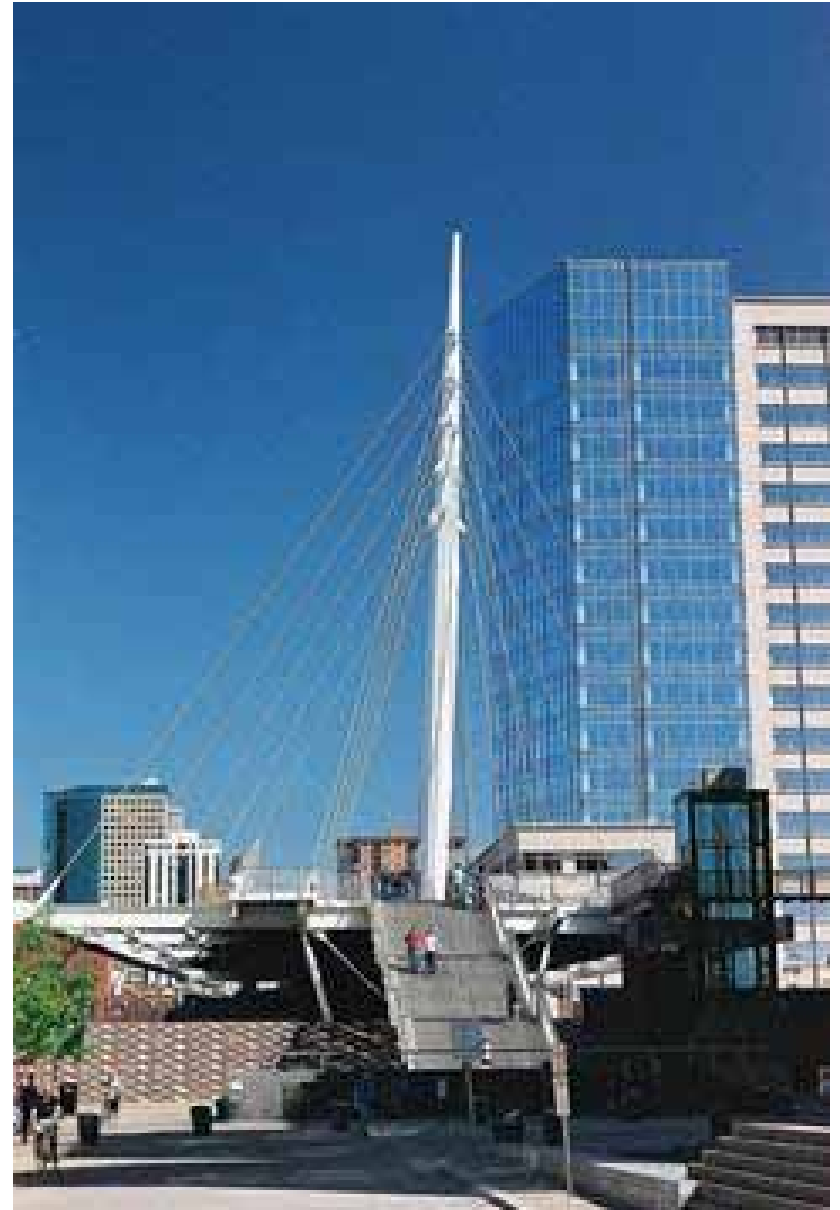
Design & PlaceMaking

- 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

Rethinking Parking

- Create a parking Management District
- Use shared parking between employment and entertainment
- Mobility choices (no car = no need to park it)

A wide-angle photograph of a cable-stayed bridge at dusk. The bridge has two tall, white, cylindrical pylons. The left pylon is in the foreground, and the right pylon is further back. Numerous stay cables fan out from the pylons to the bridge deck. The bridge deck is illuminated with lights, and the city skyline is visible in the background. The sky is a mix of blue and purple, and the water in the foreground reflects the lights from the bridge and the city.

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Profile of Community Leadership Model



Profile of Community Leadership Model

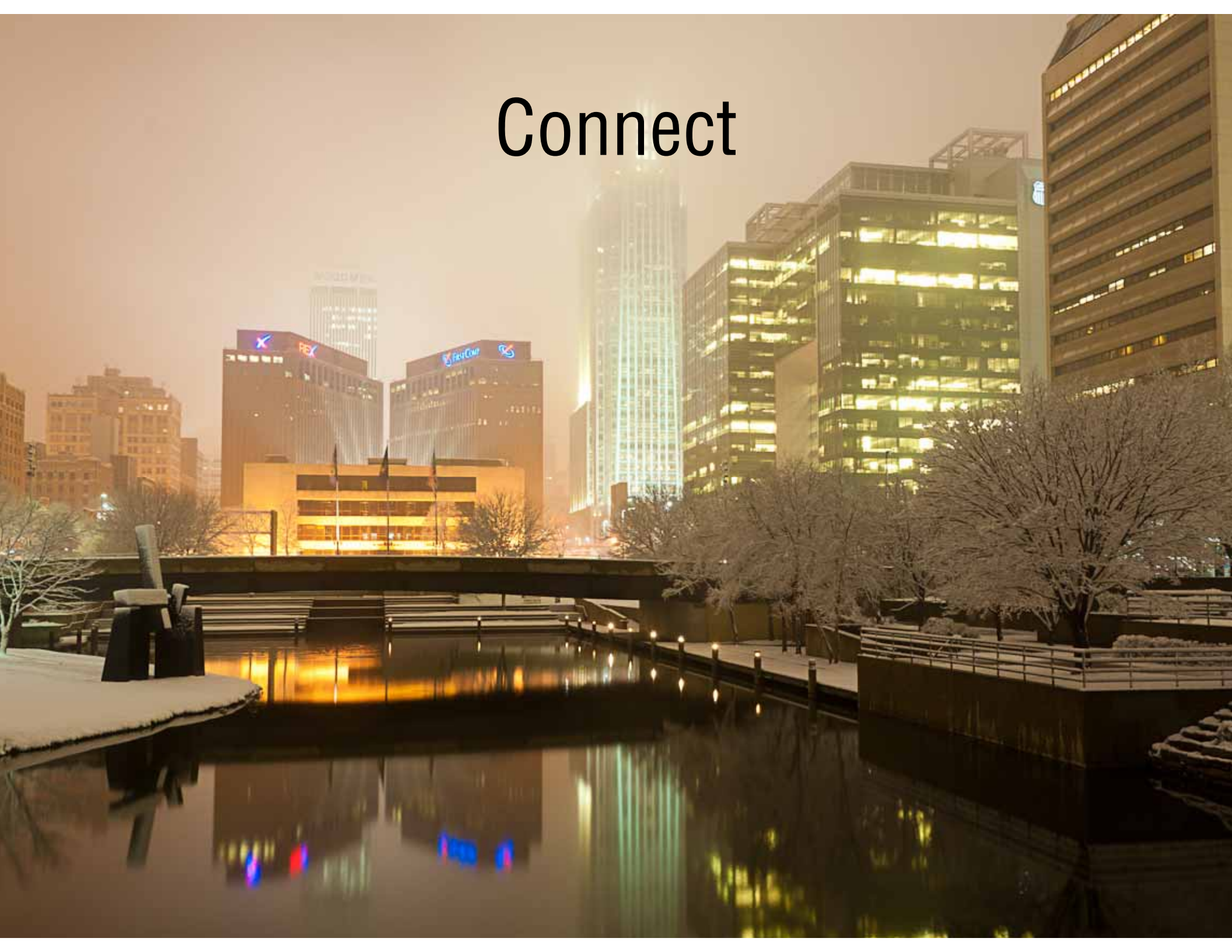
PROS

- 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



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

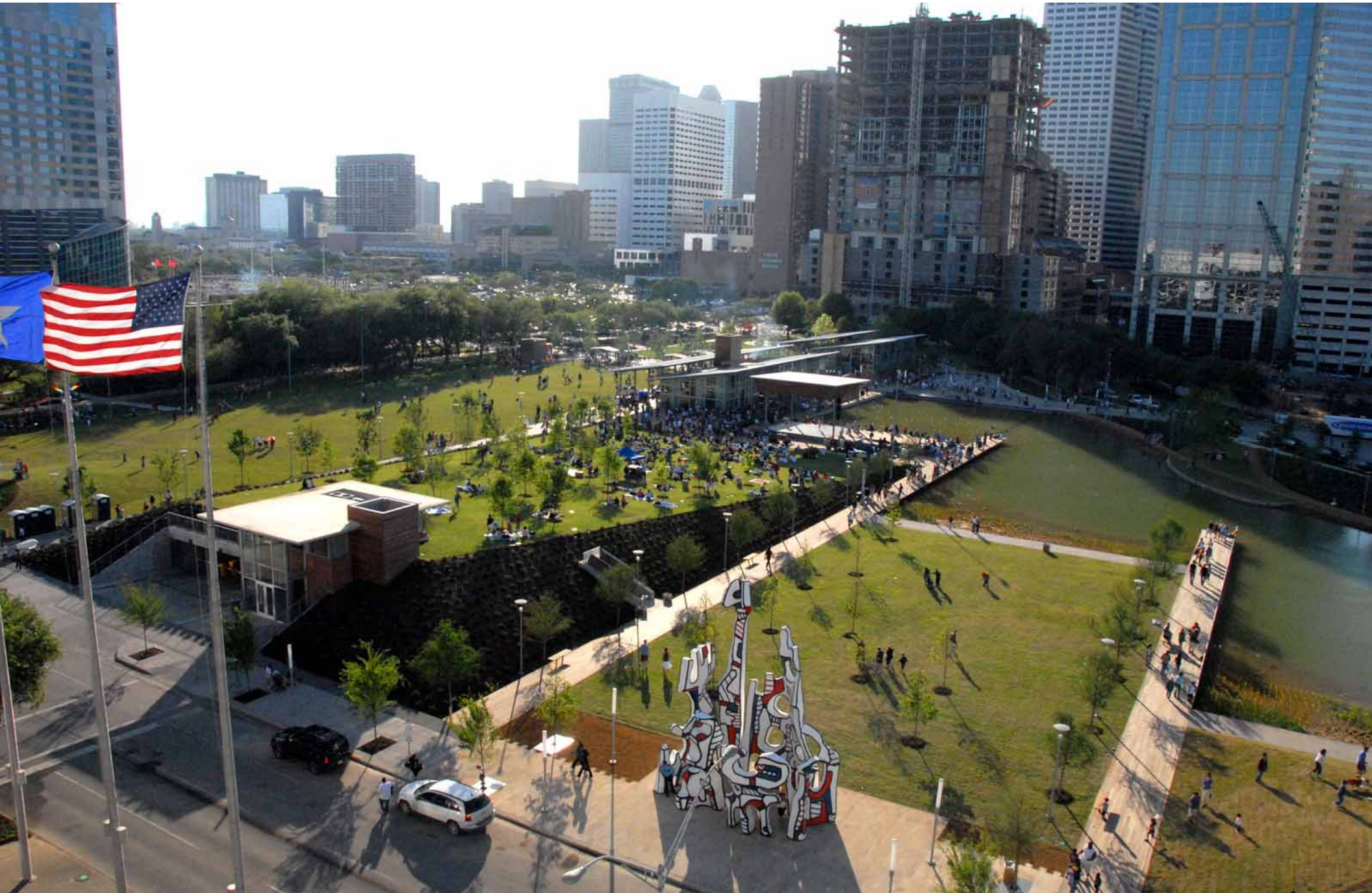
- Public role: regulatory; permitting; access to grants; infrastructure; empowered by informed citizenry; gap financing
- Private sector: streamlined decision-making; flexible funding; longer-term view
- A collective implementation agenda
- Concentrated; no distractions – lasting attention
- Jointly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



A wide-angle photograph of a cable-stayed bridge at dusk. The bridge has two tall, white, cylindrical pylons. The left pylon is in the foreground, and the right pylon is further back. Numerous cables fan out from the pylons to support the bridge deck. The bridge is lit up, and its reflection is visible in the water below. In the background, a city skyline is visible with several buildings, including a prominent skyscraper. The sky is a mix of blue and purple, indicating twilight. The water in the foreground is calm, reflecting the lights from the bridge and the city.

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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:

Laura Alley, North Downtown Alliance | Tim Barry, Hot Shops Art Center | Brook Bench, Omaha Parks & Recreation Department | Holly Barrett, Downtown Omaha Improvement District | David Brown, Greater Omaha Chamber | Judy Carlin, Omaha Housing Authority | Roger Dixon, Omaha Metropolitan Entertainment & Convention Authority | Dan Englund, Shamrock Development Inc. | Dave Fanslau, Omaha Planning Department | Michael Felschow, Metropolitan Area Planning Agency | Jason Fisher, Lund Company | Andy Gorham, HDR, Inc. | Bob Grinnell, Surplus Sales | Gordon Humbert, Hilton Hotels & Resorts | Clark Lauritzen, First National Bank & Greater Omaha Chamber | Jim Lodge, NRG Energy Center Omaha | Karna Lowestein, Metropolitan Area Planning Agency | Dana Markel, Visit Omaha | Mike Maroney, Omaha Economic Development Corporation | Anne Meysenburg, Live Well Omaha | R.J. Neary, Future Forwards | Jay Noddle, Noddle Companies | Jay Palu, Alley Poyner Macchietto Architecture | Jenny Peters, The Old Mattress Factory | Gerry Reimer, Urban Village | Mike Saklar, Siena/Francis House | Cliff Scott, Omaha Housing Authority | Curt Simon, Omaha METRO | Connie Spellman, Omaha by Design | Jeff Spiehs, Metropolitan Area Planning Agency | Greg Staskiewicz, RWE & Associates Ltd. | Randy Thelen, Select Greater Omaha | Tim Weander, Nebraska Department of Roads | Chad Weaver, Omaha Planning Department | John Wilhelm, Creighton University | Lyn Ziegenbein, Peter Kiewit Foundation