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16/cuming sports and entertainment district



Located at the northwest corner of 16th Street and Cuming Street and stretching from 16th Street west to 21st Street and from Cuming Street north to Clark Street, the 16/Cuming sports and entertainment district functions as North Omaha's front door and the threshold between North Omaha and Downtown. Its location on Cuming Street also makes the district a major entrance point to the City of Omaha as whole; east of 10th Street, Cuming Street changes to Abbot Drive and serves as the major route south from the Eppley Airfield and Carter Lake. Comprised today of a mix of transitional industrial uses, new institutional development, single-room occupancies, and single-family housing, the 16/Cuming node is in flux; it is anticipated that market forces alone will bring significant change to the area over the next decade. Putting into place a coherent vision and coordinated development strategy for 16/Cuming is a priority in determining the future face and image of North Omaha.

HOLY FAMILY CATHOLIC CHURCH-18TH & IZARD



THE 16/CUMING SPORTS AND ENTERTAINMENT DISTRICT

The 16/Cuming district is the entrance to Omaha from Eppley Airfield and is characterized by a number of contradictory and conflicting land use types that reflect the area's industrial history as well as past land-clearance efforts and attempts at revitalization. 16th Street remains a major trucking corridor and is flanked by expansive auto junk yards. Cuming Street, historically a major North Downtown corridor, has the district's highest concentration of notable historic buildings,

including the Union Pacific Railroad building (Cuming Street and 18th Street), the Bloom Monument Building and the Fitzgerald Hotel (Cuming Street and 17th Street), the Tip Top Building (Cuming Street and 16th Street), and Grace Tabernacle Church (Cuming Street and 17th Street). In addition, the historic Holy Family Catholic Church is located on 18th Street, one-half block north of Cuming.

Over the past five years, a number of private investments have been made in and around the 16/Cuming district, particularly east of 16th Street and adjacent

to the Cuming Street corridor. Examples include: the renovation of the historic Tip Top building as a mixed-use development with residential lofts, a restaurant, a banquet facility, and the offices of Alley Poyner Macchietto Architecture; the construction of three new hotels on former brownfield sites along Cuming Street between 12th and 16th Streets; the emergence of the Market North Arts and Trades district along Nicholas and IZARD Streets; riverfront development of the Qwest Center, Bob Kerrey Pedestrian Bridge, and TD Ameritrade Park, home of the College World Series; the expansion of Creighton University's campus north to



THE TIP-TOP BUILDING



MARKET NORTH ARTS DISTRICT



MORRISON STADIUM



IZARD STREET-LOOKING WEST FROM 16TH STREET



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MARKET NORTH ARTS DISTRICT

Cuming Street and completion of a Creighton's Morrison Stadium; and the planned expansion of Siena-Francis House and Catholic Charities Campus for Hope at 17th and Nicholas Street. And while these encouraging developments indicate that energy from North Downtown is spilling northward, and the area will be able to continue to be revitalized by market forces guided by regulations, the 16/Cuming area still faces challenges. Typical of North Omaha as a whole, both north/south and east/west connectivity in the node is extremely poor. North/south streets 17th, 18th, 21st, 22nd, and 23rd are all non continuous; this leaves the

border streets of 16th and 24th Streets, as well as the one-way couplet pair of Florence Boulevard and 20th Street, as the only north/ south connectors. Likewise, only Cuming Street, Nicholas, and Clark Streets are continuous east/west streets; Izard, Paul, and Charles Streets are all interrupted at one or more points. This lack of connectivity forces one to move around the node instead of through it and results in confusing circulation within the node.

Occupancy within the node is equally poor, a condition that is exacerbated conflicted land-use adjacencies,

lack of connectivity, and blighted and obsolete infrastructure and built fabric. These low occupancy rates are both a liability and an asset, however; while low occupancy and the condition of properties has proved to be detrimental to unassisted, incremental market-based revitalization, a concerted planning effort utilizing adaptive reuse and wholesale redevelopment of the node can take advantage of the sheer number of obsolete, under performing, and vacant properties available. In all of North Omaha, 16/Cuming is perhaps the area where substantial, large-scale catalytic development and redevelopment is most possible.



REDEVELOPMENT STRATEGY

Given its location as the major entrance to Omaha from Eppley airfield as well as its adjacency to Downtown Omaha, Creighton University, and the three new sports facilities the strategy for the 16/Cuming district is to create a walkable, mixed-use sports and entertainment district that functions as a metropolitan destination and draws from a city-wide and regional market. Building upon the existing historic character of the 16/Cuming district—a two- to four-story warehouse district—This strategy seeks to:

1. Develop Izard Street as a primary, walkable commercial street
2. Preserve and reuse identified historic buildings as neighborhood anchors
3. Increase building height and density where appropriate through the construction of new, mixed-use residential/commercial buildings
4. Increase access to the district by extending non-continuous streets where possible and link to the Arts and Trades District and Creighton University Campus
5. Improve the walkability, public space, pedestrian infrastructure, and perceived safety of Cuming Street while preserving traffic capacity
6. Integrate the Siena-Francis House/Catholic Charities Campus for Hope expansion and development as part of the urban fabric of the 16/Cuming District
7. Focus development of the 16/Cuming Sports and Entertainment District around a public square and institutional anchors
8. Build back a coherent residential neighborhood fabric north into North Omaha and connect the 16/Cuming District to the riverfront

**KEY
REDEVELOPMENT
INITIATIVES**

- A. Izard Street (Mixed-Use/Primary Commercial Infill Development)
- B. Holy Family Catholic Church & Church Square
- C. Union Pacific Building/Omaha Sports Hall of Fame
- D. Mixed-Use/Secondary Commercial Infill Development
- E. Fitzgerald Hotel
- F. Tip-Top Building
- G. Grace Tabernacle Church
- H. Multi-Unit Residential Infill Development
- I. Siena-Francis House
- J. Bright Center
- K. Vocational Education Center
- L. Empowerment Center
- M. Campus for Hope
- N. Siena-Francis/Campus for Hope Facility Expansion
- O. Small Lot Townhomes
- P. Single-Family Houses
- Q. Kellom Elementary School
- R. Educare
- S. 18th Street Connection
- T. Charles Street Extension
- U. 22nd Street Extension





IZARD STREET PERSPECTIVE: EXISTING

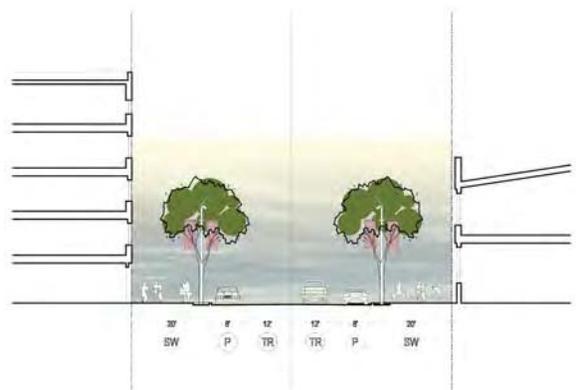


IZARD STREET PERSPECTIVE: PROPOSED



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16/Cuming

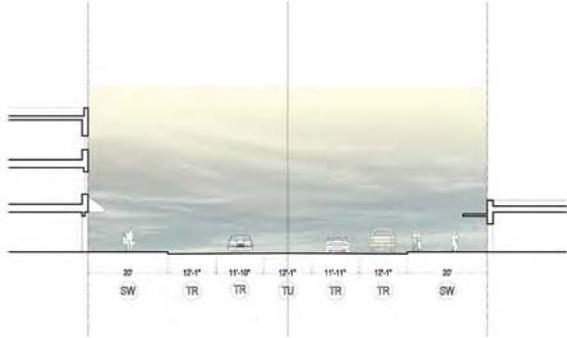


IZARD STREET SECTION: PROPOSED

KEY ELEMENTS OF THE 16/CUMING SPORTS AND ENTERTAINMENT DISTRICT

IZARD STREET CORRIDOR: Envisioned as 16/Cuming's primary walk-able commercial street, IZARD Street is currently a secondary access street for the remaining industrial users in the node. It extends from 16th Street west to 21st Street, where it dead-ends into the side of the Metro Area Transit administration and service building. IZARD Street is well-suited for redevelopment for a number of reasons, including: 1) it's five-block length provides a modest walk-able distance

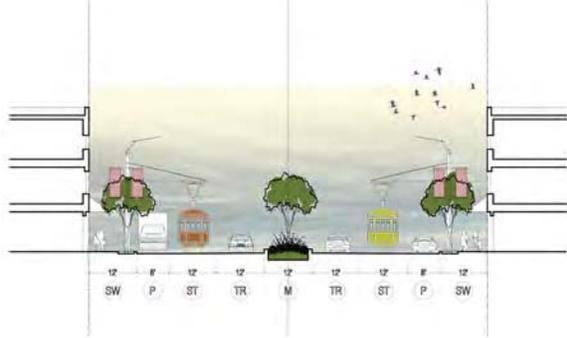
and has clearly-defined boundaries, ideal for creating a new, walk-able district; 2) it is easily accessible from Cuming Street but it's location one block north of Cuming sufficiently insulates it from the traffic volume—and in particular truck traffic—on Cuming Street; 3) IZARD Street has a curb-to-curb width of 60 feet and right-of-way width of 80 feet, allowing the development of wide sidewalks and street parking lanes within the existing right-of-way; and 4) IZARD Street is immediately north of both the Union Pacific building and Holy Family Catholic Church and its surrounding property, the two most notable historic properties within the 16/Cuming node.



CUMING STREET SECTION: EXISTING



CUMING STREET PERSPECTIVE: EXISTING



CUMING STREET SECTION: PROPOSED



CUMING STREET PERSPECTIVE: PROPOSED

The plan calls for Izard Street to be redesigned with a single 12-foot traffic lane and 8-foot parallel parking lane in each direction. The existing sidewalks will be widened to 20-feet with bump-outs at each intersection. A special streetscape with decorative pavers for the street and sidewalk alike, rolled curbs, street trees in tree wells, and signature lighting will extend the length of Izard Street. Finally, the west end of I-ard Street, which currently ends at the blank facade of the Metro Area Transit Building at 21st Street, will be pulled east to 20th Street and terminate in a new mixed-used building, four to six stories in height.

CUMING STREET CORRIDOR: Cuming Street is the major east/west vehicular arterial accessing North Omaha and provides direct access to the North Freeway and Creighton University. The 16/Cuming urban design plan improves the pedestrian environment of Cuming Street while recognizing that it will continue to remain a primary vehicular route carrying large volumes of car traffic; over time, however, its designation as a truck route should be reconsidered. Cuming Street has a curb-to-curb width of 60 feet, with two 12-foot traffic lanes in each direction and a 12-foot turn lane. Existing sidewalks are 20-feet wide, giving an overall

right-of-way width of 100 feet. This right-of-way is sufficient to improve to pedestrian environment on Cuming Street while accommodating existing traffic volumes. The plan calls for the replacement of the turn lane with a 12-foot planting median and left-turn lanes at each intersection. The existing traffic lanes remain, with future provisions for a street car line, and sidewalks are reduced to 12 feet, allowing for 8-foot parking lane on each side with corner bump-outs at intersections. These improvements will serve to calm traffic speed while maintaining existing capacity and serve as a buffer between vehicular traffic and pedestrians.



HOLY FAMILY CATHOLIC CHURCH

HOLY FAMILY CHURCH SQUARE & OMAHA SPORTS HALL OF FAME: Located near the corner of IZARD Street and 18th Street, Holy Family Catholic Church is North Omaha institution dating back to 1883. In the 1960's and '70s, the church was a center of civil rights activism in Omaha, and today continues to function as a key social services provider in North Omaha. This National Register Gothic revival church and rectory, noted as the oldest brick church in the city still in existence, sit on a wooded lot that extends from 18th to 17th Street along IZARD Street and encompasses one-half of a block.

The 16/Cuming urban design plans calls for the removal of the other buildings on the block, all of which front onto Cuming Street. By removing these buildings, the entire block—from 17th Street west to 18th Street and from Cuming Street north to IZARD Street—is opened in the manner of a traditional Church Square. Through a public-private partnership between the City Parks and Recreation Department and the Archdiocese of Omaha, the Church Square can function as a public park and will be “town green” around which development in the 16/Cuming node is centered while still allowing Holy Family to continue operating as a church.



THE UNION PACIFIC BUILDING



20TH STREET, LOOKING SOUTH

Standing across 18th Street from the Church is an old Union Pacific service building. An architecturally distinguished structure in good condition, the plan calls for the adaptive reuse of the building as an Omaha Sports Hall of Fame. Supplemented by the construction of a new, signature addition to the building fronting on Cuming Street, the Hall of Fame will serve as an important institutional anchor for this district that relates well to the adjacent sports facilities and the IZARD Street entertainment area. The special streetscape design for IZARD Street—consisting of decorative pavers for the street and sidewalk alike, rolled curbs, street trees



in tree wells, and signature lighting—will encompass the Church Square, extending from IZARD Street south down 18th Street and 17th Street to Cuming Street.

NEW MIXED-USE INFILL: Given the number and amount of obsolete and vacant buildings and properties within the 16/Cuming node, a strategy for new, mixed-use infill development is a critical piece of the urban design plan. The 16/Cuming plan establishes a hierarchy of building type, use, building height, and massing that is comprised of: 1) *mixed-use/primary commercial* buildings; 2) *mixed-use/secondary com-*

mercial buildings; 3) *multi-unit residential* buildings; 4) *small lot townhouse* buildings; and 5) *single-family residential* homes.

Mixed-Use/Primary Commercial buildings define the IZARD Street corridor and consist of ground-floor retail, dining, and gallery space with residential and office above. These buildings are built to the lot line and range in height from 3- to 5-stories, defining the walkable core of 16/Cuming node.

Mixed-Use/Secondary Commercial buildings are located along Cuming Street and the south side of Nicholas street and consist of ground-floor neighbor-

hood retail, service, and office space with residential above. They are built to the lot line and range in height from 2- to 4- stories.

Multi-Unit Residential buildings define the north side of Nicholas Street and transition from the density of the 16/Cuming mixed-use core to the residential fabric to the north. They are built to the lot line and range in height from 2- to 3-stories with interior parking courts.

Small Lot Townhouses extend along 18th Street to Charles, and along Florence and 20th Street to Paul Street. They are attached, 2-story townhouses in the model of The Rows at SoMa.



INFILL MASSING STRATEGY-LOOKING NORTHWEST



INFILL MASSING STRATEGY-LOOKING SOUTHEAST



20TH STREET PERSPECTIVE: EXISTING



20TH STREET PERSPECTIVE: PROPOSED

Single Family Homes are built to fill in the vacant parcels north of Paul Street and to match existing single family homes in height, setback, style, and type.

INCREASE CONNECTIVITY: Within the district, connectivity is limited by non-continuous streets. 17th Street is interrupted by the Campus for Hope, and both 18th and Charles Streets dead-end at Kellom Greenbelt Park. Finally, 22nd Street south of Burdette Street is almost completely lost. The result are large, oddly-shaped blocks that are difficult to navigate for cars and pedestrians alike. The plan increases access

to and throughout the node by restoring and creating new connections where possible. Eighteenth Street is connected across Kellom Greenbelt Park, and new extension of Charles Street, aligned on the north edge of Kellom Greenbelt, extends east to 16th Street. On the west edge of Logan Fontanelle Park, 22nd Street is extended south to Paul Street and a new street is developed on the south edge of the park, giving Logan Fontanelle Park street access on all four sides.

BUILD BACK THE RESIDENTIAL FABRIC: North of Paul Street, the district faces a dire lack of single fam-

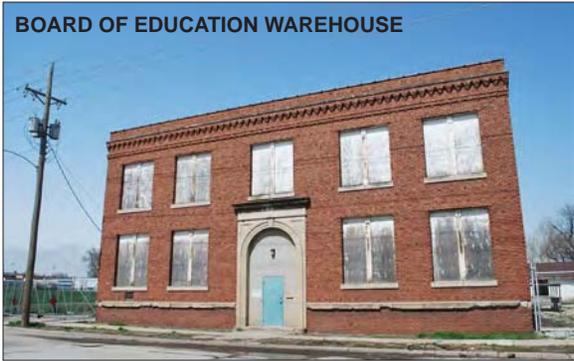
ily residential fabric. From Paul to Clark Street, only a handful of homes remain scattered among vacant lots, a condition exacerbated by non-compatible, light industrial uses in the area. Using a mix of attached, small-lot townhomes south of Paul Street and detached, single-family homes north, the plan develops a single-family infill strategy that transitions sensitively from new, high density development along Izard to intact neighborhoods north of Clark. This new development frames out improvements to the streetscape and public space and provides a humane, walkable connection into North Downtown.



HOLY FAMILY CHURCHYARD



BOARD OF EDUCATION WAREHOUSE



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16/CUMING SPORTS AND ENTERTAINMENT DISTRICT IMPLEMENTATION PLAN

The H3 Studio Project Team's work on the 16/Cuming development node was presented to the Advisory Committee three times between March, 2010 and April 2010. On April 4, 2010, the work was presented to the public-at-large as part of the first Public Workshop. Utilizing the feedback garnered from the public, the Team developed a Preliminary Phase 1 Plan for 16/Cuming, which was presented to the Advisory Committee on May 5, 2010. The 16/Cuming Phase I Plan comprises:

IZARD STREET CORRIDOR: The implementation of the Iazard streetscape from 16th to 20th Street, extending south to Cuming Street along 17th Street and 18th Street, and new, mixed-use/primary commercial infill buildings from 17th Street West to 20th Street.

HOLY FAMILY CHURCH SQUARE: Demolition of buildings on Cuming Street between 17th and 18th Streets and the development of new public park on the block, incorporating Holy Family Catholic Church.

OMAHA SPORTS HALL OF FAME: Redevelopment of the Union Pacific building at the corner of Iazard Street and 18th Street and the construction of a new

addition to the Union Pacific building along Cuming Street between 18th Street and Florence Boulevard to create a home for a new Omaha Sports Hall of Fame and Museum.

STREETSCAPE IMPROVEMENTS: Streetscape improvements to 16th, 17th, 18th, Florence Boulevard, and 20th Streets.

At the May 5, 2010 meeting, the Advisory Committee elected to defer further development of 16/Cuming to a future planning initiative and focus the remainder of this planning effort to development of 24/Lake.



08

**Lake & 30th Street
Urban Village**

The area defined as Parker Street, north to Miami Street, and the North Freeway, west to 33rd Street, has all the components for a sustainable urban village. It has the potential to serve not only Village West, but also surrounding neighborhoods. Attributes and potentials include: access and connectivity to the 24/Lake Cultural Arts District; it contains a mix of land uses including schools, health center, religious institutions, open space, and the opportunity for a major housing redevelopment project on the vacated OHA Pleasant View Properties.

LAKE & 30TH URBAN VILLAGE

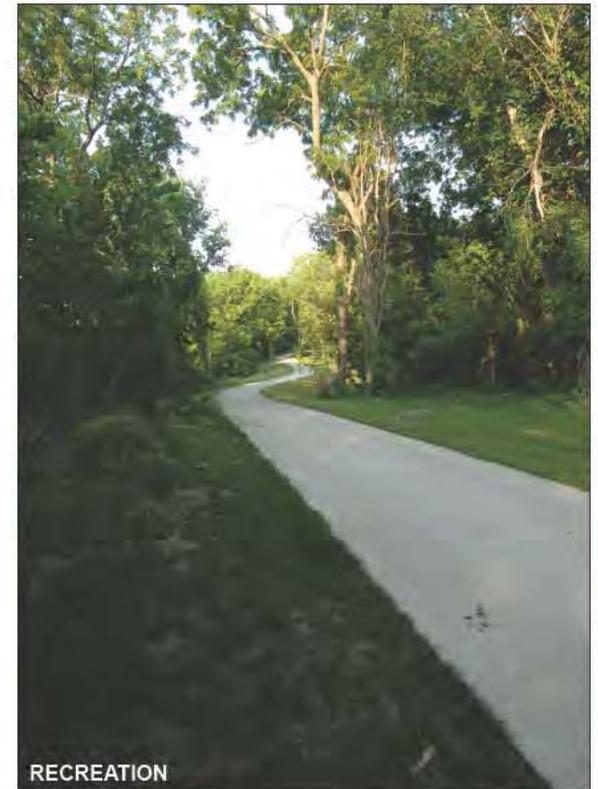
The goal of the Lake & 30th Urban Village is to create a transformational urban village core in which residents of all ages may live, work, shop, learn and play, and the urban village be the primary resource to the wider Village West area by employing various strategies, which include focusing on immediate development in the area resulting in the highest impact for catalyzing further development and redevelopment in the wider Village West area, creating a dense urban village core utilizing proven urban design principles and capitalizing on the area's unique geographic amenities, and building on the existing transportation network of the North Freeway, Lake Street and 30th Street to develop identity, safety and accessibility for the Village West core. This strategy both leverages and is supported by a number of exists assets and opportunities including:

ACCESS AND CONNECTIVITY

- Direct access from North Freeway
- Major intersection of Lake & 30th Street
- Ties to two overpass crossings of North Freeway (Lake and Parker streets)
- METRO bus line

MIXED LAND USES

- Current commercial zoning on all four corners of Lake & 30th Street
- Commercial zoning at 30th & Parker streets
- Office zoning for Charles Drew Health Center



- Vacated OHA Pleasant View property (21.56 acres), zoned residential
- Community expressed needs for neighborhood grocery store, restaurant/deli, laundry, dry cleaner, and business offices supportive to Charles Drew Health Center

RECREATION AND CULTURAL

- OHA's 6.5 acre LWCF park can be reconfigured as a neighborhood park extending from North Freeway to Prospect Hill Cemetery
- Use the area adjacent to the North Freeway right-of-

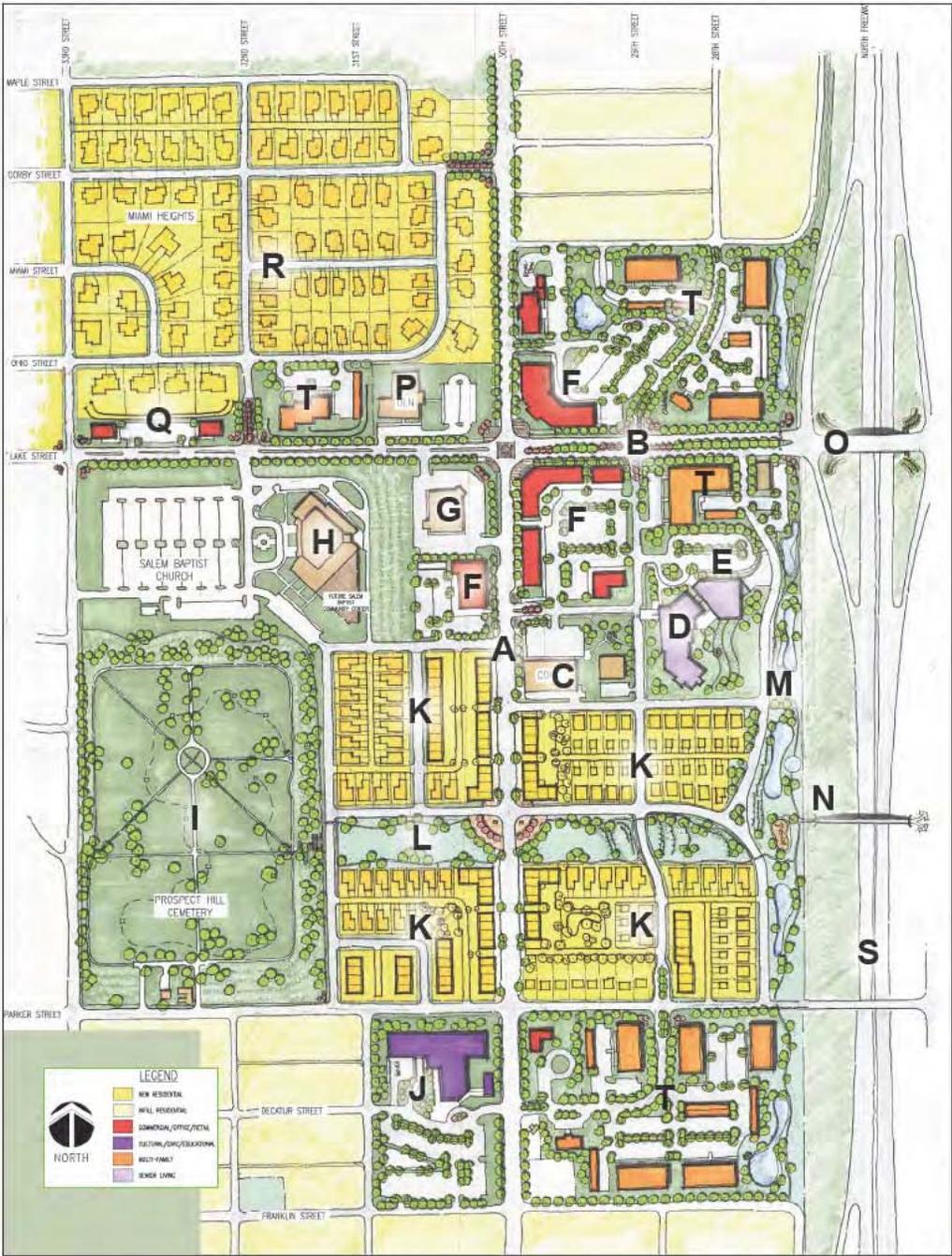
- way for stormwater detention area and linear pedestrian parkway connecting to streets and parks
- Ability to provide pedestrian access to an east entry to historic Prospect Hill cemetery
- Salem Baptist Church and proposed community center

DEMAND FOR MARKET RATE HOUSING

- Raw ground to create quality, highly-visible market rate housing integral to a continually-evolving neighborhood core
- Demand by community for mixed-use development

**KEY
REDEVELOPMENT
INITIATIVES**

- A. 30th Street
- B. Lake Street
- C. Charles Drew Health Center
- D. New Senior Living Facility
- E. New Senior Center
- F. New Mixed-Use Neighborhood Center
- G. Existing Drug Store
- H. Salem Baptist Church
- I. Prospect Hill Cemetery
- J. New Educational Facility
- K. Mixed-Income Residential
- L. Neighborhood Park
- M. Pedestrian Parkway / Stormwater Detention
- N. New Pedestrian Bridge over North Freeway
- O. Lake Street Bridge over North Freeway
- P. Urban League of Nebraska
- Q. Retail
- R. Miami Heights Residential Development
- S. North Freeway
- T. Multi-Family Residential



- Comply with City of Omaha's new Environmental Element, striving for minimum of eight dwelling units per acre

PUBLIC IMPROVEMENTS

- Tie neighborhood core development with improvements and enhancements to streets, right-of-way, streetscaping elements, lighting, trails and bike lanes

LAKE & 30TH URBAN VILLAGE REDEVELOPMENT GOAL

Create a transformational urban village core in which residents of all ages may live, work, shop, learn and play, and the urban village be the primary resource to the wider Village West area

STRATEGY: Focus immediate development in the area resulting in the highest impact for catalyzing further development and redevelopment in the wider Village West area.

ACTIONS:

- Designate Parker to Miami Street /North Freeway to 33rd Street as a targeted core area within the overall Village West Redevelopment Plan
- Acquire remaining residential and commercial properties between Parker and Miami streets; 28th to 30th streets for the redevelopment area
- Establish a development reserve area north of Lake Street between North Freeway and 30th Street as a potential site for a commercial or institutional development with major employment
- Implement the remaining phases of Miami Heights

Redevelopment Plan to catalyze further private development in Village West (also see Goal 2)

STRATEGY: Create a dense urban village core utilizing proven urban design principles and capitalizing on the area's unique geographic amenities.

ACTIONS:

- Build on existing assets of Charles Drew Health Center, Salem Baptist Church, Walgreens, Miami Heights residential area, Urban League of Nebraska offices, Prospect Hill Cemetery and former Pleasant View Homes site to create a village core that supports the wider Village West area, and is sustainable as an urban core
- Conform new residential, non-residential developments and transportation systems in the Village West core to Omaha By Design's Environmental Element of the City of Omaha's Master Plan
- Give the Village West core a visible center
- Create active/passive recreation or open spaces linking residential and businesses in the Village West core
- Expose the natural amenities to public view – spectacular views to the east and north from higher elevations of the village core
- Provide visible pedestrian access to the cultural and geographically prominent site of Prospect Hill Cemetery
- At a minimum, provide for the daily shopping and service needs of the Village West area. Put retail and businesses facing the street at the sidewalk.
- Provide for day care and a socializing community

center in the village core

- Use Charles Drew Health Center as catalyst to expand the medical village to serve all of North Omaha
- Provide for developments of "Lifelong Communities" – mixed income, starter homes, family homes, high density lofts/apartments, independent senior housing and/or assisted living
- Fit mixed use residential development to the existing topography and provide street linkages throughout with accessible and well-lit streets and walkways

STRATEGY: Build on the existing transportation network of the North Freeway, Lake Street and 30th Street to develop identity, safety and accessibility for the Village West core.

ACTIONS:

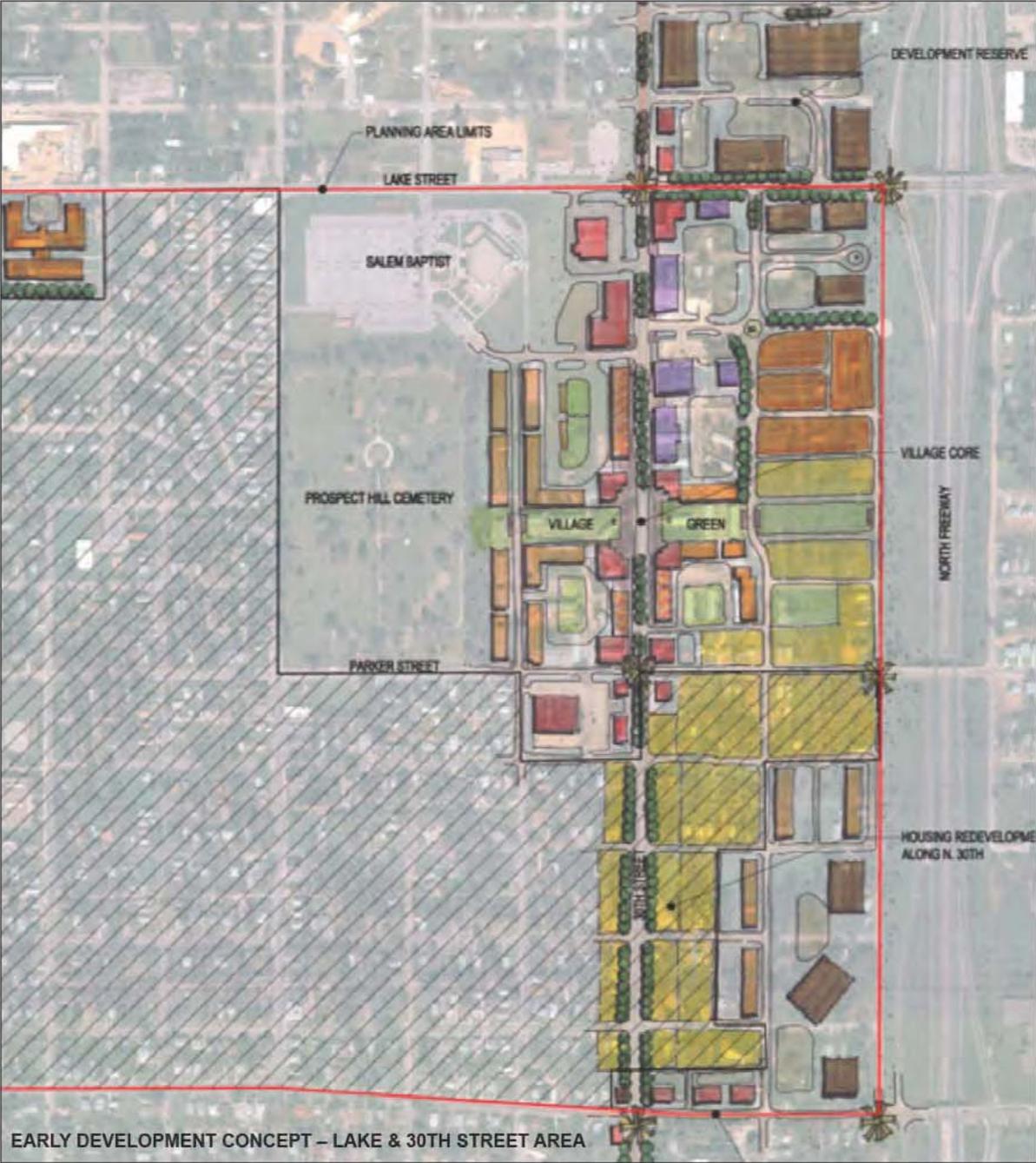
- Provide strong visual linkages (bridge enhancements, public art, landscaping, portals, signage, lighting) between 24th & Lake streets area and 30th Street
- Enhance 30th Street streetscaping and traffic calming between Parker and Miami streets and Lake Street between the North Freeway and 33rd Street to clearly define the Village West core. Allow on-street parking.
- Provide safe pedestrian connections across 30th Street at the Village West core
- Design streets for pedestrians and bicyclists as well as automobiles
- Make sheltered transit stops and co-locate with supportive socializing spaces

REDEVELOPMENT STRATEGY

Given its key crossroads—30th Street (connecting Cuming Street to I-680), and Lake Street (direct connection to North Freeway, 24/Lake Street Cultural, Arts and District and west to 45th Street) —and its significant topography and open land make this a prime location for an urban village that will transform this area of north Omaha and serve as a catalyst for revitalization throughout Village West. This strategy seeks to:

RECREATE 30TH STREET AS A COMPLETE STREET: 30th Street is currently 5-lane, 55-foot curb-to-curb. The current volume of traffic indicates it could be reduced to a 3-lane street, allowing for parallel parking on each side. This provides the opportunity to institute a “Complete Streets policy” in designing the entire roadway with all users in mind including bicyclists, public transportation vehicles and riders, and pedestrians of all ages and abilities. Street crossings for pedestrians will be much safer, and considering key elements from the City of Omaha’s Streetscape Handbook, the entire urban village will take on a character of quality and uniqueness.

REPOSITION LAKE STREET AS A PORTAL: The exits to Lake Street from the North Freeway need to represent a significant portal to the 24th & Lake Street Cultural, Arts and Entertainment District to the east, and the Lake & 30th Street Urban Village and the Adams Park/Malcolm X Memorial Birthplace & International Center areas to the west. The North Freeway bridge



EARLY DEVELOPMENT CONCEPT – LAKE & 30TH STREET AREA

and surroundings should be enhanced with public art, new lighting and landscaping to identify the importance of this portal. Lake Street west of the freeway to 30th Street should have the character of a boulevard, with a tree-lined center median, an enhanced intersection at 30th Street with public art, and quality directional signage to significant areas in and surrounding Village West. Lake Street west of 30th would have a rolled median and be tree-lined on both sides to John A. Creighton Boulevard.

DEVELOP NEW MIXED INCOME HOUSING ON FORMER PLEASANT VIEW HOMES SITE AND SURROUNDING AREA: The 15.04 acres of land on both sides of 30th Street, plus the 6.52 acres of the Land and Water Conservation Fund (LWCF) recreational park, are currently owned by OHA. This was the site of the Pleasant View Homes project that was demolished in 2009. The land connects to Prospect Hill Cemetery on the west and east of 30th Street to 29th Street. With acquisition 6.3 acres of underutilized residential land east to 28th Street, a total of approximately 28 acres can be devoted to new market rate housing.

Single family lots are planned with 50-foot widths and alley accesses for garage and parking. Structures would be placed close to the front sidewalk and allow on-street parking in front of homes. The LWCF recreational site would be reconfigured into a long, linear park extending from Prospect Hill Cemetery to the North Freeway right-of-way. Homes would front directly on both sides of the park. The park would have both active and passive activities.

MIXED INCOME FAMILY HOUSING ON LINEAR NEIGHBORHOOD PARK



Residences along 30th Street between Parker and Grant streets would be higher density, 2- and 3-story townhomes or apartment units with garages behind. The buildings would be set to the property line on 30th Street and form an urban wall through the village. Vehicles could parallel park in front of the buildings.

The density through this residential area would be a minimum of eight dwelling units per acre in compliance with the Environmental Element of the City of Omaha's Master Plan.

REDEVELOP THE EAST SECTION OF MIAMI HEIGHTS RESIDENTIAL AREA: The topography of the Miami Heights area is dramatic, with over 100 feet of elevation change from 30th Street to 33rd Street. Market rate new homes now anchor the top of the hill, and many more quality lots can be developed on the slope down to 30th Street. This area is already a work in progress, and it is important to keep the momentum of revitalization because Miami Heights is an important connector between the Lake & 30th Street Urban Village and Adams Park to the north. The density in this area is planned to be four dwelling units per acre,

keeping with the character of the development already completed.

CREATE AN URBAN CORE OF NEIGHBORHOOD SERVICES IN THE LAKE & 30TH STREET AREA:

Existing assets of the Charles Drew Health Center, Salem Baptist Church, Urban League of Nebraska offices and Walgreens already anchor this area. With increased residential density and the need for basic neighborhood services such as a diner, dry cleaner, grocery store, bank, and other similar services, the Lake & 30th Street intersection takes on added importance and can be developed into an identifiable urban village center. The majority of this development would be on the southeast and northeast corners of Lake & 30th Street. The buildings would front to the street sidewalks with glass storefronts at street level, mixed use with offices or residences above, street furnishings, and an iconic vertical element such as a clock tower at the Lake & 30th Street intersection, signifying a 'center' to the neighborhood core. Parking would be located behind and to the sides of the facilities, preserving the pedestrian-oriented sidewalk along Lake & 30th Street.

BUILD ON THE ASSETS OF CHARLES DREW HEALTH CENTER:

Charles Drew Health Center is a major employer in North Omaha with over 120 employees and serves the medical needs of a large number of North Omaha residents. The revitalization of the Lake & 30th Street area offers opportunities for future growth of the health center, ancillary service offices located in the mixed use area north of the health center, and the potential for a new senior



SINGLE FAMILY HOMES FRONTING ON THE LINEAR NEIGHBORHOOD PARK



SMALL BUNGALOWS



SINGLE LEVEL HOMES

PLAN FOR PROSPECT HILL CEMETERY AS A SIGNIFICANT CULTURAL ATTRIBUTE TO THE AREA: Prospect Hill Cemetery is one of Omaha’s most significant historical and cultural areas. Many of Omaha’s pioneers, founders and early business, political and religious leaders are interred here. It is also one of the highest points in North Omaha, so the views to the east are breathtaking. The cemetery entrance is at 32nd & Parker streets and that entrance will remain. The proposed plan also connects the cemetery to the linear park running east from the cemetery to the North Freeway right-of-way. The public can gain access by ascending stairs from the park up the hill to the cemetery. This is an ideal way to make the cemetery more

visible and accessible and return it to the public realm, not to mention the fundamental human instinct to climb to high places from which to look down and survey the surroundings.

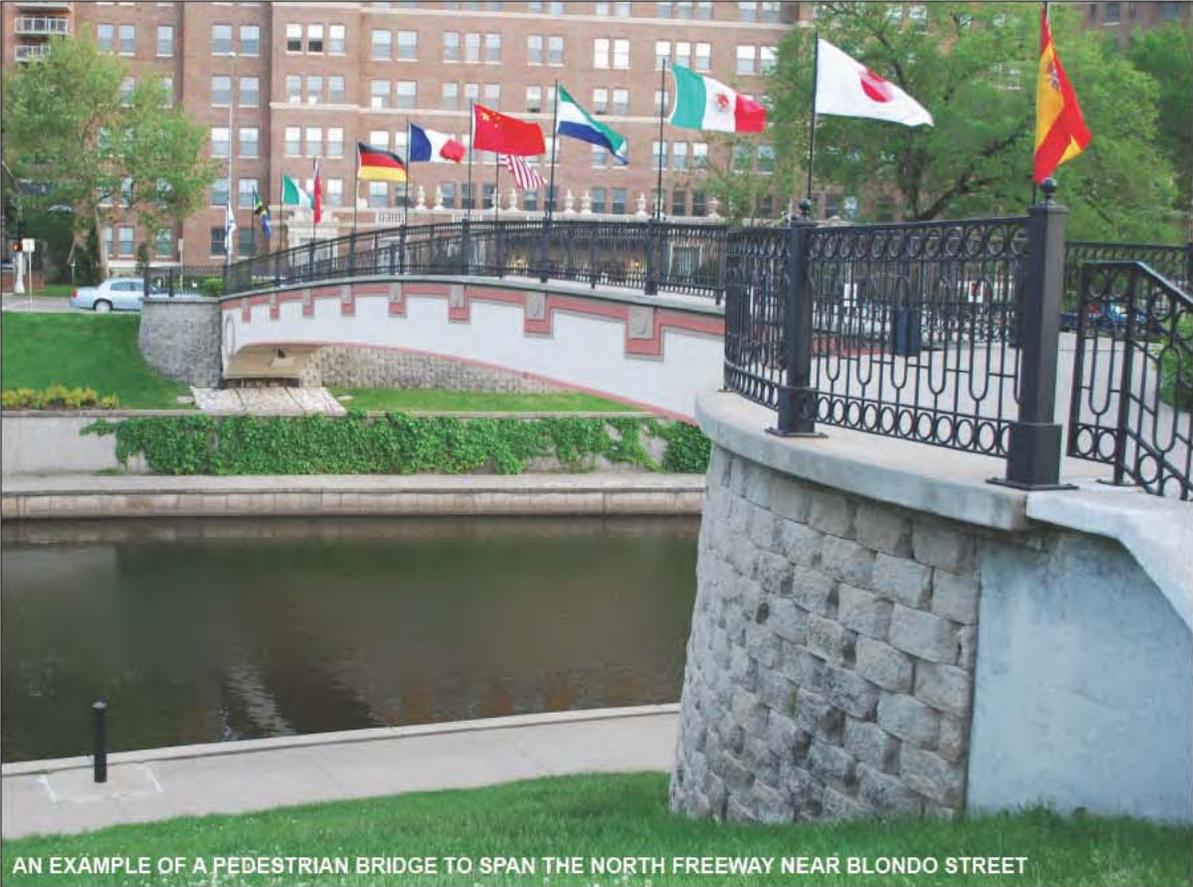
MAXIMIZE PUBLIC SPACE FOR PEDESTRIAN/BIKE TRAILS AND INTERCONNECTIVITY THROUGHOUT THE URBAN VILLAGE: The Lake & 30th Street Urban Village area is replete with opportunities to encourage pedestrian opportunities. The linear park and Prospect Hill Cemetery have already been noted. Additionally, the area adjoining the North Freeway right-of-way is an opportunity to capture storm water from the higher areas to the west and have retention ponds interspersed with meandering trails along the north/south freeway right-of-way. This natural area would connect to the linear park, the cemetery, and the upgraded pedestrian-oriented streets of Lake and 30th. A new pedestrian bridge spanning the North Freeway near Blondo Street would enhance the connectivity between neighbor-



SENIOR LIVING – SALEM VILLAGE AT MIAMI HEIGHTS

CHARLES DREW HEALTH CENTER





AN EXAMPLE OF A PEDESTRIAN BRIDGE TO SPAN THE NORTH FREEWAY NEAR BLONDO STREET



EXISTING PARK LAND BELOW PROSPECT HILL



PROPOSED LINEAR PARK AT 30TH STREET



PROSPECT HILL CEMETERY

hoods east and west of the freeway, and connections directly to the linear park.

This strategy relates directly to one of the City of Omaha’s Environment Element objectives regarding public health: *“Promote a distinctive community culture of physical activity, purposeful and recreational, based on the guiding belief that accessibility to physical activity is a core element of Omaha’s built and natural environment.”*

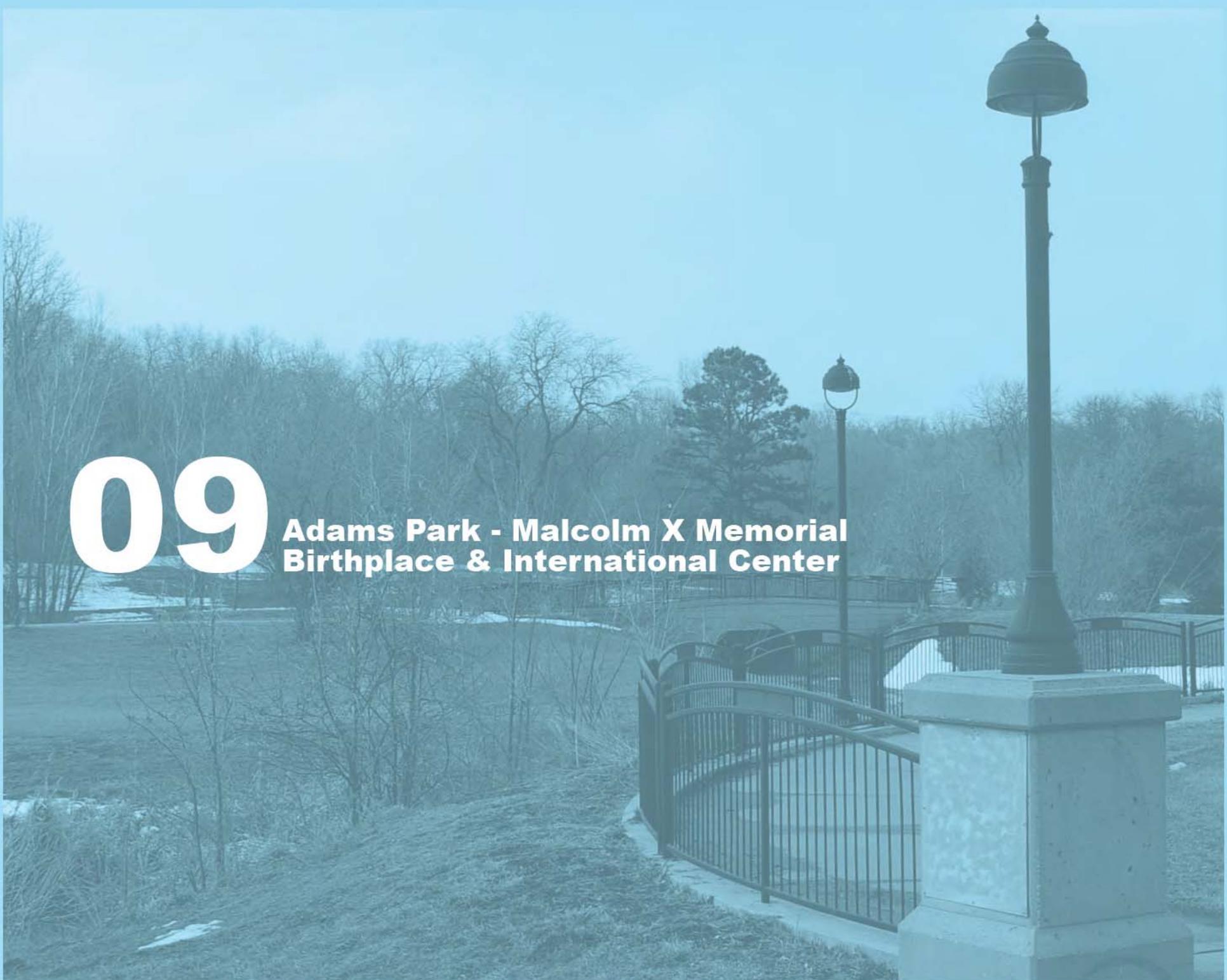
PROMOTE THE DEVELOPMENT OF AN EDUCATIONAL FACILITY IN THE LAKE & 30TH STREET URBAN VILLAGE: Education is an integral component of a village. While there are many public schools in the Village West area, there are opportunities for other, nontraditional forms of education and training. Because of the ready access to Village West from the North Freeway and other arterials, an area of the village should be dedicated to such a function. Possible locations for this new facility include the area of 30th

& Parker streets or immediately north of Lake Street, near the North Freeway exit.

Related to the educational initiative is Salem Baptist Church’s master plan to develop a community center on its property that could house educational and recreational activities for residents of all ages.

09

**Adams Park - Malcolm X Memorial
Birthplace & International Center**



The area defined as Adams Park/Malcolm X Memorial Birthplace & International Center extends from 30th Street to 38th Street, and Maple Street north to Pratt. The south boundary directly adjoins the Lake & 30th Street Urban Village area. At 60 acres, Adams Park is the largest park in North Omaha without a golf course and large lake. Much of the park terrain is natural. The 10-acre Malcolm X Memorial Birthplace & International Center site adjoins Adams Park at the northwest corner of the site.



ADAMS PARK FROM JOHN A. CREIGHTON BOULEVARD

ADAMS PARK / MALCOLM X MEMORIAL BIRTHPLACE & INTERNATIONAL CENTER

The goal of this plan is to make the Adams Park and Malcolm X Memorial Birthplace & International Center a regional recreation/cultural area and a major destination in North Omaha that creates a catalyst for residential growth and neighborhood redevelopment. Redevelopment strategies include incorporating City of Omaha Parks & Recreation goals for Adams Park that energizes activities in the park and increases visibility and accessibility to the park; creating prominent

access, visibility and appropriate neighboring land uses to make the Malcolm X Memorial Birthplace & International Center site a major cultural destination; enhancing major roadways adjoining Adams Park and Malcolm X Memorial Birthplace & International Center site to improve access and prominence of the area, and redeveloping neighborhoods adjoining Adams Park and Malcolm X Memorial Birthplace & International Center site to revitalize the area with mixed-use/mixed-income housing and supporting retail/services. This strategy both leverages and is supported by a number of exists assets and opportunities including:

ACCESS AND CONNECTIVITY

- Access from North Freeway via 30th Street and Lake Street
- John A. Creighton Boulevard runs through the park
- Bedford Avenue runs west to 52nd Street and Bristol Street runs east to 24th Street

LAND USES

- Surrounded by single family residential on the north and south
- Two elementary schools
- Industrial along old Belt Line right-of-way and at 30th Street south of Bedford Avenue
- Recreational/Cultural – Adams Park/Malcolm X Memorial Birthplace & International Center

PUBLIC IMPROVEMENTS

- Combined Sewer Overflow (CSO) project will impact west end of Adams Park
- 30th Street improvements

ADAMS PARK / MALCOLM X MEMORIAL BIRTHPLACE & INTERNATIONAL CENTER REDEVELOPMENT GOAL

Make the Adams Park and Malcolm X Memorial Birthplace & International Center—a regional recreation / cultural area—a major destination in North Omaha that creates a catalyst for residential growth and neighborhood redevelopment

STRATEGY: Incorporate City of Omaha Parks & Recreation goals for Adams Park that energizes activities

**KEY
REDEVELOPMENT
INITIATIVES**

- A. Adams Park
- B. Adams Park Community Center
- C. New Splash Pool
- D. Former Industrial Site
- E. Expanded Adams Park Play Fields
- F. Portal to Adams Park / Malcolm X Memorial Birthplace & International Center
- G. Community Buildings
- H. Malcolm X Memorial Birthplace & International Center
- I. Mixed-Income Residential Development
- J. Gabriel Union Lake
- K. Urban League of Nebraska
- L. King Solomon Missionary
- M. John A. Creighton Boulevard
- N. Bristol Street to Bedford Street Realignment
- O. Bristol Street Parkway to 24th Street
- P. Future Spencer Homes Redevelopment Area
- Q. 30th Street
- R. Howard Kennedy Elementary School
- S. Martin Luther King Elementary School
- T. Miami Heights Residential Redevelopment
- U. John A. Creighton Boulevard Realignment
- V. J.C. Wade Sr. Village Senior Residential Housing
- W. Salem Village Senior Housing
- X. Seventh Day Adventist Church
- Y. Bedford Avenue
- Z. Aframerican Bookstore
- AA. Lake & 30th Street Development Area
- BB. Mixed-Use Development Area



in the park and increases visibility and accessibility to the park.

ACTIONS (FROM CITY OF OMAHA DEPARTMENT OF PARKS & RECREATION):

- Extend 36th Street between Maple Street and Evans Street, providing better access and security around Adams Park and Malcolm X Memorial Birthplace & International Center site
- Provide maximum visibility of Adams Park and entry from 30th Street by acquisition of existing 30th Street commercial/industrial properties between Howard Kennedy School and Bedford Avenue
- Construct a new recognizable, inviting entrance into Adams Park from 30th Street by the extension of Bedford Avenue to connect with Bristol Street and develop as a parkway to 24th Street
- Provide a unique feature that would draw people to the park. Locate it at the high point of the park and visible from 30th Street
- Create a family-oriented hub on the top of the plateau north of the community center including play areas, picnicking and a unique recreational feature
- Construct trails throughout the park to provide wellness benefits for the seniors and better access to the entire park from the surrounding neighborhoods
- Make improvements to the lake including raising the water level, installing floating fountains, creating a small amphitheater and providing fitness stations on the walk surrounding the park



- Construct a football field in the park
- Construct a BMX concrete park for older children and young adults
- Rebuild the basketball courts in another location and provide room for adding courts in the future

STRATEGY: Enhance park security and its relationship to the neighborhood by surrounding Adams Park with residences facing the park (“eyes on the park”).

- ACTIONS:**
- Acquire properties on north side of Maple Street adjoining Adams Park and convert to park land

- Develop residential properties on south side of Maple Street overlooking Adams Park
- Expand Adams Park west by acquisition of properties between Wirt Street and Bedford Avenue, and 36th to 38th streets to provide additional recreational fields and playgrounds. Face new residential lots on this expanded park area.
- Acquire and develop new residential lots on west side of 36th Street facing Adams Park
- Acquire and develop new residential lots on north side of Bedford Avenue facing Adams Park

STRATEGY: Create prominent access, visibility and appropriate neighboring land uses to make the Malcolm X Memorial Birthplace & International Center site a major cultural destination.

ACTIONS:

- Acquire land east of the Beltline, west of 33rd Street, between Bedford Avenue and Pratt Street and rezone to residential
- Develop prominent entrance to Malcolm X Memorial Birthplace & International Center site from Bedford Avenue
- Develop residential lots north of Evans Street
- Develop residential lots on west side of extended 36th Street between Bedford Avenue and Evans Street overlooking the Memorial site
- Update Malcolm X Memorial Birthplace & International Center site master plan to include location of proposed cultural center, access to amphitheater and other desired amenities, and relationship to event parking and joint uses with Adams Park

STRATEGY: Enhance major roadways adjoining Adams Park and Malcolm X Memorial Birthplace & International Center site to improve access and prominence of the area.

ACTIONS:

- Enhance John A. Creighton Boulevard from Sprague Street to Hamilton Street with streetscaping, landscaping and bike trail. Rework the boulevard alignment between Maple Street and Lake Street.
- Enhance Bedford Avenue between 30th and 40th streets as a “Green Street” with landscaping appropriate to Adams Park and Malcolm X Memorial Birthplace & International Center site and widened sidewalks. Tie to Bristol Street parkway to the east of 30th Street.
- Enhance 30th Street streetscape through the Village West area with prominent interchange feature at Bedford Avenue
- Coordinate public parking needs between Adams Park and Malcolm X Memorial Birthplace & International Center site along Bedford Avenue to share during major events

STRATEGY: Redevelop neighborhoods adjoining Adams Park and Malcolm X Memorial Birthplace & International Center site to revitalize the area with mixed use/mixed income housing and supporting retail/services.

ACTIONS:

- Implement the remaining phases of Miami Heights Redevelopment Plan to catalyze further private

development in Village West and provide quality residences overlooking Adams Park (also see Goal 1)

- Create a Redevelopment Plan for the area between 30th to 33rd streets, Bedford Avenue to Spaulding Street to revitalize this area in its relationship to Adams Park, Malcolm X Memorial Birthplace & International Center, Druid Hill School, 30th Street mixed-use and John A. Creighton Boulevard system
- Rezone all industrial area east of the Belt Line to residential between Emmet and Sprague streets
- Create a Redevelopment Plan for the area east of 30th Street between Wirt and Bristol streets to replace the Spencer Homes area with new mixed use/mixed income residential and appropriate mixed use development on 30th Street to enhance the portal entrance to Adams Park/Malcolm X Memorial Birthplace & International Center

REDEVELOPMENT STRATEGIES

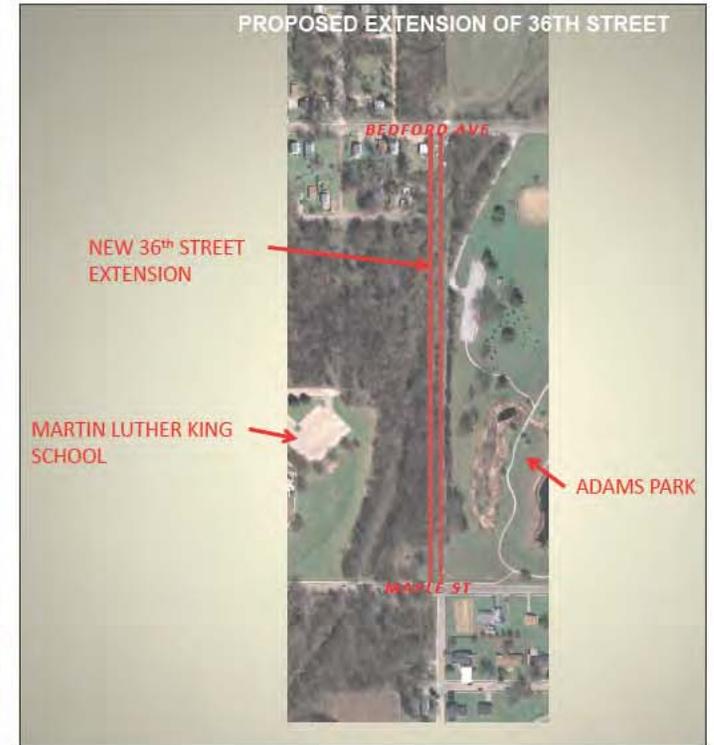
The size of Adams Park, its potential redevelopment, and the benefit of the Malcolm X Memorial Birthplace & International Center across the street create a unique opportunity to make Adams Park and Malcolm X Memorial Birthplace & International Center a major destination in North Omaha that serves as a catalyst for residential growth and neighborhood redevelopment. The Redevelopment Strategies align very closely with the strategies that were identified at the first community meeting on March 2, 2010. These strategies seek to:

SIGNIFICANTLY IMPROVE THE ACCESSIBILITY AND VISIBILITY OF ADAMS PARK/MALCOLM X MEMORIAL BIRTHPLACE & INTERNATIONAL CENTER: Currently, the Adams Park/Malcolm X Memorial Birthplace & International Center currently suffers from a lack of visibility and accessibility. The plan addresses these issues through the following initiatives:

- Enhancements to the street system start at the North Freeway exit to Lake Street – a highly visible portal with appropriate directional signage to key recreational and cultural attractions in the north Omaha area.
- Enhancements to Lake Street and 30th Street to make the streets prominent by their appearance, pedestrian-friendly scale, landscaping and street furnishings.
- Recreate Bedford Avenue as an east/west “Green Streets” boulevard through Adams Park and Malcolm X Memorial Birthplace & International Center with off-street parking lots serving both destinations.

These combined initiatives will constitute a quality and coordinated approach to the park – the anticipation of a significant destination point in north Omaha.

- Create a highly visible portal into Adams Park at 30th & Bedford Avenue that clearly signifies that one has arrived at the park entrance and Malcolm X Memorial Birthplace & International Center.



- Realign Bristol Street with Bedford Avenue, thereby creating a direct east/west connection from 24th Street to Adams Park. Treat Bristol Street as a parkway between 24th and 30th Streets.
- Improve circulation around the park by extending 36th Street north from Maple Street to Bedford Avenue. Design it as a boulevard and provide on-street parking to enliven activities at the park's west end. Extend 36th/35th Street north to Evans Street to provide full circulation around the Malcolm X Memorial Birthplace & International Center property and to complete the connection of 35th Street north to Paxton Boulevard.
- John A. Creighton Boulevard is a beautiful roadway curving through the heights of Adams Park. Enhance the boulevard north of the park with landscaping, trail, and replatted residential lots that face the roadway. South of Adams Park, realign portions of the boulevard to make the connection to Lake Street more logical and continuous.
- 33rd Street is a major collector street between Dodge and Lake streets. As it continues north from Lake Street, it terminates at the intersection with John A. Creighton Boulevard near the top of the hill in Adams Park. 33rd Street from Lake Street north to the park through the Miami Heights area should be enhanced as yet another significant portal to Adams Park.
- The strip of commercial/industrial land west of 30th Street and south of Bedford Avenue blocks the vis-



ibility of Adams Park from the major 30th Street trafficway. The industrial area is an inappropriate land use in this area and should be relocated to a north Omaha area industrial park.

MAKE ADAMS PARK AND MALCOLM X MEMORIAL BIRTHPLACE & INTERNATIONAL CENTER A MAJOR DESTINATION IN OMAHA: Adams Park is currently underutilized and the Malcolm X Memorial Birthplace &

International Center is in early stages of development. This presents a significant opportunity to focus on both areas concurrently to create a large cultural/recreational area of distinction and attraction in north Omaha.

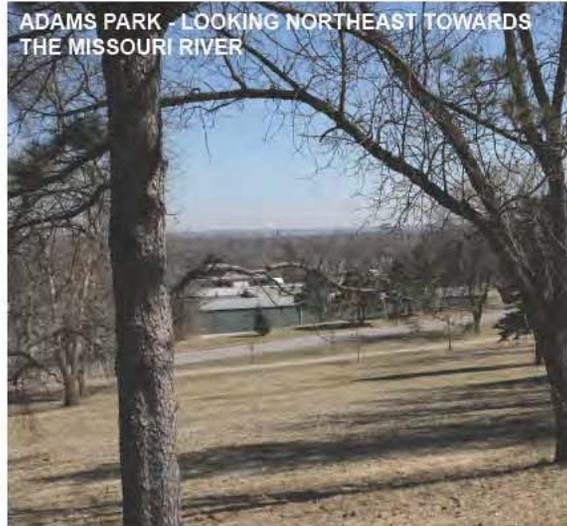
- Enlarge Adams Park to provide more area for recreational fields and playgrounds by acquiring the existing residential-zoned land between 36th and 38th, Wirt Street to Bedford Avenue. The majority of this

area is currently underutilized and can be terraced to provide additional softball fields, a soccer field and parking. Its direct adjacencies to Adams Park to the east and Martin Luther King Elementary School to the south benefit the entire area by connecting recreation/cultural and educational venues and increase the area's sense of unity and safety.

Acquisition of the commercial/industrial area along 30th Street between Howard Kennedy School and Bedford Avenue creates an opportunity for an active venue such as a splash park or festival/market-type activities at the entrance to Adams Park and would create high visibility along 30th Street.

The southeast corner of Adams Park along Maple Street is the highest area in Adams Park, and several homes on the north side of Maple Street have backyards abutting Adams Park. The recommendation is to purchase those properties and extend the park boundary to Maple Street. New and restored homes on the south side of Maple Street would front on Maple with "eyes on the park."

- The City of Omaha Parks & Recreation Department has responsibility for Adams Park and is in the process of master planning the park for a wide diversity of community uses such as team sports, bike and walking trails, adventure playground, picnic areas, preservation of natural environment elements, water elements, expanded community/recreation center,



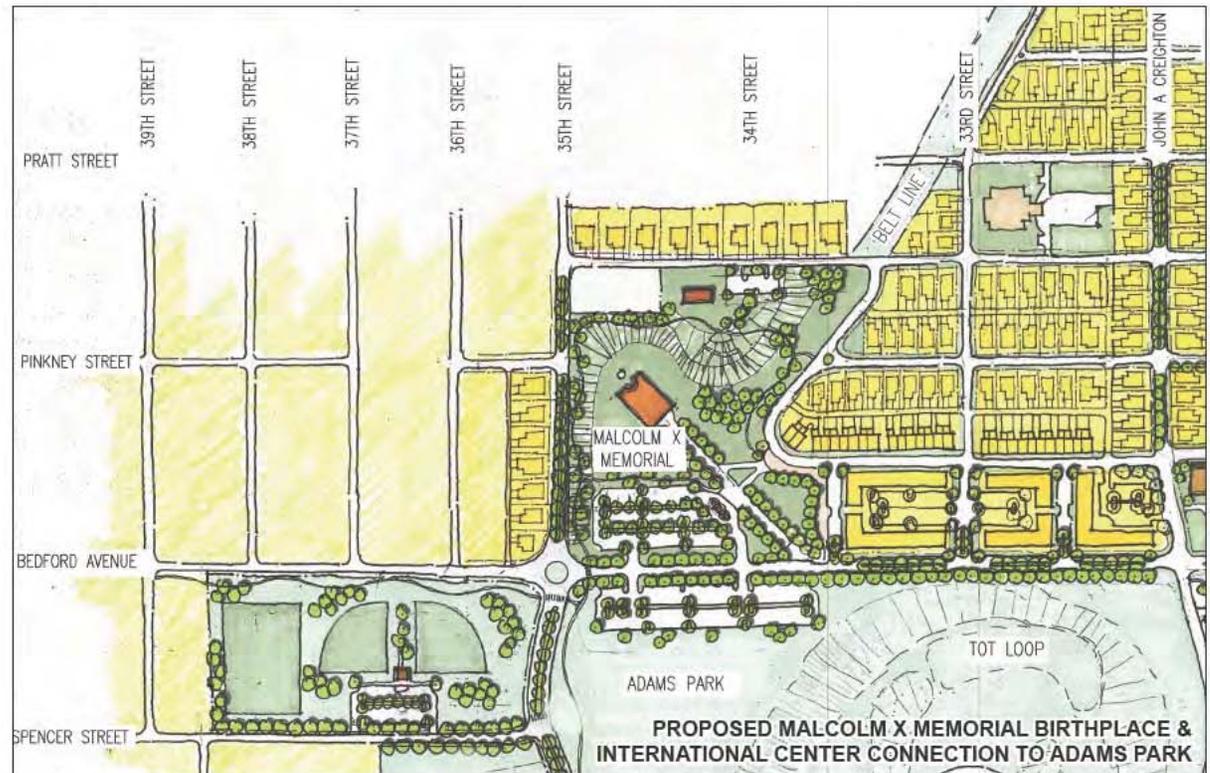
ADAMS PARK - LOOKING NORTHEAST TOWARDS THE MISSOURI RIVER



PROPOSED ADAMS PARK EXPANSION AREA ALONG SPENCER STREET



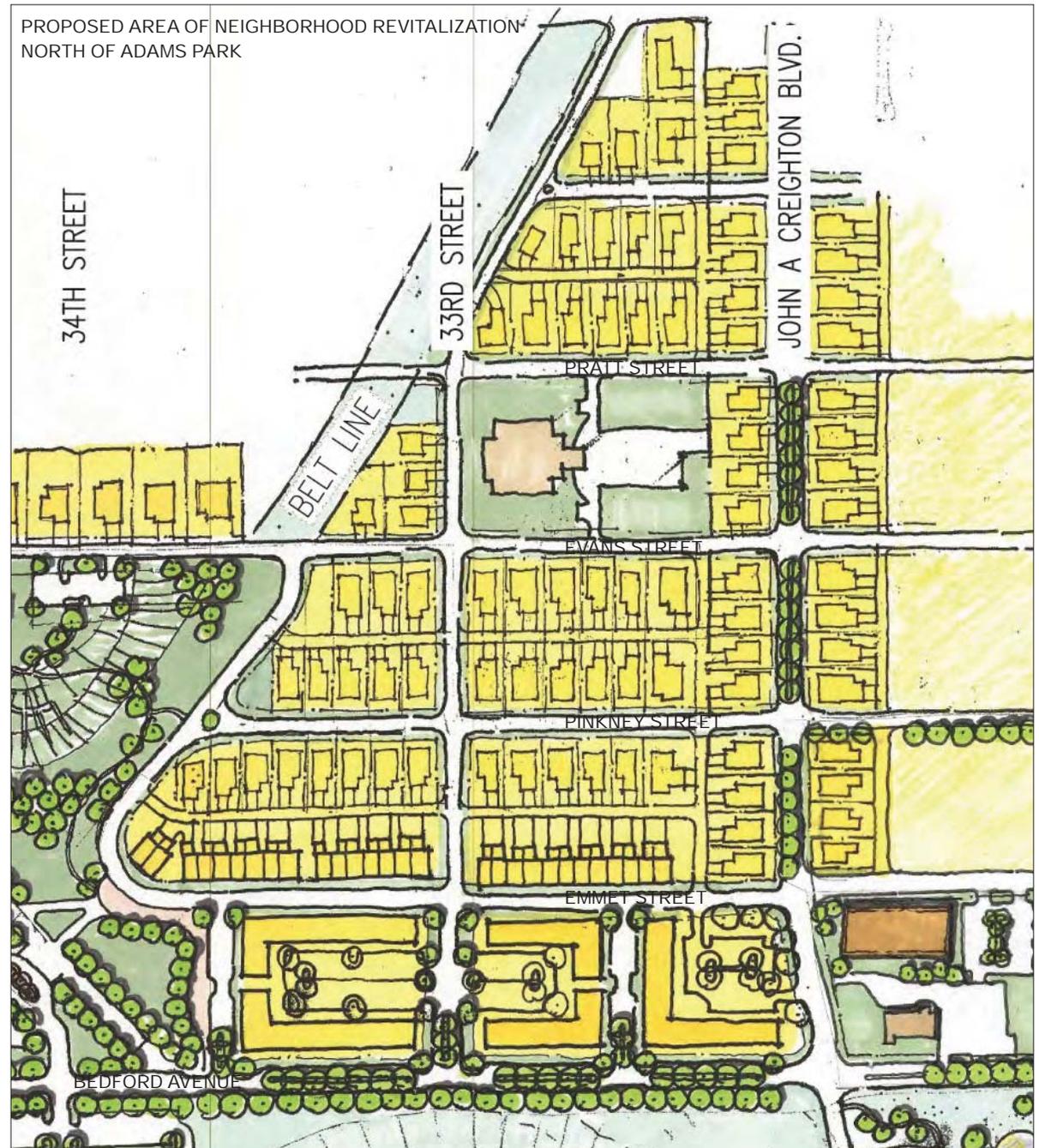
PROPOSED ADAMS PARK EXPANSION AREA ALONG SPENCER STREET



splash pads, community gardens, complementary uses with the Malcolm X Memorial Birthplace & International Center site and other functions to be determined. To make this a true destination, the streets and surrounding developments must be complementary to the functions and proposed activities in the park. Likewise, community members should be participants in defining attributes of the park that will make it useful, active and safe.

- The 10-acre Malcolm X Memorial Birthplace & International Center site is to commemorate the birthplace of Malcolm Little (Malcolm X). It is also to include a major cultural/education center, museum, amphitheater, birth site monument, trails and landscaping, all focused on the legacy and teachings of Malcolm X. Accessed off of Bedford Avenue, the site works in tandem with Adams Park for parking, access and trails. The terrain of the memorial site forms a bowl focused to the southeast, offering great vistas to Adams Park.

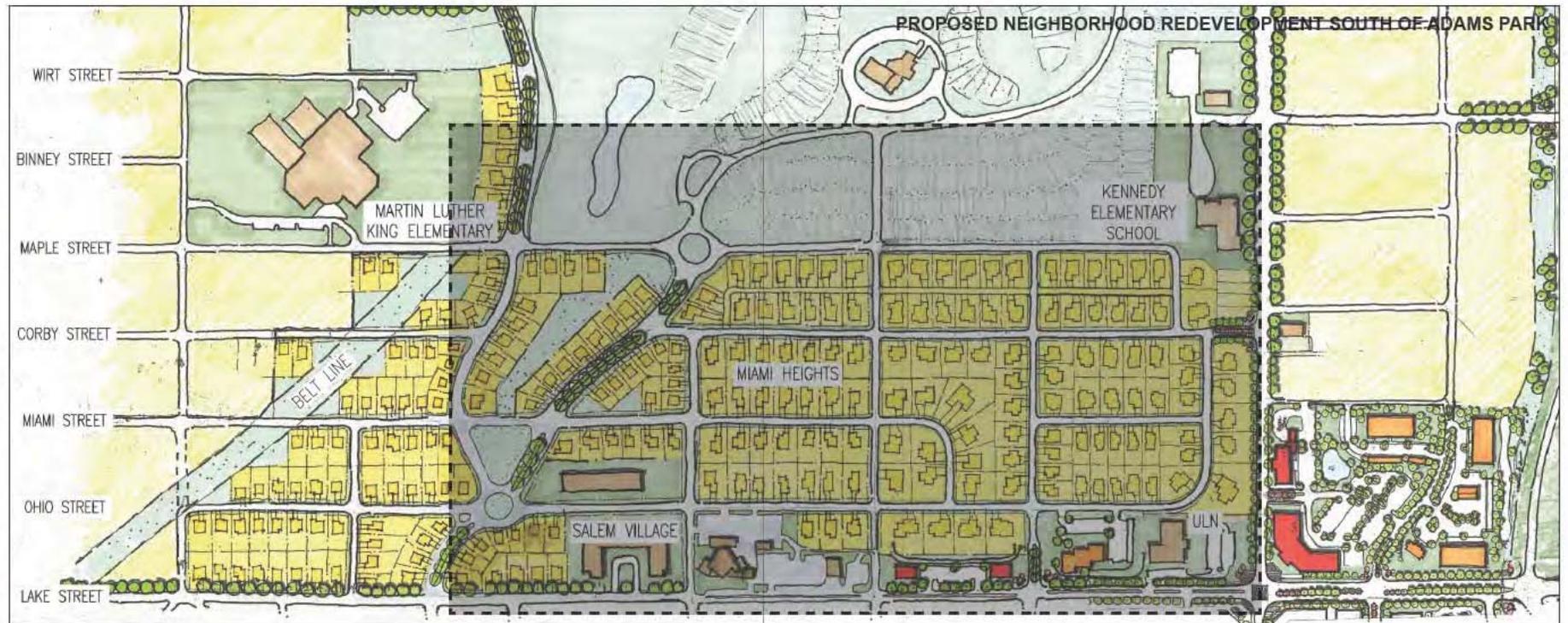
REVITALIZE AND REDEVELOP NEIGHBORHOODS SURROUNDING THE PARK: The surrounding neighborhoods of Adams Park and Malcolm X Memorial Birthplace & International Center are vitally important to the appeal, quality and safety of the entire area. Three distinct residential areas can be revitalized to complete the residential envelope around the park and memorial site.



- The residential area north of Adams Park to Spaulding Park (John A. Creighton Boulevard and Spaulding Street) is a well defined area for neighborhood redevelopment. Replat lots adjoining John A. Creighton Boulevard so that homes front on the boulevard, much like the homes along Paxton and Florence boulevards to the north and west. Purchase industrial properties along the old Belt Line Railroad right-of-way, and rezone as residential. Use the Belt Line right-of-way as a green way between Evans and Spaulding streets. Development in the area would be at a minimum density of eight dwelling units per acre. These mixed income units would form a distinctive boundary on the north side of Adams Park;
- Residential lots on the north and west sides of the Malcolm X Memorial Birthplace & International Center are currently vacant. These are quality lots that are positioned high above the memorial with spectacular views across the memorial into Adams Park and also east to the Loess Hills in Council Bluffs. These residences, fronting on the memorial, will create a visual boundary of the memorial site with the added security benefit of “eyes on the park.”
- Phase One of the redevelopment plan for Miami Heights south of Adams Park is already complete, and establishes a level of quality in this distinctive residential area between Adams Park and the Lake & 30th

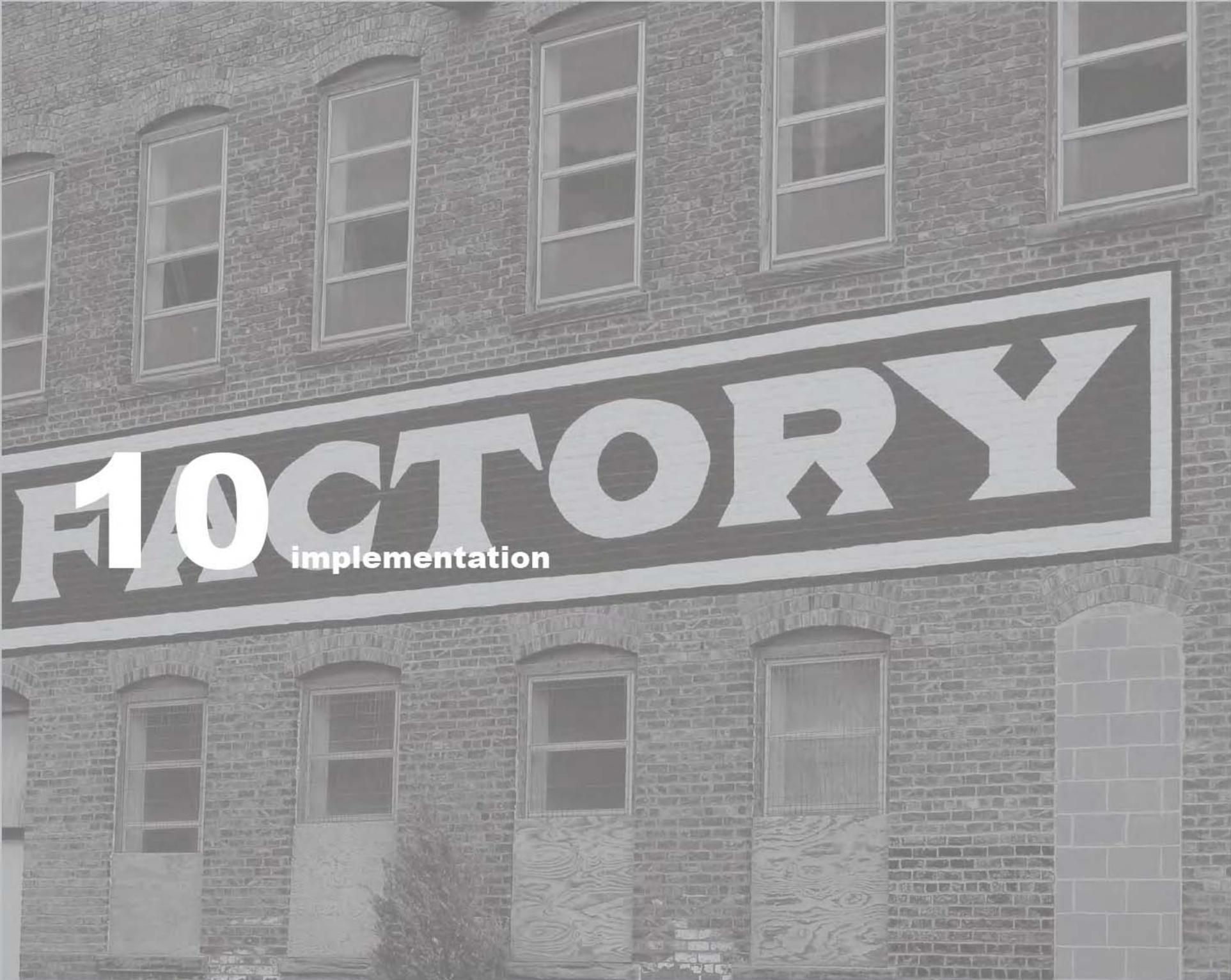
Street neighborhood core. Subsequent phases of the Miami Heights redevelopment can take advantage of bordering the south side of Adams Park, with quality homes fronting on the park and benefiting from views afforded by this high vantage point in north Omaha.

- A later redevelopment project should be considered for the residential area east of 30th Street between Miami Street and Bristol Street. This would consist of the replacement of the Spencer Homes project with new single family residences, infill development of existing lots and revitalization of existing structures.





POTENTIAL APARTMENTS & TOWNHOMES FACING ADAMS PARK



10 implementation

The Village Revitalization Plan is an ambitious and long-range vision that combines private redevelopment dollars leveraged by public investments in streets, infrastructure, parks and open space, and specific community and civic anchor institutions. The following Implementation Plan has been developed in conjunction with a detailed market analysis of North Omaha to determine economic development potential and capacity, and has been structured in five primary phases to identify areas of concentrated and coordinated development to leverage each investment for maximum long-term impact. This phasing strategy does not prohibit existing or future incremental development projects occurring outside of these phases, but does maximize the catalytic potential of the Village Revitalization Plan in stimulating new growth and investment in the community of North Omaha.

NORTH OMAHA MARKET REVIEW

Part of the H3 Studio Planning Team, Development Strategies was charged with reviewing and confirming demographic and real estate market information for North Omaha. The firm of Economics Research Associates (ERA) completed a detailed market study for North Omaha in 2007 which was to be utilized for the implementation plan except where certain data could be readily updated. The ERA report has been reviewed by Development Strategies and key findings are summarized in this memorandum. Updated information is offered from sources in Omaha or otherwise obtained by Development Strategies. This memorandum will be useful in projecting possible development programs for the three “opportunity areas” identified on the map to the right:

- 24th Street Corridor
- 16th & Cuming West
- 30th & Ames/Metro South

RETAIL ANALYSIS

ERA found that there was between \$44 million and \$57 million of unmet retail demand in the study area. That is, a great deal of spending power from households in North Omaha was “leaking” from the neighborhood. Accounting for non-residents making purchases at retailers located in North Omaha, the net effect was that residents were spending as much as \$57 million per year in other locations. As a rule of thumb, if all of that leakage could be captured in North Omaha, as much

as 190,000 square feet of additional retail floor area could be supported in North Omaha.

Development Strategies conducted a separate retail analysis for this memorandum and found that the leakage in late 2009 is on the order of \$112 million. This \$112 million represented about 53 percent of all retail buying power of North Omaha, so less than half of the residents’ spending takes place within North Omaha. Given the large geographic area of the study area, this is a significant leakage.

That said, the 2009 numbers do not account for the brand new Aldi’s store at 30th & Ames. About one-quarter of the leakage from North Omaha was in the grocery sector, so Aldi’s is almost certainly helping to re-attract some of the leaked spending power in that sector.

The biggest gaps exist in several retail sectors: automobile sales, furniture and home furnishings, electronics stores, shoe and clothing stores, building materials and lawn equipment stores, and jewelry and related stores. Most purchases in these sectors fall into the “shoppers goods” category for which people are generally willing to travel some distance to compare prices and quality. This is in contrast to “convenience goods” like groceries and drugs or even many kinds of restaurants. Shoppers goods stores, therefore, are most often found in large concentrations of stores, like shopping centers, strip malls, or downtowns. Thus, we would deem it unlikely that North Omaha, under current

demographic and household density conditions, could attract a great deal of floor area in these sectors.

As noted, there is also a large statistical “gap” in groceries, but the new Aldi’s store may re-attract a significant amount of such lost sales.

On the other hand, North Omaha has notable surplus sales in three sectors: liquor stores, used merchandise stores, and gas stations. Statistically speaking, there is no need to attract more of these kinds of merchants unless they are established to attract customers from a very large market area encompassing a great deal of greater Omaha.

Perhaps the best opportunities for additional retail in North Omaha in the near term are in restaurants and drinking places. There are large leakage gaps from North Omaha in four such sectors: full service restaurants, limited service eating places, special food services, and alcoholic drinking places. Capitalizing on the strength and diversity of demographic segments both within and near North Omaha, and capitalizing on North Omaha’s special history and ethnic backgrounds, the eating and drinking sector could well be targeted as a means to keep the spending power of its residents closer to home and to attract patronage from a much larger area.

OFFICE ANALYSIS

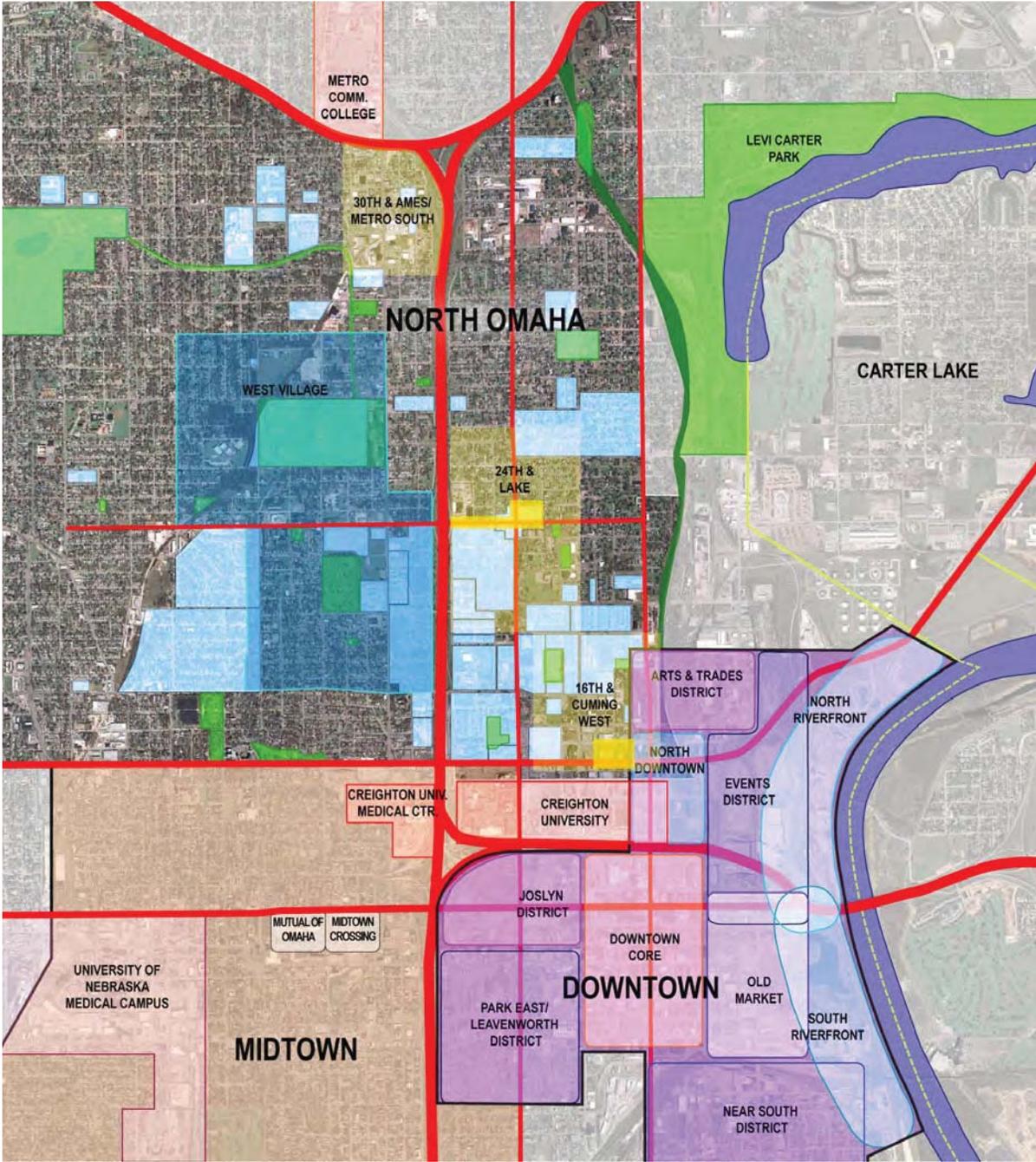
Office space in North Omaha is old. The average office structure was built in 1944. Moreover, office build-

ings are quite small in North Omaha with an average building size of just 2,000 square feet.

Omaha area office realtors place North Omaha in the Downtown/Midtown submarket, which means that North Omaha can be overwhelmed, in a market sense, by Downtown. But this submarket has a relatively favorable average vacancy rate of 14 percent versus 16 percent in the metropolitan area as a whole.

Still, based on employment and economic dynamics in the Omaha area, the ERA report concludes that prospective demand for new Class A or Class B office space in study area is inadequate for market rate of office development. That conclusion was made before the national economic recession, so conditions are certainly even less favorable today. Simply put, North Omaha is not positioned to be a significant office market, and probably should not attempt to be in light of the nearness of Downtown.

But cities and, particularly, downtowns are becoming increasingly strong magnets for what is broadly defined as the “creative class” of the job market. These are people generally involved in artistic, problem-solving, and cutting edge occupations. They tend to be young, though not necessarily, and well educated. They like urban scale work and live environments. Indeed, this class of worker undoubtedly dominates the new housing near the Old Market in Omaha and is the most significant factor in supporting the businesses of the Old Market.



The presence of Creighton University adjacent to North Omaha and the nearby office concentration of downtown suggest that the southern edges of North Omaha should be positioned to attract some of the creative class as residents, workers, and retail patrons. Hot Shops Art Center (right) and the Alley Poyner Macchietto Architecture firm are clear indicators that this positioning is underway. Re-use of existing and unique buildings is characteristic of the early infusion of this class, which is typically followed by construction of new and architecturally innovative buildings over time—as witnessed around Old Market.

Even the new hotels in the southeast section of North Omaha begin to demonstrate how new and old architecture can blend for a fascinating urban environment. These are juxtaposed with older industrial kinds of buildings being converted to housing, offices, and work studios.

In short, the beginnings of a small, but notable, work environment for office kinds of occupations—let alone housing and, eventually, restaurants—is already evident on the southern fringe of North Omaha.

RESIDENTIAL ANALYSIS

North Omaha's housing has a markedly lower owner-occupancy rate than the metropolitan average. Owner-occupants made up 47 percent of all households in North Omaha at the time of the ERA report compared to 61 percent in the metro area. High rental concentrations usually mean higher vacancy rates, too. ERA

found that the housing vacancy rate in North Omaha was 10 percent compared to just six percent in the broader market. In light of demographic and economic trends at the time, ERA concluded that renter occupied units had been increasing in number and would continue to increase.

While renter occupancy is not necessarily a bad thing, it is typically a very good indicator of socio-economic decline when the housing stock has such a high proportion of single family homes and the density of housing is quite low. Renter occupancy of single family homes can often indicate a market that is failing to reinvest in itself. Renters tend to be far more transient than homeowners, so renters have less at stake in the neighborhood and, therefore, tend not to be as diligent about property maintenance, community values, and the like. This is even more pronounced in neighborhoods with higher proportions of renters who are less likely to be kept in check by diligent home-owning neighbors.

Moreover, high rental percentages in single family areas are also indicative of a decline market for existing home sales. The market values of housing may be declining for many reasons, but this discourages occupants from reinvestment and discourages sales because owners feel like they are not obtaining a sufficient return on their investment. Indeed, home values in the city of Omaha have average values that are double the average value in North Omaha. So, if homeowners are relocating away from North Omaha, they tend to opt for rental occupants in their previous

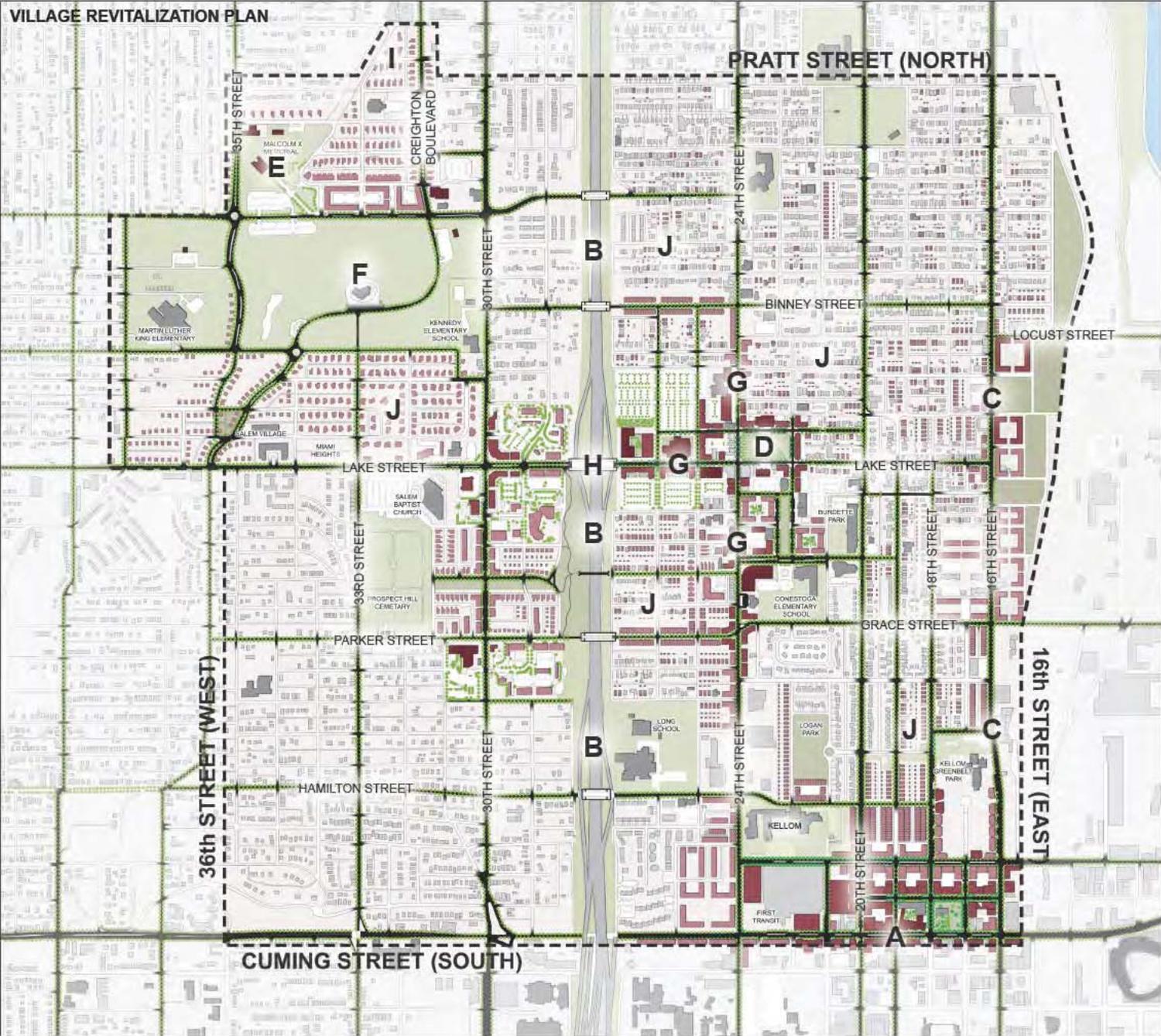
home until market prices turn up. Frequently, this becomes a self-fulfilling downward cycle, however. As more homes are left for rental occupancy, values tend to fall, which encourages more rentals.

Despite this high rental occupancy, North Omaha has relatively few apartment buildings, which are frequently rental. An advantage to apartment buildings, especially larger ones, is that they tend to be owned by people who have the experience and resources to maintain their quality. Former homeowners who rent their house after they have moved elsewhere may own only that one rental property. Thus, key economies of scale regarding maintenance and reinvestment are lost. For such reasons, neighborhoods of single family homes perform best when the occupants are also the owners.

And simple observation shows that a great many of the single family homes are of good character. A high number are well-maintained, especially on the west side of North Omaha. While obvious maintenance problems are more evident on the eastern side, there is a lot of pride that shows in the quality of the housing that was built as North Omaha grew; recapturing that pride needs to be a goal of the implementation plan. North Omaha, however, has not lacked for construction of new housing. In an attempt to clean up some parts of the neighborhood while creating better housing for existing residents, a variety of subsidy programs have been utilized to create affordable housing. Home building in the study area has been concentrated in

**KEY
REDEVELOPMENT
INITIATIVES**

- A. Create a new front door to North Omaha at Cuming Street.
- B. Embrace the North Freeway corridor as new entrance to North Omaha.
- C. Develop 16th Street as a new green edge and open space amenity.
- D. Create a new heart for North Omaha at 24/Lake Street
- E. Celebrate the Malcolm X Memorial Birthplace and International Center as a nationally-significant destination.
- F. Celebrate Adams Park as major neighborhood amenity.
- G. Create a new cultural spine along Lake Street and 24th Street.
- H. Enhancing existing bridge connections between East and West Village.
- I. Connect north to 30/ Ames-Metro South commercial district, Fort Omaha, and Prospect Hill Cemetery.
- J. Build new affordable and market rate infill housing with a diversity of housing types



PERCEPTIONS, ISSUES, AND OPPORTUNITIES

- Development activity is occurring on the fringes of the North Omaha study area: Qwest Center, Downtown, NoDo District, Midtown development, river front tourist and commercial development, Metro Community College, Creighton University, and Eppley Airfield).
- Future retail, public service activities (e.g. job training), transportation links, and housing can benefit from the fringe development if they are strategically located and implemented throughout the North Omaha Study Area
- There are limitations to reversing the population decline in the near-term. Smaller families, the decrease in affordable multi-family units, lack of available market rate new construction, and the continued development of new communities at Omaha's fridges are disincentives for repopulation.
- Employment and other commercial centers are already underway in the southeast corner of North Omaha and at 30th & Ames
- Study area is more diverse than likely is perceived. White residents comprise almost 35 percent of North Omaha while Hispanic or Latino residents comprise just about four percent.
- Social and health service facilities offer an alternative anchor for commercial activity. Strategically placing appropriate retail establishments near clinics, hospitals, Urban League, child care and recreation centers, elderly care, or even bus transfer nodes may allow small retail establishments to capture residual traffic. A qualification for this is that social and health services would also have to be strategically located and consolidated to attract the highest potential of service delivery.

its most eastern sections, between 16th Street and the North Freeway. Single family infill development in 2005 and 2006 was concentrated in the south eastern communities of Long School, Flanagan High, Kellom Heights, and Logan-Fontenelle. The Omaha Housing Authority has concentrated its infill housing development on either side of the North Freeway in the communities of Long School and Spencer Homes.

Still, ERA noted that there remains a shortage of affordable housing in North Omaha; this was concluded before the recent economic recession which seriously

impacted the housing finance industry. While this suggests more housing is needed to accommodate lower income households in better housing conditions than otherwise prevail in North Omaha, there is a real risk that failure to create mixed-income neighborhoods will contribute to further problems with housing quality in the future. Thus, there is a need to identify ways to develop more market rate housing for middle-income buyers in order to encourage more homeowner reinvestment in the area while increasing the buying power so that more commercial activity can be attracted. ERA's report shows that the five-year period between

2006 and 2011 should see the net addition of about 17,750 housing units in the city of Omaha alone. At the same time, North Omaha would attract about 770 units, though the resulting total in North Omaha of 19,860 would still be less than the 20,115 units in 1990 (which deteriorated to 18,795 in 2000). While such projections have undoubtedly been sharply affected by the economic recession, the long term trends are clearly in favor of more growth. North Omaha can position itself to provide even more of the city's housing growth than these projections suggest if areas of strength can be exploited, such as Downtown, Creighton University, the highway network for commuters, and so forth.

DEVELOPMENT GOALS AND STRATEGIES

LABOR FORCE & EDUCATION

GOAL 1: By 2025, East Village residents will achieve labor force characteristics that are at least equivalent to averages for the state of Nebraska, including educational attainment and employment rates, thus improving the prospects for employment anywhere in the Omaha area for the East Village population.

Traditional measures of labor force and employment characteristics generally create an unfavorable relative profile of North Omaha and East Village. Improvement efforts at training, job placement, and continuing education can lead to better and more opportunities

for the residents (i.e., labor force) of North Omaha and East Village. Population growth can also improve the statistics if a higher quality labor force is attracted to new and improved housing, so care must be taken to improve the characteristics of current residents as well as future residents.

STRATEGY 1A: Reinforce formal relationships between major employers in nearby job concentrations, and occupational training organizations serving East Village residents.

- a. Continually link occupational needs of nearby employers to training and re-training programs, constantly keeping current the curriculum of the Business & Technology Center at 24th and Lake. The roots of such a linkage are already in place. Other local and regional employers should also be brought into this linkage to assure that the local labor force is prepared for metropolitan area jobs. Programs should include advanced training and management training for supervisory positions.
- b. Establish intern and apprenticeship programs at numerous Omaha area employers that help such employers obtain low-cost labor for certain jobs while providing on-the-job experience for East Village trainees.
- c. Encourage a "Hire Local First" policy in East Village and all of North Omaha that weights applications for employment from qualified residents and

job trainees more heavily than outsiders.

- i. This should not guarantee employment to graduates of local training and educational programs, but should assure that employment opportunities in North Omaha and East Village will favor local residents when candidates have otherwise equivalent qualifications.
- ii. This policy can be phased out as East Village's labor force reaches equivalent statistical characteristics as the average for the Nebraska labor force—that is, as the labor force reaches a more competitive position in the state.

STRATEGY 1B: Track the occupational characteristics of new/incoming East Village residents and promote local work spaces to those who are prospective entrepreneurs.

- a. Conduct bi-annual attitudinal surveys of both new and existing residents in order to get a fuller picture of the occupational skills in East Village.
- b. Sponsor bi-monthly "business after hours" events in East Village to encourage networking and to show off available business spaces and to link job seekers with employers.

DEVELOPMENT GOALS FOR THE EAST VILLAGE OF NORTH OMAHA

LABOR FORCE & EDUCATION: By 2025, East Village residents will achieve labor force characteristics that are at least equivalent to averages for the state of Nebraska, including educational attainment and employment rates, thus improving the prospects for employment anywhere in the Omaha area for the East Village population.

ACTIVE, HEALTHY & SAFE COMMUNITY: By 2020, East Village will be known for its dynamic and diversified activities, safe commercial and residential areas, cleanliness, attractive new and historic buildings, and aesthetic landscaping.

BUSINESS & RESIDENTIAL DEVELOPMENT: By 2020, East Village will attract a substantial increase in population and will achieve stable occupancy of buildings, existing and to-be-constructed, for a wide range of purposes including commercial activity, service agencies, institutional attractions, and residential housing.

REGIONAL ATTRACTION: By 2020, East Village will be a highly recognized attraction for training, education, and presentation in the performing and visual arts, complementing other visitor destinations in greater Omaha.

ORGANIZING FOR SUCCESS: By 2015, East Village will be managed in a coordinated, business-like manner, representing all interests, in order to achieve competitive status with other business centers in greater Omaha.

STRATEGY 1C: Identify funding for and create a “dream college scholarship program” for students of North Omaha Schools.

- a. Raise funds and increase endowment from Omaha area employers and philanthropists, particularly those with historical ties to North Omaha.
- b. Offer support for full bachelor’s degree programs at a Nebraska university after students successfully obtain an associate’s degree at Metro Community College. A potential model is the “Kalamazoo Promise” for public high school graduates attending publically financed colleges and universities in Michigan.
- c. Offer scaled, forgivable housing loans to people employed within three miles of East Village who choose to live in East Village for five years. (Same as Strategy 3H, c.)
 - i. Money would assist with down payments or partial rents, not for the entire monthly or annual costs of occupying an East Village home.
 - ii. 20 percent of the loan would be forgiven for each year of occupancy up to five years.
 - iii. Remaining loan would be repayable when the employee moves out of the home.

ACTIVE, HEALTHY, AND SAFE COMMUNITY

GOAL 2: By 2020, East Village will be known for its dynamic and diversified activities, safe commercial and residential areas, cleanliness, attractive new and historic buildings, and aesthetic landscaping.

STRATEGY 2A: Reinforce and expand the growing North Omaha brand or theme with a particular emphasis on ethnic-based arts in the “new” East Village.

- a. It is best to relate this theme also to Downtown Omaha and/or constituent parts of the greater downtown (e.g., the university or the arts district), adopting similar logos and symbols. At a minimum, East Village should not look like it is divorced from the rest of Omaha, let alone from the economic strengths of Downtown, by adopting an entirely different theme. A common thematic approach can reinforce the value of East Village for the greater Downtown and Midtown, and vice versa, while also aiding visitors and residents alike in changing their perceptions about East Village.
- b. Utilize this theme in all signage, printed materials, presentations, advertising and promotion, and related actions that are intended to attract businesses, residents, and patronage to East Village.

STRATEGY 2B: Implement an arts-based economic

development program for attracting and retaining businesses that complement the brand. Focus on new businesses that supply goods and services to arts organizations and on new arts and related organizations.

- a. Conduct a cluster study to identify prospective economic sectors and specific firms that might be targeted.
- b. Emphasize and, perhaps, subsidize aggressive firms who demonstrate skills to serve related sectors throughout greater Omaha.

STRATEGY 2C: De-emphasize, though do not necessarily reduce, the importance of social welfare services in East Village as an economic development anchor.

- a. Incorporate the many social services available in East Village into a marketing/public relations campaign that emphasizes preparedness for jobs and the safety of the entire community.
- b. Vigorously assure that properties controlled by social service agencies are held to the same high maintenance and aesthetic standards as all other properties.
- c. Create and implement a management plan for traffic (vehicular and pedestrian) throughout East Village that ensures orderly flow and safety

STRATEGY 2D: Assure that appropriate land use and

building use regulatory mechanisms are in place and up to date to reflect the potential character of East Village. A land use strategy is equally as important as a management strategy. The City is in a position to guide future redevelopment through zoning and its comprehensive planning process and we recommend that the city incorporate the following economic development related recommendations into its land use strategy:

- a. Renovate and rehab historic structures in East Village to accommodate professional office and studio users that can attract high-value jobs.
- b. Encourage the development of appropriate incubator space for small to medium sized technology-based businesses. Make sure that East Village, if not all of North Omaha, is positioned to support incubator policies of the City and the Chamber of Commerce.
- c. Encourage more mixed-use developments with various combinations of office, hotel, restaurant, retail banking, entertainment, and residential uses within planned sites or building projects.
- d. Encourage increased densities, including redevelopment, and renovation of existing buildings.
- e. Provide specialized zoning regulations for mixed-use projects at selected high density nodes (24th & Lake, 16th & Cuming, 24th & Cuming) that encourage density, shared parking, and multi-use buildings.
- f. Construct mixed-income residential development.

EAST VILLAGE BUSINESS & RESIDENTIAL DEVELOPMENT

GOAL 3: By 2020, East Village will attract a substantial increase in population and will achieve stable occupancy of buildings, existing and to-be-constructed, for a wide range of purposes including commercial activity, service agencies, institutional attractions, and residential housing.

STRATEGY 3A: Market and manage East Village as a single, common district.

- a. This will require a far more effective program of marketing existing businesses to retail and business consumers and marketing the inventory of commercial and non-profit space to prospective entrepreneurs.
- b. Marketing the business nodes as popular destinations should include better signage and media advertisement of special sales, events, and new business openings.
- c. Enforce agreement of common operating hours.
- d. Coordinate an approach to leasing available space that is consistent with a planned tenanting program. Avoid leasing space to the first occupant that comes along. Determine the best mix and location of a diverse but complementary set of establishments and consciously work to achieve that mix.

- e. An on-going market research and monitoring function should be another key element of an overall management plan that mimics the most important elements found in successful, unified organizations.

STRATEGY 3B: Place heavy emphasis on the attraction of new and diversified residential housing options throughout East Village both as a crucial in-fill policy and as a means for improving retail buying power.

- a. In addition to an East Village strategy that is intended to focus on the higher density commercial nodes, residential development and occupancy must be pursued throughout East Village. The emergence of market support for East Village residential space in a variety of configurations is particularly important for demonstrating revitalization and for generating increased local retail patronage.
- b. Residential opportunities East Village range from modest apartments above storefronts to luxury, one-of-a-kind lofts and condominium apartments in existing and new buildings. Residential growth should be facilitated as it promises the creation of a built-in market for retail activity and a population committed, along with landlords and merchants, to the betterment and maintenance of East Village as a viable, 24-hour, 7-days-a-week, work-live-play, urban environment.

- c. Be particularly sensitive to building housing products that appeal to an “arts demographic.” Such products favor lofts, live-work spaces, and flexible floor plans where artists of all types can exercise their creativity not only for living quarters but also for their work.
- d. Evaluate the potential for copying art-in-residence strategies similar to that in Paducah, Kentucky, and several other cities where artists of all types receive substantial priorities and financing benefits for their housing.

STRATEGY 3C: Recruit unique local and regional businesses, and offer incentives to locate in East Village’s key nodes at 24th & Lake and 16th & Cuming.

- a. This strategy would be part of the responsibility of an established East Village management and recruitment entity (see Goal 5). It is no different from what any creative and aggressive shopping center or office park manager and leasing agent will do to maintain a strong tenant mix.
- b. This includes identifying and monitoring, as part of on-going market observation, tenants located elsewhere that would fill a particular niche in East Village, initiating discussions relative to their interest in an East Village location and their fit within prospective sites or spaces in East Village, and then bringing the prospect together with the landlord, property owner, or responsible real estate agent.

STRATEGY 3D: Create an accurate space inventory, data base, and occupancy plan for East Village and its three key business nodes.

- a. This will require a detailed base map of East Village and its key nodes along with plan drawings of buildings. The base should be entered into a geographic information system (GIS) and reproduced by means of a computer aided design system (CAD). It should be capable of portraying the whole of East Village, its different subsectors, and individual buildings or clusters of buildings at appropriate different scales and levels of detail.
- b. Once an effective base map is available, a refined space inventory can be created that catalogues the dimensions, size, and characteristics of all ground floor and upper level space. While special attention should be given immediately to buildings and sites currently available for lease or development, the base map and inventory must comprehend all of East Village for ongoing leasing and recruitment purposes.
- c. The space inventory and base map should distinguish loading, storage, sales, and display spaces and indicate entries, exits, and loading docks. The detailed plan would be useful for negotiating details about space rental. A simplified plan should also be created for marketing and promotional purposes.
- d. The cooperation and participation of tenants and

landlords will be required to achieve a successful base map and inventory and, therefore, every effort should be made to engage these interests as partners in the venture from the outset.

STRATEGY 3E: Create and maintain a flexible marketing package.

- a. This should include a variety of elements, the most of important of which will be a brochure of East Village as a whole. The brochure should include performance data, testimonials, photographs, and other graphic material.
- b. There should be a common binder or wrapper into which would be inserted other key elements including a marketing version of the space inventory, the base map configured as a leasing plan, supportive articles and testimonials, and more specific plans and photographs of available spaces (sites or buildings).
- c. Some details of the rest of North Omaha and surrounding districts will be essential in this package in order to demonstrate the tangible reconfiguration of East Village that is underway.

STRATEGY 3F: Distribute the marketing package to targeted businesses, both regional and local.

This should include an offer to visit the prospect and present the case for East Village and specific available

spaces as well as an invitation to visit East Village to assess the opportunities directly. Follow-up calls and other contacts would be used to solidify prospects and confirm next steps.

STRATEGY 3G: Create an effective alliance with the Omaha real estate brokerage community.

- a. It is important to enlist the participation and support of those real estate brokers active in North Omaha and the central part of Omaha in the business recruitment effort. This could include designating a firm or individual as East Village's lead agent, or securing fee splitting arrangements with a variety of agents. Their knowledge and deal making skills will be critical in securing new tenants and investors.
- b. At the same time, it would not be reasonable to expect a brokerage firm or individual to do the kind of ground work necessary to market East Village as a whole and to affect an overall strategy as outlined here. That responsibility should remain with an overall East Village management entity.

STRATEGY 3H: Track employer attitudes regarding the North Omaha and, more specifically, East Village business climate and promote East Village work spaces to area employers.

- a. Initiate a "call program" to visit annually with local

employers to discuss the business climate and how East Village might improve its climate to attract growth.

- b. Sponsor semi-annual "business after hours" events in East Village to encourage networking and to show off available business spaces, perhaps in conjunction with Strategy 1B.
- c. Offer scaled, forgivable housing loans to people employed within three miles of East Village who choose to live in East Village for five years. (Same as Strategy 1C, c.)
 - i. Money would assist with down payments or partial rents, not for the entire monthly or annual costs of occupying an East Village home.
 - ii. i20 percent of the loan would be forgiven for each year of occupancy up to five years.
 - iii. Remaining loan would be repayable when the employee moves out of the home.

REGIONAL MARKETING

GOAL 4: By 2020, East Village will be a highly recognized attraction for training, education, and presentation in the performing and visual arts, complementing other visitor destinations in greater Omaha.

STRATEGY 4A: East Village should be aggressive in its support of greater Omaha tourism.

- a. At present, East Village and all of North Omaha can be too easily ignored because of its relatively poor positioning to attract visitors. Visible improvements on Cuming Street, however, will go a long way toward establishing East Village's place on visitor maps.
- b. East Village can also position itself to attract businesses that cater to Omaha's tourism strengths. Formal marketing and functional linkages to the Arts & Trade District and to North Downtown are superb places to start. Working closely and frequently with convention, tourism, and economic development officials will reveal further opportunities.
- c. Moreover, East Village should become a forceful leader in Omaha to improve transportation accessibility directly to East Village, thus also improving and diversifying access into Downtown Omaha.

STRATEGY 4B: Create a public information network and effective marketing designed to attract private investors and development talent committed both to realizing the goals of East Village while resisting public and private actions and investments that are not compatible with such goals.

- a. Make regular progress reports to appropriate City and Chamber authorities and commissions.

- b. Monitor public policy actions at all levels of government to be alert for actions that may be incompatible with the goals of East Village.
- c. Maintain an internet web page that is updated weekly on progress in East Village (events, construction, people in the news, etc.).
- d. Develop and maintain an email distribution list of local and regional interests.
- e. Prepare and distribute via the email contact list a month "executive update" on activities, accomplishments, and announcements about East Village.
- f. Place articles in local and regional press.

**ORGANIZING FOR SUCCESS:
E PLURIBUS UNUM**

GOAL 5: By 2015, East Village will be managed in a coordinated, business-like manner, representing all interests, in order to achieve competitive status with other business centers in greater Omaha.

STRATEGY 5A: Manage the environment of East Village much more effectively than it has been. This has been generally the responsibility of the City of Omaha using its own fiscal resources in the interest of broad public service. Overall, its efforts have been satisfactory and vital to the recent reinvestment, however limited, in East Village. However, further improvements are necessary, especially with regard to:

- a. Cleanliness
- b. Safety and its perception
- c. Appearance and landscape maintenance and enhancement
- d. Code enforcement

STRATEGY 5B: Create an East Village Development Corporation (EVDC).

- a. This should include representatives of the City, the Chamber, merchants, landlords, and other property owners and developers as a non-profit board of directors.
- b. The corporation would ideally be a public-private partnership of interests committed to the betterment and long-term stability and prosperity of East Village.
- c. EVDC would be capable of receiving public and foundation/corporate grants and of contracting with the City to provide certain public functions and services, as well as representing the collective private interests in East Village.
- d. EVDC should be able to buy, hold, and sell real estate and to engage in master redevelopment of real estate, or to contract such services to a third party.
- e. It would, at a minimum, have a skilled executive director and one to two supporting staff with an initial annual budget of at least \$350,000.

Supplemental funds for land banking and related plan implementation would be raised separately.

- f. At the same time, it would not be effective for EVDC to simply be an arm of, say, city government or the Greater Omaha Chamber of Commerce since the city and chamber must represent competing interests and locations region-wide and would thus be unable to aggressively advocate the interests of East Village alone.

STRATEGY 5C: Market, promote, and recruit businesses.

- a. This needs to be performed on a frequent and routine basis in much the same manner as the management of a highly competitive business park. This includes regular tracking of the composition and performance of competitive business locations; maintaining up-to-date brochures, maps, flyers and other marketing materials; placing ads with local print (newspapers) and electronic media (television, radio and web site); and promoting and managing special events and festivals.
- b. Moreover, East Village should be included in every communication with prospective North Omaha home buyer or renter. East Village needs to be "sold" to residents who will bring with them buying power coupled with a desire for nearby amenities catering to that buying power.

STRATEGY 5D: Communicate, obtain feedback, and conduct market research.

- a. Regular survey research is required as part of a process of monitoring customer and public perceptions and levels of satisfaction with East Village and its various functions, especially its role as a competitive business, shopping, dining, and entertainment environment.
- b. Supplement this research with a bi-annual online survey of households within the market area for East Village shopping and a written survey of East Village employees to be conducted in cooperation with major employers.

STRATEGY 5E: Supplement public services as resources and needs arise.

- a. This includes security, cleanliness and appearance, plus assisting the city in the enforcement of relevant codes.
- b. The capacity of the corporation to, in fact, provide these services will depend on the availability of a substantial and sustained source of supplemental funding relative to a business improvement district tax or fee. While it is unlikely that the economic capacity of East Village businesses can yet support such a tax or fee, when that scale is reached, the City must commit to maintaining its current level of investment in East Village and

not simply transferring its resources elsewhere in the City. Otherwise this would just be a zero sum game.

STRATEGY 5F: Supplement contributions to public infrastructure as resources and needs arise.

As with supplemental services, EVDC's capacity to contribute to infrastructure improvements and maintenance will likely be limited to planning, promotion, and endorsement unless access to major funding emerges.

STRATEGY 5G: Conduct regular cost-benefit analyses (or economic and fiscal impact assessments).

- a. A rigorous system should be designed and applied to periodically measure East Village's performance and its contribution to the local economy and public fiscal base. It is important that this be performed and maintained in both analytical (factual, objective) as well as anecdotal (testimonials, attitudinal survey) formats.
- b. This is an excellent way to assure that the general public, businesses, and property owners remain informed of the value of their investments in East Village.

STRATEGY 5H: Join and participate in appropriate professional associations.

- a. International Downtown Association (IDA) is a rational choice because virtually all of the responsibilities for East Village management are the same as for smaller downtowns around the nation.
- b. International Economic Development Council (IEDC) provides insights and skills from an economic development perspective.
- c. International Council of Shopping Centers (ICSC) because of the necessity to be exposed to retailers and retail developers.
- d. National Association of Industrial and Office Parks (NAIOP) for crucial exposure to real estate professionals involved with non-retail projects.
- e. Such organizations will expose the staff and governance of the corporation to a wide array of similar models of business district management and marketing from which lessons can be learned and applied.

IMPLEMENTATION PHASING

The entirety of the Village Revitalization Plan—comprised of numerous infrastructure and public works projects, large-scale private investment, and public-private development partnerships—is a long-range vision that will likely take 30 years or more to fully realize. However, it is important that this plan develop and identify particular priority projects. These action items will raise the visibility and excitement of the project and help to catalyze and leverage private investment. The five part implementation phasing outlined maximizes this catalytic potential. It is important to note that implementation phasing suggests areas of concentration and coordination of a logical development strategy that leverages each investment for maximum impact. This phasing strategy does not prohibit existing or future incremental development projects occurring outside of these phases.

DEVELOPMENT PROGRAM

Consisting of a mix of public investment that leverages private development dollars, the Development Program in each Implementation Phase has been created from and in support of the North Omaha Development Goals and their associated Strategies, as identified and presented in the North Omaha Market Analysis. The Development Program is comprised of Cultural Buildings, Mixed-Use Buildings, Multi-Family Housing, Single-Family Attached Row Housing, and small- and large-lot Single Family Detached Urban Housing. This

variety of Program and Building typologies supports and advances the goals of the Village Revitalization Plan to ensure that North Omaha is not merely stabilized, but will grow with sustained prosperity into the twenty-first century. A detailed break-down of Development Program components is provided in each Implementation Phase on the following pages.

PUBLIC SPACE AND INFRASTRUCTURE

Creating a new neighborhood framework of public amenities, infrastructure, and mobility is the first step to leveraging private investment in neighborhood redevelopment and creating a new identity for North Omaha. Public Space and Infrastructure improvements include streetscapes, bridges, parks, and public squares, as detailed in each Implementation Phase. A brief description of each streetscape type is provided below:

2-LANE COMMERCIAL STREETS: Primary corridors with two travel lanes and up to two parking lanes featuring decorative paver sidewalks and crosswalks, improved curbs, street trees, and signature street lighting and furnishings. Examples include 24th Street and Lake Street.

4-LANE COMMERCIAL STREETS: Primary corridors with four travel lanes and up to two parking lanes featuring decorative paver sidewalks and crosswalks, improved curbs, street trees, and signature street lighting and furnishings. Examples include 30th Street and 16th Street.

2-LANE COMMERCIAL STREETS (WITH MEDIAN):

Primary corridors with two travel lanes and up to two parking lanes separated by a decorative paver or grass median featuring decorative paver sidewalks and crosswalks, improved curbs, street trees, and signature street lighting and furnishings. Examples include Nicholas Street, the 36th Street extension and sections of J.A. Creighton Boulevard.

4-LANE COMMERCIAL STREETS (WITH MEDIAN): Primary corridors with four travel lanes and up to two parking lanes separated by a decorative paver or grass median featuring decorative paver sidewalks and crosswalks, improved curbs, street trees, and signature street lighting and furnishings. Examples include Cuming Street.

SPECIALTY COMMERCIAL STREETS (CONVERTIBLE TO PEDESTRIAN PLAZAS FOR SPECIAL EVENTS): This street type forms the focal point of key commercial, civic, and entertainment districts and is designed specifically to be convertible to pedestrian-only plazas for special events. It typically features two travel lanes with up to two parking lanes, decorative unit-paver pavement covering both the street and sidewalks, roll-curbs for pedestrian access, street trees, and signature street lighting and furnishings. Examples include Izard Street between 16th Street and N. 20th Street and perimeter streets surrounding the Festival | Market Square.

NEIGHBORHOOD STREETS: These streets feature typical improvements including improved or repaired asphalt pavement and concrete sidewalks, improved or repaired curbs and crosswalks, street trees, and improved street lighting and furnishings.



PHASE 1 (RED)

The first Phase of implementation for the Village Revitalization Plan is intended to immediately create a new public image for North Omaha within ten years. Phase 1 builds three anchors in the Village, creating signature districts which catalyze continued development and private investment, create an energy in the neighborhood, and attract tourists and outside visitors. Phase 1 is comprised of the 24/Lake Cultural Arts District, including the development of the 24th Street Commercial Corridor, the Lake Street Cultural Arts Corridor, and Festival Square; the 16/Cuming Sports and Entertainment District, including the IZARD Street Corridor, Cuming Street Corridor, Holy Family Church Square, and the proposed Omaha Sports Hall of Fame; and the Adams Park District, including Adams Park, Martin Luther King Jr. Elementary School, and the Malcolm X Memorial Birthplace and International Center.

DEVELOPMENT PROGRAM

Cultural Buildings: (11) – Range 1,000 SF TO 104,000 SF; 425,000 SF TOTAL

- John Beasley Theater (on Festival/Market Square) – 104,000 SF
- Lake Street Theater (on Festival/Market Square) – 24,708 SF
- Ohio Street Music Center & Mixed-Use Development (on Festival/Market Square) – 94,000 SF
- The Public Library (on Lake Street) – 22,460 SF (estimate)
- Community Center (on Lake Street) – 27,663 SF (estimate)
- African American Museum (on Lake Street) – 82,336 SF (estimate)
- Omaha Sports Hall of Fame (on Cuming Street) – 30,539 SF (estimate)
- Malcolm X Memorial Birthplace & International Center (on Bedford Avenue) – 14,952 SF (estimate)
- Extended Adams Park Play Fields Facility – 1,063 SF (estimate)
- Community Buildings (Bedford Avenue & 30th Street) – 19,928 SF (estimate)
- New Splash Pool Facility (in Adams Park) – 3,384 SF (estimate)

Mixed-Use Buildings: (29) - 1,595,000 SF TOTAL

- 319,000 SF Retail (Ground Floor)
- 159,500 SF Flex (Ground Floor)
- 159,500 SF Office / R&D (Ground Floor)
- 479 – 1 BR Units (Upper Floor; 1,000 SF/Unit Typ.)
- 281 – 2 BR Units (Upper Floor; 1,700 SF/Unit Typ.)

Multi-Family Housing: (11) - 550,000 SF TOTAL

- 110 – 1 BR Units (1,000 SF/Unit Typ.)
- 97 – 2 BR Units (1,700 SF/Unit Typ.)
- 125 – 3 BR Units (2,200 SF/Unit Typ.)

Single Family Attached Row Housing: (1,200 to 1,800 SF/ Unit Typ.)

- 26 Units

Single Family Detached Urban Housing: (1,500 SF/Unit Typ.)

- 93 Units

Single Family Detached Urban Housing: (2,500 SF/Unit Typ.)

- 34 Units

PUBLIC SPACE & INFRASTRUCTURE

2 Lane Commercial Streets (7) – 12,572 LF TOTAL

- 17th Street – 949 LF
- 18th Street – 949 LF
- 20th Street – 949 LF
- 21st Street – 949 LF
- 24th Street – 6,059 LF
- Florence Boulevard – 949 LF
- Lake Street – 1768 LF

4 Lane Commercial Street (2) – 3,934 LF TOTAL

- 16th Street – 949 LF
- 30th Street – 2,985 LF

2 Lane Commercial Street (with Median; 3) – 5,602 LF TOTAL

- 36th Street – 2,391 LF
- J.A. Creighton Boulevard – 1,097 LF
- Nicholas Street – 2,114 LF

4 Lane Commercial Street (with Median; 1) – 2,114 LF TOTAL

- Cuming Street - 2,114 LF

Specialty Commercial Street (4) – 2,506 LF TOTAL

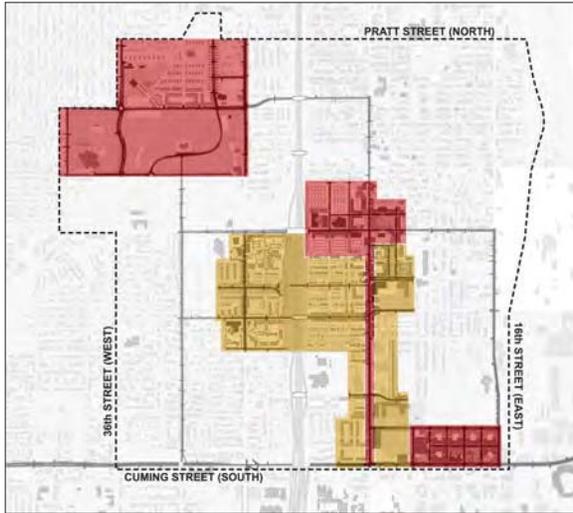
- 22nd Street – 335 LF
- IZARD Street – 1,462 LF
- Lake Street – 138 LF
- Ohio Street – 571 LF

Neighborhood Street (10) – 14,170 LF TOTAL

- 22nd Street – 642 LF
- 25th Street – 1,518 LF
- 26th Street – 1,518 LF
- 36th Street – 595 LF
- 38th Street – 1,525 LF
- J.A. Creighton Boulevard – 2,985 LF
- Maple Street – 124 LF
- Miami Street – 619 LF
- Ohio Street – 619 LF
- Pinkney Street – 681 LF

Public Space Improvements

- Festival | Market Square
- New Bridge | Entryway from North Freeway
- New Streetcar Line
- Church Square
- Adams Park Renovations, Extension & Enhancements



PHASE 2 (ORANGE)

The second Phase of implementation for the Village Revitalization Plan is intended to link two of the three initial project areas by redeveloping the vacant former public housing site at 30th Street and Parker Street and connecting the 24/Lake node to the 16/Cuming node via 24th Street. Phase 2 should occur within the first 15 years and expands the heart of the village by building coherent connections from 24/Lake, south to North Downtown and Creighton University. Phase 2 is comprised of the 30/Parker Street Redevelopment Opportunity Node; the 24th Street commercial corridor from Willis Street, south to Cuming Street; the expansion of the Cuming Street corridor front door to North Omaha west to the North Freeway; redevelopment of Kellom Heights at 24th Street and Cuming, and the development of high-density, multi-unit housing adjacent to the commercial/cultural centers.

DEVELOPMENT PROGRAM

Cultural Buildings: (2) – Range 39,986 SF to 57,921 SF; 98,000 SF Total

- New Educational Facility (30th Street & Parker Street) – 39,986 SF (estimate)
- Wellness Center (24th Street & Clark Street) - 57,921 SF (estimate)

Mixed-Use Buildings: (22) – 757,500 SF TOTAL

- 151,500 Retail (Ground Floor)
- 75,750 Flex (Ground Floor)
- 75,750 Office / R&D (Ground Floor)
- 227 – 1 BR Units (Upper Floor; 1,000 SF/Unit Typ.)
- 134 – 2 BR Units (Upper Floor; 1,700 SF/Unit Typ.)

Multi-Family Housing: (67) – 1,712,500 SF TOTAL

- 343 – 1 BR Units (1,000 SF/Unit Typ.)
- 302 – 2 BR Units (1,700 SF/Unit Typ.)
- 389 – 3 BR Units (2,200 SF/Unit Typ.)

Single Family Attached Row Housing: (1,200 to 1,800 SF/Unit Typ.)

- 126 Units

Single Family Detached Urban Housing: (1,500 SF/Unit Typ.)

- 232 Units

Single Family Detached Urban Housing: (2,500 SF/Unit Typ.)

- 0 Units

PUBLIC SPACE & INFRASTRUCTURE

2 Lane Commercial Streets (0) – None

4 Lane Commercial Street (2) – 3,142 LF TOTAL

- 30th Street – 2,413 LF
- Cuming Street – 729 LF

2 Lane Commercial Street (with Median; 1) – 864 LF TOTAL

- Nicholas Street – 8,64 LF

4 Lane Commercial Street (with Median; 2) – 1,799 LF TOTAL

- Burdette Street – 935 LF
- Cuming Street - 864 LF

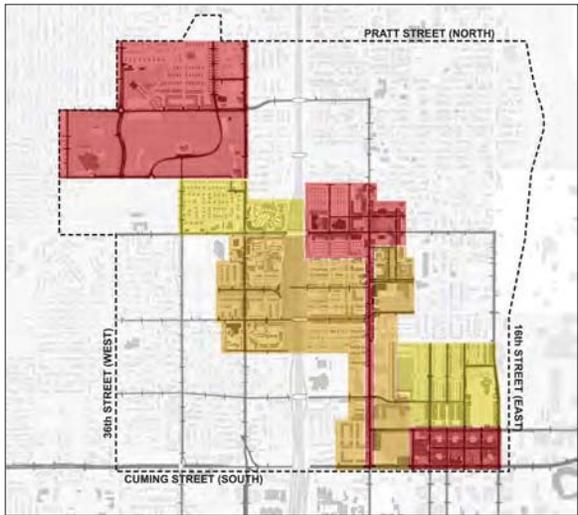
Specialty Commercial Street (0) – None

Neighborhood Street (20) – 29,958 LF TOTAL

- 21st Street 1,074 LF
- 22nd Street – 1,440 LF
- 25th Street – 1,965 LF
- 26th Street – 1,965 LF
- 27th Street – 1,965 LF
- 28th Street – 1,766 LF
- 29th Street – 1,735 LF
- 31st Street – 682 LF
- Blondo Street – 1,306 LF
- Burdette Street – 2,084 LF
- Decatur Street – 1,306 LF
- Hamilton Street – 2,669 LF
- Grace Street – 960 LF
- Grant Street – 1,326 LF
- Hamilton Street – 1,298 LF
- Lindsay Street – 606 LF
- Parker Street – 3,224 LF
- Patrick Ave – 1,306 LF
- Willis Street – 571 LF
- Yates Street – 690 LF

Public Space Improvements

- Entrepreneurship, Small Business, and Collaboration Center (at Blondo Street & 24th Street)
- Pedestrian Bridge over North Freeway (Connecting 24/Lake Cultural Arts District & 30/Lake Urban Village)
- Pedestrian Parkway along North Freeway
- Neighborhood Park (connecting Prospect Cemetery and New Pedestrian Parkway)



PHASE 3 (YELLOW)

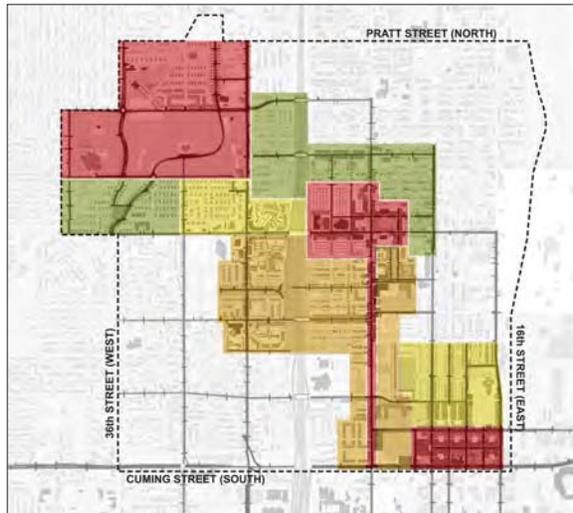
The third Phase of implementation for the Village Revitalization Plan is intended to expand infill residential development to connect the existing residential fabric and the initial project areas, as well as Adams Park and the Malcolm X Memorial Birthplace and International Center. Phase 3 should occur within the first 20 years and expands the residential and social service capacity by reinforcing the connection of the East and West Villages across the Freeway. Phase 3 includes projects such as the planned expansion of Siena Francis House/Catholic Charities Campus for Hope in the 16/Cuming development node, large-scale strategic residential infill on blocks characterized by high rates of vacancy or blight, improvement, reconfiguration, and realignment of key streets to maximize connectivity and multi-modal usership, and the implementation of Omaha’s streetcar system through North Omaha.

DEVELOPMENT PROGRAM

- Cultural Buildings: (0)
- Mixed-Use Buildings: (8) – 175,000 SF TOTAL
 - 35,000 Retail (Ground Floor)
 - 17,500 Flex (Ground Floor)
 - 17,500 Office / R&D (Ground Floor)
 - 53 – 1 BR Units (Upper Floor; 1,000 SF/Unit Typ.)
 - 31 – 2 BR Units (Upper Floor; 1,700 SF/Unit Typ.)
- Multi-Family Housing: (23) – 450,000 SF TOTAL
 - 90 – 1 BR Units (1,000 SF/Unit Typ.)
 - 79 – 2 BR Units (1,700 SF/Unit Typ.)
 - 102 – 3 BR Units (2,200 SF/Unit Typ.)
- Single Family Attached Row Housing: (1,200 to 1,800 SF)
 - 162 Units
- Single Family Detached Urban Housing: (1,500 SF)
 - 72 Units
- Single Family Detached Urban Housing: (2,500 SF)
 - 75 Units

PUBLIC SPACE & INFRASTRUCTURE

- 2 Lane Commercial Streets (1) – 2,313 LF TOTAL
 - Lake Street – 2,313 LF
- 4 Lane Commercial Street (1) – 1,157 LF TOTAL
 - 30th Street – 1,157 LF
- 2 Lane Commercial Street (with Median; 1) – 181 LF TOTAL
 - Corby Street – 181 LF
- 4 Lane Commercial Street (with Median; 0) – None
- Specialty Commercial Street (0) – None
- Neighborhood Street (5) – 7,483 LF TOTAL
 - 18th Street – 1,896 LF
 - 20th Street – 1,896 LF
 - Charles Street – 642 LF
 - Florence Boulevard – 1,896 LF
 - Paul Street – 1,153 LF
- Public Space Improvements
 - Neighborhood Park (in 30/Lake Urban Village, near mixed use development)
 - Neighborhood Park (in 30/Lake Urban Village, near Urban League of Nebraska)
 - Human Services Campus (at Nicholas Street & 16th Street)



PHASE 4 (GREEN)

The fourth Phase of implementation for the Village Revitalization Plan is a targeted and large scale housing development initiative to restore the residential fabric in areas of North Omaha characterized by incremental vacancy. Phase 4 should occur within the first 25 years and is focused on the areas of the Village located Lake Street and Bristol Street. The existing neighborhood fabric in these areas is relatively intact when compared to areas south, but it has been the subject of limited reinvestment and reconstruction over the past five years. However, there are still high rates of vacancy, condemnation, and housing obsolescence. By targeting specific areas, establishing subtle, but well-defined edges, leveraging adjacent assets, and implementing a large-scale infill housing construction and improvement efforts, these area can be revitalized without the challenges facing small-scale, incremental efforts.

DEVELOPMENT PROGRAM

Cultural Buildings: (0)

Mixed-Use Buildings: (0)

Multi-Family Housing: (23) – 112,500 SF TOTAL

- 23 – 1 BR Units (1,000 SF/Unit Typ.)
- 20 – 2 BR Units (1,700 SF/Unit Typ.)
- 26 – 3 BR Units (2,200 SF/Unit Typ.)

Single Family Attached Row Housing: (1,200 to 1,800 SF)

- 72 Units

Single Family Detached Urban Housing: (1,500 SF)

- 64 Units

Single Family Detached Urban Housing: (2,500 SF)

- 146 Units

PUBLIC SPACE & INFRASTRUCTURE

2 Lane Commercial Streets (2) – 4,426 LF TOTAL

- 24th Street – 793 LF
- Lake Street – 3,633 LF

4 Lane Commercial Street (0) – None

2 Lane Commercial Street (with Median: 1) – 1,418 LF TOTAL

- J.A. Creighton Boulevard – 1,418 LF

4 Lane Commercial Street (with Median: 0) – None

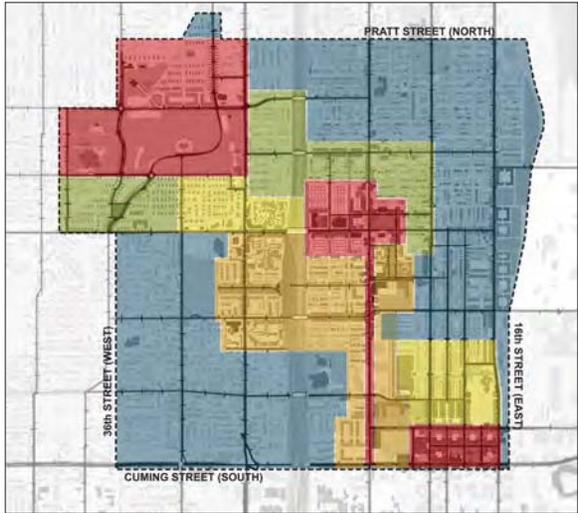
Specialty Commercial Street (0) – None

Neighborhood Street (15)– 19,168 LF TOTAL

- 20th Street – 2,409 LF
- 22nd Street – 1,131 LF
- 25th Street – 631 LF
- 26th Street – 631 LF
- 27th Street – 498 LF
- 36th Street – 517 LF
- 38th Street – 1,100 LF
- Binney Street – 3,789 LF
- Bristol Street – 1,024 LF
- Corby Street – 466 LF
- Locust Street – 1,321 LF
- Maple Street – 2,508 LF
- Miami Street – 1,082 LF
- New Street – 466 LF
- Ohio Street – 756 LF

Public Space Improvements

- None



PHASE 5 (BLUE)

The fifth and final Phase of implementation for the Village Revitalization Plan encompasses the remainder of the East and West Villages study area. Phase 5 is intended to occur at 25 years and beyond and consists of continued, market-driven residential development and infill. Phase 5 is driven by the design concept that North Omaha must have a diversity of housing types, market types, and income levels for long-term success and sustainability, and that new infill must 1) be built along the principles of traditional neighborhood development and 2) must respond to localized market conditions and demands. Given the abovementioned implementation strategy, the Village Revitalization Plan envisions that, beyond 25 years, additional residential development, redevelopment, and infill in North Omaha will be largely self-sustaining and generated from market conditions established in Phases 1 through 4.

DEVELOPMENT PROGRAM

- Cultural Buildings: (0)

- Mixed-Use Buildings: (4) – 247,500 SF TOTAL
 - 49,500 Retail (Ground Floor)
 - 24,750 Flex (Ground Floor)
 - 24,750 Office / R&D (Ground Floor)
 - 74 – 1 BR Units (Upper Floor: 1,000 SF/Unit Typ.)
 - 44 – 2 BR Units (Upper Floor: 1,700 SF/Unit Typ.)

- Multi-Family Housing: (25) – 75,000 SF TOTAL
 - 15 – 1 BR Units (1,000 SF/Unit Typ.)
 - 13 – 2 BR Units (1,700 SF/Unit Typ.)
 - 17 – 3 BR Units (2,200 SF/Unit Typ.)

- Single Family Attached Row Housing: (1,200 to 1,800 SF)
 - 54 Units

- Single Family Detached Urban Housing: (1,500 SF)
 - 295 Units

- Single Family Detached Urban Housing: (2,500 SF)
 - 20 Units

PUBLIC SPACE & INFRASTRUCTURE

- 2 Lane Commercial Streets (0) – None

- 4 Lane Commercial Street (1) – 4,655 LF TOTAL
 - Cuming Street – 4,655 LF

- 2 Lane Commercial Street (with Median; 0) – None

- 4 Lane Commercial Street (with Median; 0) – None

- Specialty Commercial Street (0) – None

- Neighborhood Street (17) – 44,833 LF TOTAL
 - 16th Street – 6,267 LF
 - 18th Street – 2,240 LF
 - 20th Street – 1,629 LF
 - 24th Street – 2,233 LF
 - 30th Street – 2,430 LF
 - 33rd Street – 4,946 LF
 - Binney Street – 1,274 LF
 - Bristol Street – 1,371 LF
 - Burdette Street – 834 LF
 - Florence Boulevard – 4,463 LF
 - Grace Street – 2,061 LF
 - Hamilton Street – 4,769 LF
 - J.A. Creighton Boulevard – 4,041 LF
 - Lake Street – 1,314 LF
 - Locust Street – 337 LF
 - Parker Street – 2,000 LF
 - Wirt Street – 2,624 LF

- Public Space Improvements
 - None

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appendices

APPENDIX A.....	WEST VILLAGE SITE ANALYSIS
APPENDIX B.....	WEST VILLAGE ALTERNATIVE PLANNING CONCEPTS
APPENDIX C.....	EAST VILLAGE SITE ANALYSIS
APPENDIX D.....	EAST VILLAGE ECONOMIC DEVELOPMENT STRATEGY
APPENDIX E.....	EAST VILLAGE ARCHITECTURE
APPENDIX F.....	EAST VILLAGE PUBLIC PRESENTATION MATERIALS

