

# **SOUTH OF DOWNTOWN REVITALIZATION PLAN**

FOR LINCOLN, NEBRASKA

AUGUST 2016

Prepared by **H3** Studio

*for the*  
**LINCOLN COMMUNITY FOUNDATION**

# ACKNOWLEDGMENTS

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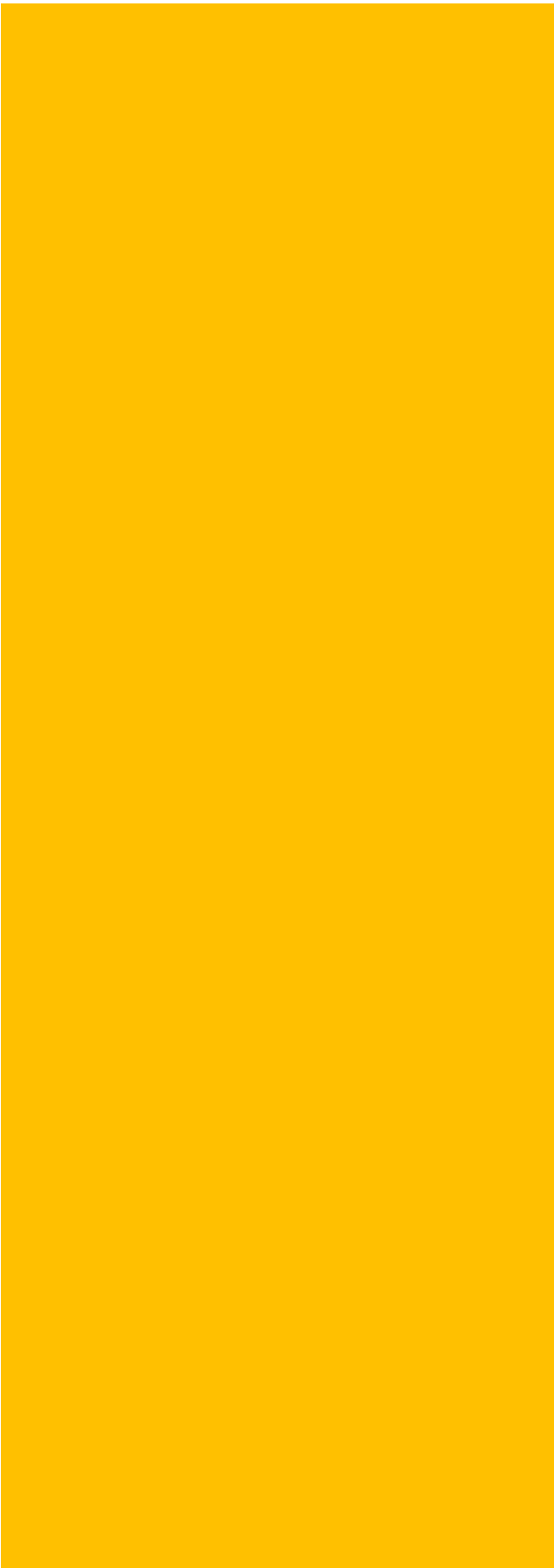
Principal

## A special thanks to...

..., the staff of the Lincoln Community Foundation, and the staff of the F Street Community Center for graciously hosting the South of Downtown Revitalization Plan planning events. And to the residents, business owners, and stakeholders who participated in this process. Thank you!

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01

INTRODUCTION



## South of Downtown Vision

## Introduction

*“Build upon Lincoln’s downtown, Capital District, and the neighborhoods’ south of downtown rich history, diversity, sense of community, and continuing revitalization to grow the South of Downtown into a healthy, multicultural, caring community, and a place that sustains prosperity and opportunity for ALL!”*

The objective of this project is to complete a Revitalization Plan for the South of Downtown project area in Lincoln, Nebraska. The project area faces a broad spectrum of challenges at the physical, economic, and social levels; and the objective of this planning process is to work directly with members of the Community to formulate a vision for the area and provide a revitalization plan & implementation strategy for the project area which should facilitate long-term social, economic, and environmental sustainability. The project area for the South of Downtown Revitalization Plan represents the roughly five hundred (500) acre area generally bound on the north by O Street, on the east by 17th Street, on the south by A Street, and on the west by 6th Street and 8th Street; and contains all of the streets, lots, and open spaces located within that boundary.

The Plan is a visionary document that expresses the aspirations of many different people within the South Downtown project area. The project area’s vision and goals were formed and verified through a series of public meetings, presentations, stakeholder meetings, focus groups, roundtable discussions, committee meetings, City Council/Mayor Meetings, MindMixer Survey, newsletters, flyers, articles, email blasts, and Facebook (Found in full in Appendices Documentation Books 1-3). The plan addresses the future development of the South of Downtown through the lenses of social, economic and physical revitalization.

## ENGAGEMENT

### On-Site Field Surveys

February 2-6, 2015

### Stakeholder Interviews

February 4-6, 2015

### Advisory Committee Meeting #1

April 7, 2015

### Stakeholder Interviews

April 7-8, 2015

### Kick-off Meeting

May 7, 2015

### Walking Tour

May 7, 2015

### City Technical Meetings

June 2, 2015  
County City Building

### Public Meeting #2

June 2, 2015  
F Street Community Center

### Focus Groups & Technical Meetings

June 3, 2015

### Steering Committee Meeting

June 3, 2015  
Lincoln Community Center

### Focus Group Meetings

June 4, 2015  
F Street Community Center

### Client Meeting

June 4, 2015

### Open House

June 4, 2015

### Focus Group Meetings

June 5, 2015

### Steering Committee Meeting

June 5, 2015

### Public Meeting #3

June 6, 2015

### Advisory Committee Meeting

October 7, 2015

### Public Meeting #4

October 6, 2015

### Stakeholder Meetings

October 6-7, 2015

### Executive Meeting

October 7, 2015

### Small Group Meetings

October 6-7, 2015

## Project Objective

This Plan intends to serve as a roadmap for the revitalization of Lincoln South of Downtown. Successful Downtowns must maintain a vibrant mix of residential, retail, commercial, dining, entertainment, medical, and public uses. These assets will be positioned in a walkable environment that enhances Lincoln's economy, quality of life, and sense of place. The planning process is structured to achieve the following overall objectives:

- » **BUILD FROM STRENGTH** by capitalizing on existing area assets such as its rich historic character, close proximity to the region's employment institutions, entertainment, educational hubs Downtown, University of Nebraska-Lincoln main campus, Haymarket Districts, State Capitol Building, and diverse gathering of people, and to maximize the positive impact of the plan and facilitate implementation.
- » **PLAN FOR COMPLETE COMMUNITIES** that are comprehensively sustainable, build social capital, and provide equitable opportunities for all citizens.
- » **LEVERAGE PUBLIC INVESTMENTS** to attract community service providers, developers, and clear the path for additional private investments.
- » **PROVIDE VISIONARY AND IMPLEMENTABLE SOLUTIONS** that are market-based, community-supported, and position the community for success.



## Context Area

The Context is the largest region of interest for the project team, where it is important to understand the Project Area's relationship to the broader trends such as development patterns, transportation connectivity, and future planning proposals. This area is roughly 2.2 miles by 3 mile, about 6.25 square miles (4,000 Acres). It is bounded by O Streets on the North, 27th Street on the East, Van Dorn Street on the South, and 1st Street on the West. It includes specific areas such as South Bottoms, Everett, Near South, West Haymarket, South Haymarket, and University of Nebraska-Lincoln main campus.

## Project Boundary

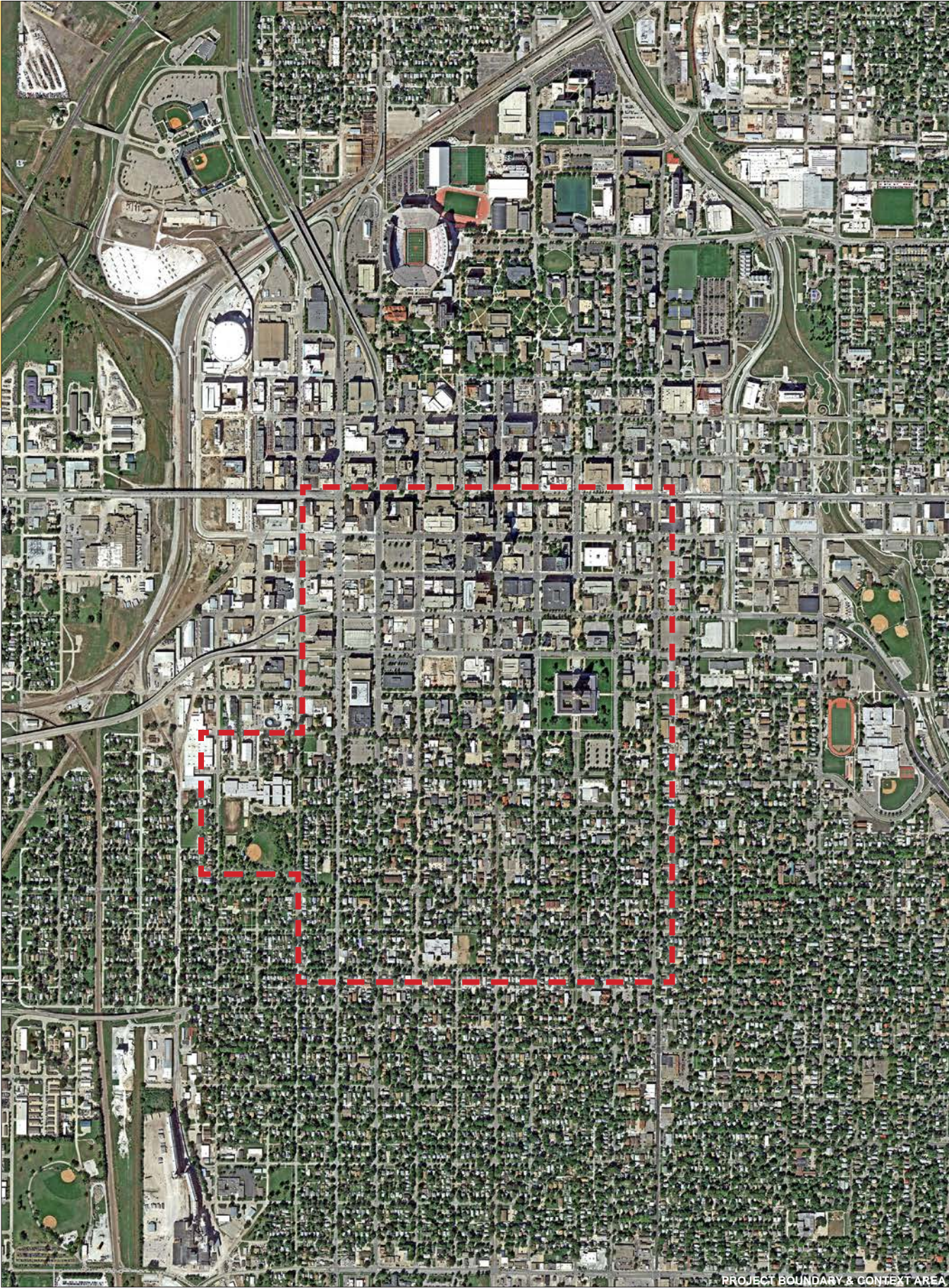
The South of Downtown project area boundaries are O Street to the north, ½ block east of 17th Street, ½ block south of A Street, and 8th Street to the west (extending to ½ block west of 6th Street only around Cooper Park). This area includes several significant and distinct areas. The northern portion of the project area serves primarily mixed-use buildings, while the southern portion is primarily single-family and multi-family residential.

- Length: 1 mile
- Width: 0.9 miles
- Land Area: 515 acres
- Streets: 26

In addition to reviewing plans relevant to the future conditions at this scale, the team looked into larger physical framework and planning elements including:

- Street Network & Connections
- Current and Proposed Transit Routes
- Existing Buildings & Development
- Parks & Open Space Network
- Bike Routes & Greenways
- Neighborhoods & Jurisdictional Boundaries
- Surrounding Major Institutions





PROJECT BOUNDARY & CONTEXT AREA

Over  
**1,000**  
Downtown  
residents and  
stakeholders  
have engaged in  
the planning  
process.

## *Plan Development*

The South of Downtown Revitalization planning process that began in January 2015 was divided into three (3) key phases:

- » **Phase 1.0 | Pre-Charrette:** Consisted of 4-5 months of on-site condition assessment; analyzing current and future potential markets; holding stakeholder interviews where a compiled list of assets, issues, and ideas was collected; several public events were held including walking tours, small group meetings, and public surveys; and social media data collection included the use of Facebook and MindMixer.
- » **Phase 2.0 | Charrette:** During this process the project team worked hand-in-hand and side-by-side with the public during this weeklong on-site open design studio.
- » **Phase 3.0 | Post-Charrette:** During the final phase of the project the project team prepared a draft of the Revitalization Plan with specific recommendations that were then taken back to the committee and the public for revisions through small focus groups, committee meetings, and public meetings. All the information gathered over the entire process was then compiled and summarized into this final document.



BASE MAP OF PROJECT AREA

\*These maps represent the existing conditions of the South of Downtown Lincoln Project Area.



CHARRETTE WEEK | STAKEHOLDER MEETING



CHARRETTE WEEK | STAKEHOLDER MEETING



CHARRETTE WEEK | OPEN HOUSE JUNE 6, 2015

## Structure of the Plan

The Plan takes into consideration the findings of the Lincoln Vital Signs 2015, the Market Study completed by Development Strategies, and all information collected from numerous forms of public engagement. The community's vision and goals were formed and vetted through a series of public meetings and presentations, presented in full in the Documentation Books 1-3 Appendices. The Plan is organized into the following key sections:

- 1. Introduction:** This section describes the objective of the Plan and provides an overview of the key goals, recommendations, and design specifics. (Refer to pages 4-13)
- 2. Planning Process:** This section details how the plan came about, how and where information was collected, and how the final Plan was created. (Refer to pages 14-25)
- 3. Yesterday & Today:** This section provides an overview of the South of Downtown project area's history and current existing conditions, including analysis of the physical conditions and building stock. (Refer to pages 26-51)
- 4. The Plan:** This section is made up of the Community Impact Approach and the Revitalization Plan. The Revitalization Plan includes: the community's vision, goals, recommendations, action items, and case studies which describe detailed proposals for community services, physical improvements, and policy and partnership initiatives for implementation. The Plan is comprised of five (5) Goals, which are summarized on the following pages. (Refer to pages 52-155)
- 5. Implementation:** The Implementation Plan provides recommended phasing, describes specific action items to complete, and summarizes the various project initiatives in a comprehensive Implementation Phasing strategy. (Refer to pages 156-165)



**6. Appendices:** This section contains all supporting documents from the process including: Framework to Promote Upward Mobility Document, Market Study, Documentation Book 1, Documentation Book 2, and Documentation Book 3. (Refer to pages 166-269)

This structure results in a Plan document that is visionary, concise, and clearly outlines Lincoln's goals and aspirations for the future for the South of Downtown area. The Implementation Plan describes—in detail—the tools and activities that should help make this vision a reality.





02

PLANNING PROCESS



LOCAL NEIGHBORHOOD PARK

## *Introduction*

The Plan is a visionary document that expresses the aspirations of many different people within the South of Downtown project area. The vision and goals for the area were formed and verified through a series of public meetings, presentations, stakeholder meetings, focus groups, roundtable discussions, committee meetings, City Council/Mayor Meetings, MindMixer Survey, newsletters, flyers, articles, email blasts, and Facebook (found in full in Appendices Documentation Books 1-3). The plan addresses the future development of the South of Downtown project area through the lenses of social, economic, and physical revitalization.

The South of Downtown Revitalization Plan (The Plan) seeks to foster a vibrant community that is rooted in history, diversity, and the areas' rich historic character—which is unique to the three neighborhoods that overlap the South of Downtown Project area: South Salt Creek Neighborhood, Everett Neighborhood, and Near South Neighborhood. The Plan integrates a diversity of types of housing, public transit and transportation, great street design, public space design, multigenerational programming, community amenities, recreational space, infrastructure improvements, and socioeconomic development while supporting and capitalizing on existing assets.

Through a series of specific goals and recommendations, the Plan addresses ways to increase perception of safety, improve quality of life, expand access to jobs and career services, and improve neighborhood services and public amenities. The specific program, project, and policy initiatives address cater to the South of Downtown area through supporting the existing diverse population and the future potential residents.

The objective of this project is to complete a Revitalization Plan for the South of Downtown project area in Lincoln, Nebraska. The project area faces a broad spectrum of challenges at the physical, economic, and social levels; and the objective of this planning process is to work directly with members of the Community to formulate a vision for the area and provide a revitalization plan & implementation strategy for the project area which will facilitate long-term social, economic, and environmental sustainability. The Project Area for the South of Downtown Revitalization Plan represents the roughly five hundred (500) acre area generally bound on the north by O Street, on the east by 17th Street, on the south by A Street, and on the west by 6th Street and 8th Street; and contains all of the streets, lots, and open spaces located within that boundary.





WEST SIDE OF CAPITOL BUILDING



KICKOFF MEETING MAY 4, 2015



COMMITTEE MEETING #1 APRIL 7, 2015



OPEN HOUSE #1 JUNE 6, 2015



PUBLIC MEETING #3 JUNE 6, 2015

## Planning Process

The South of Downtown Revitalization planning process began in January 2015. The planning process was divided into three (3) key phases:

### PHASE 1.0: PRE-CHARRETTE

- Create Basemaps
- Committee Identification & Engagement
- On-Site Field Surveys & Visual Verification
- On-Site Stakeholder Interviews
- **Existing Conditions:** Market & Economic Study
- **Existing Conditions:** Project Area Analysis
- **Existing Conditions:** Issues & Ideas
- On-Site Two (2) Day Community Kick-Off: Neighborhood Tour & Community Walk Audit, Steering Committee Work Session, Public Work Session
- **Draft Revitalization Plan:** Vision Statement & Community Goals
- **Draft Revitalization Plan:** Market & Community Development Program
- **Draft Revitalization Plan:** Three (3) Alternate Framework Options



COMMUNITY MEETING #4 OCTOBER 6, 2015

## PHASE 2.0: CHARRETTE

The charrette is a five (5) day on-site opportunity for the attendees to work closely with the project team documenting their concerns and ideas onto maps of the neighborhood. Here, many of the issues and ideas were visualized and geographically located within the neighborhood, and ultimately informed the various stages through to the Final Revitalization Plan.

- **On-Site five (5) Day Community Charrette:** Public Work Session, Stakeholder Interviews, Municipal Interviews, Steering Committee Work Session, Open House, Two (2) Preferred Framework Plan, Public Work Session

## PHASE 3.0: POST-CHARRETTE

- Draft Preliminary Revitalization Plan
- **Draft Preliminary Revitalization Plan:** Implementation Strategy
- Neighborhood Sustainability Audit
- **On-Site Three (3) Day Work Session:** Steering Committee, Public Meeting, Municipal Work Session, Stakeholder Work Session, Client Group Work Session, Community Groups Work Sessions
- **On-Site Two (2) Day Work Session:** City Meeting, Focus Group Meetings
- **On-Site Three (3) Day Work Session:** Steering Committee Work Session, Public Meeting, Municipal Staff Work Session, Final Client Group Work Session
- **On-Site One (1) Day Final Work Session:** Steering Committee Work Session, Public Meeting, Final Client Group Work Session, Final Revitalization Plan Report
- On-Site City Council/Planning Commission Presentation



## Public Engagement

This Plan is the product of a robust and comprehensive public outreach and engagement process, conducted over the course of 17 months. This process was designed to effectively access and utilize the knowledge and expertise of the South of Downtown Lincoln residents and stakeholders to create a long-term vision for an authentic, vibrant, and holistically-sustainable neighborhood. The Plan utilized nine (9) key engagement initiatives.

### PRE-CHARRETTE ENGAGEMENT

- » **Focus Groups:** During these confidential meetings over 70 stakeholders were engaged in a series of individual and small-group interviews in order to give the project team an opportunity to speak directly with property owners, residents, business owners, developers, politicians, and institutional leaders in order to catalog and define issues and ideas surrounding the area.
- » **Neighborhood Walk Audit:** This exercise was an opportunity for residents and stakeholders to take a detailed walk of their community to assess the current issues and future needs for pertaining to walkability, bikeability, connectivity, and safety.

### PLANNING CHARRETTE

- » **Public Workshops & Community Planning:** The Project Team conducted four (4) public planning workshops and a weeklong, on-site community planning charrette, in which approximately 600 individuals participated. This process gave residents the opportunity to work closely with the project team to document their concerns and ideas onto maps of the project area. During this time several issues and ideas were visualized and geographically located within the project area.

### ONGOING ENGAGEMENT & SOCIAL MEDIA

- » **Social Media:** From the onset of the project, a MindMixer survey (<http://lincolnsodo.mindmixer.com/>) was set up in order to allow people to give feedback and comment on the information being presented in stakeholder, focus group, and public meetings. It allowed the project team a way of reaching a wider umbrella of individuals who had an interest and investment in the project area regardless if they were able to attend the meetings. During the process, a project website (<http://www.lincolnsouthdowntown.org/>) was set up



KICKOFF MEETING MAY 4, 2015

by the Client as a platform for people to gain important information, keep up-to-date on the progress of the project, leave feedback and comments, as well as download all material that had been presented to-date.

- » **Community Advisory Committee Sessions:** Consisting of 30 members representing various stakeholder groups in the project area and city. The Community Advisory Committee met several times throughout the planning process to provide targeted feedback and direction. These meetings served as an opportunity for the project team to meet with various entities to work through constraints surrounding the project area, document areas of concern and opportunities for the project, and provide expert feedback on project proposals and overall direction.
- » **Focus Group Work Sessions:** Approximately 150 individuals participated in a series of targeted focus group meetings throughout the planning process. The Focus Groups included: neighborhood leaders, developers, economic development, education/arts/culture, financing & funding, language groups, housing & historic Preservation, police/fire/emergency services, public works/streets/

transit, social services & health providers, neighborhood associations, religious groups, and community groups.

- » **City Technical Committee Meetings:** City department heads participated in six (6) review plan review sessions.
- » **Elected Officials:** The Project Team met one-on-one with City Council members.
- » **Neighborhood Association Meetings:** The planning team attended a joint meeting of the South Salt Creek Neighborhood Association, Everett Neighborhood Association, and Near South Neighborhood Association to review talk about the project, facilitate questions, and discuss the important role of the associations in the Plan and planning process.

Over 1,000 residents and stakeholders participated in this process, through which the South of Downtown Revitalization Plan was created. This Plan represents the community's consensus vision for the area South of Downtown Lincoln!



KICKOFF MEETING MAY 4, 2015

## *Committee Structure*

### **EXECUTIVE COMMITTEE**

The Executive Committee consists of five (5) voting members: The Lincoln Community Foundation, the City of Lincoln, NIFA, and two area stakeholders Tom Smith and David Schmidt. It develops and administers the community planning process, receives input from public/community and the Community Advisory Board, and resolves any conflicts to ensure a consensus vision for the South of Downtown project area.

### **COMMUNITY ADVISORY COMMITTEE**

The 30 members of the Community Advisory Committee are a representation of the cross-sector of the community: Anchor Institutions, Education Sector, Public Sector, Neighborhood Associations, Residents, Renters, Business Sector, Nonprofit Sector, Faith Sector, etc. These sector representatives were assembled with the intent of engaging their networks and constituents to ensure that every phase of the planning process represents the ideas and views of as many stakeholders in the area.

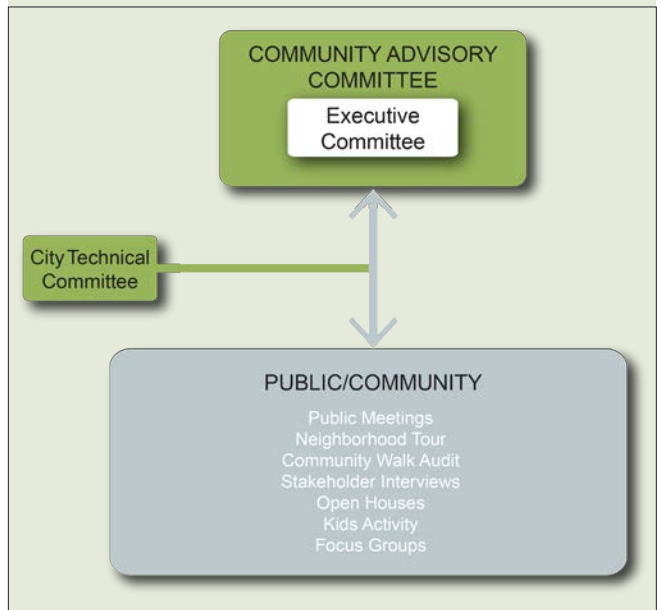
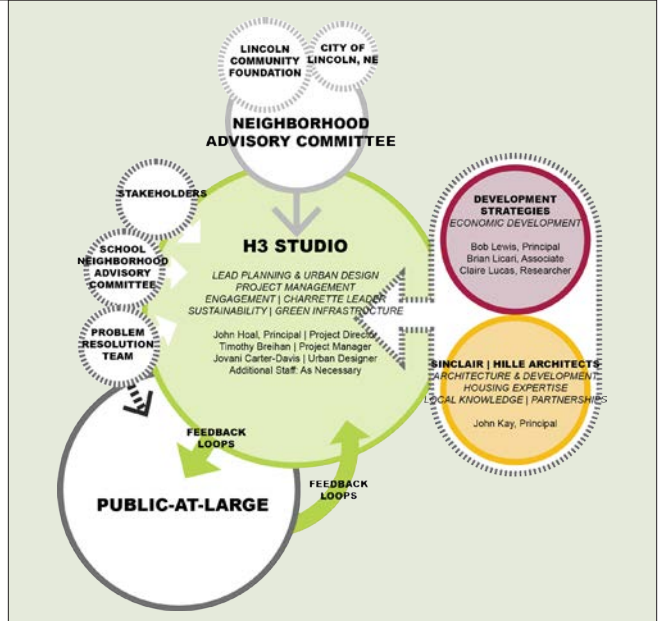
### **PUBLIC/COMMUNITY**

The public/community provides input at every phase of the planning process through public meetings, open houses, focus group meetings, and individual stakeholder participation.

*91% of the Community Advisory Committee live, work, or own a business or property in the area*



EXECUTIVE COMMITTEE MEETING





## Structure of the Plan

The Plan takes into consideration the findings of the Lincoln Vital Signs 2015, the Market Study completed by Development Strategies, and all information collected from numerous forms of public engagement. The community's vision and goals were formed and vetted through a series of public meetings and presentations, presented in full in Appendices D-F. The Plan is organized into the following key sections:

- 1. Introduction:** This section describes the objective of the Plan and provides an overview of the key goals, recommendations, and design specifics.
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This structure results in a Plan document that is visionary, concise, and clearly outlines Lincoln's goals and aspirations for the future for the South of Downtown area. The Implementation Plan describes—in detail—the tools and activities that intend to help make this vision a reality.



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03

YESTERDAY &  
TODAY



## *History*

Lincoln's history is one of strategic location and calculated expansion. In 1859, what is now the City of Lincoln began as Lancaster County. At the time salt was extremely important to the settlers, and so the location of the city was rooted in ensuring a firm economic foundation. It was decided by state legislatures that a substantial town site would be platted, with wide streets, park land, a campus for the yet-to-be-founded state university, and an ample capitol square. These key locations were emphasized by designing the streets that approached as Boulevards. Land was set aside for a county courthouse, market square and city hall, churches, a high school, five elementary schools, and a state historical and library association. Nearly 3,000 house lots and 400 business sites were also provided.

This rich historical plat that Lincoln was founded on still rings very true in the physical infrastructure of today. Historically, the South of Downtown area has had wide, beautiful, tree-lined streets that add to the walkability of the area, but over the years the lack of a proper reforestation plan and road widening has made the character of many of the streets become less compelling, comfortable, and walkable. Without proper planning for the future of the area, the character of these methodically planned blocks with their dense tree canopy will be negatively impacted.



*The Nebraska State Capitol is the product of a nationwide design competition won by New York Architect Bertram Grosvenor Goodhue in 1920. Constructed in four phases over 10 years from 1922-1932, the building, with furnishings and landscaping, was completed at a cost just under the \$10 million budget and was paid for when finished. To decorate the building, Bertram Goodhue selected: Lee Lawrie, sculptor; Hildreth Meiere, tile and mosaic designer; and Hartley B. Alexander, thematic consultant for inscription and symbolism.*

Source: [capitol.nebraska.gov/index.php/building/history/nebraska-capitols](http://capitol.nebraska.gov/index.php/building/history/nebraska-capitols)



FIRST STATE CAPITOL BUILDING



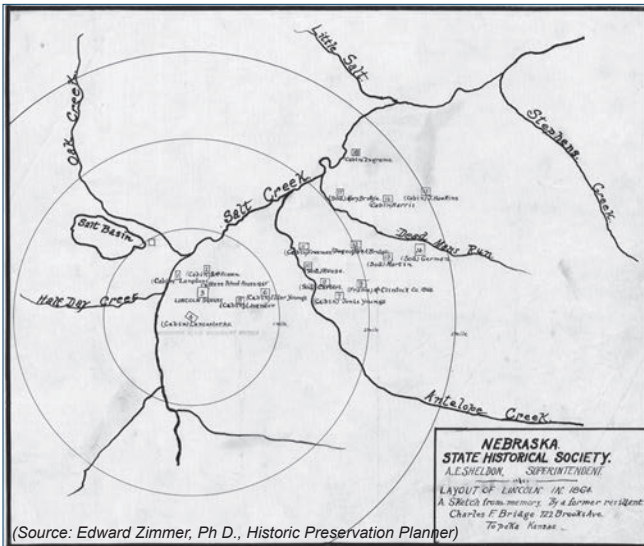
CURRENT STATE CAPITOL BUILDING

The City of Lincoln has had a public transit system as far back as 1883 when the Lincoln Street Railway initiated its first horse-car line. Then in 1890, five (5) streetcar lines went in and by 1926 buses began to travel throughout the city. From infancy, one of the priorities of this growing city has been centered on connecting people. In recent years, and with the relocating of service jobs to the outskirts of the city, the need for a more extensive network of public transit has become increasingly more pressing.

The South of Downtown area is home to a diverse mixture of National Historic Districts, Local Landmark Districts, National Register Sites, Local Landmark Sites, and National Landmark Sites. This rich history and character of not only the structures but also the area as a whole, is something that is very unique to this area of Lincoln. One of the key priorities of the Plan is to preserve the historic character of the area. Around 44 percent of the building stock in the South of Downtown area was built before 1940, which is significantly higher than the city as a whole (15 percent). The future marketability of the South of Downtown area is greatly dependent on the restoration and preservation of its historic building stock. However, several of the larger historic structures in the area have been divided into multi-unit apartments. From a functional standpoint, this allows the character of the area to remain a single-family

dwelling neighborhood in appearance. Unfortunately, the reality of this transition is it has allowed some poor quality, multi-family units to be developed, which has facilitated concentrated poverty through substandard living conditions and absentee landlords.

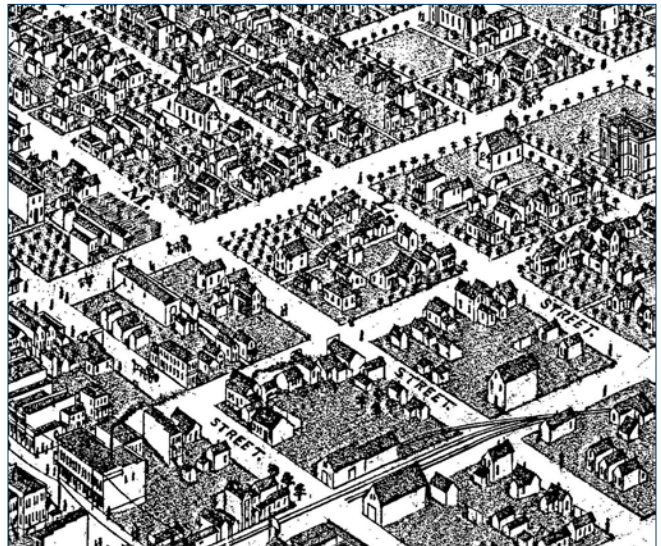
One of the greatest attributes of the South of Downtown area over time has been the diversity of people and communities. Like the rest of the world, the depression in the 1890s hit Lincoln hard, which resulted in a massive decline in the population. In the early 1900s the city saw a significant influx of Germans from Russia, which quickly became one of Lincoln's largest immigrant populations. In more recent years, the diversity has expanded to include several different immigrant populations, which has made the South of Downtown area a vibrant cultural asset that is home to social, economic, and cultural diversity that is celebrated.



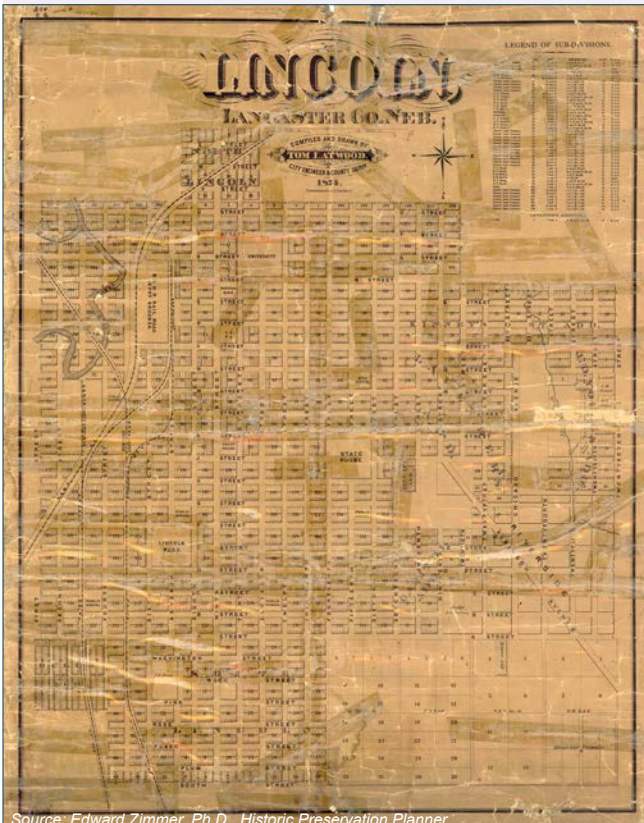
(Source: Edward Zimmer, Ph D., Historic Preservation Planner)

1859: Nebraska Territory was only five (5) years old when settlers near the salt basin met to organize Lancaster County.

Salt was extremely important to Lancaster settlers. Bagged and hauled to Nebraska City, the commercial potential of Lancaster's salt was never great, and was extinguished when J. Sterling Morton developed his salt mines in Kansas.



A substantial town site was platted, with wide streets, park land, a campus for the yet-to-be-founded state university, and an ample capitol square. These key locations were emphasized by giving the streets that approached them extra width. Land was set aside for a county courthouse, market square and city hall, churches, a high school, five elementary schools, and a state historical and library association. Nearly 3,000 house lots and 400 business sites were also provided.



Source: Edward Zimmer, Ph D., Historic Preservation Planner

To ensure a firm economic foundation for the capital, the legislature located not only the state government in Lincoln but also other major state institutions -- university, penitentiary, and insane asylum.



(Source: Jim McKee: Horse cars and street railways. Journal Star)

Lincoln has had a public transit system since 1883, when Lincoln Street Railway initiated the first horse-car line with a 5 cent fare. Lines were quickly added to South Street and east to 27th Street.

At its peak, Lincoln employed 200 horses and operated 37 cars on more than 18 miles of track.





## *The Project Area Today*

### LINCOLN VITAL SIGNS

The catalyst for the South of Downtown Revitalization Plan began as a result of the 2014 Lincoln Vital Signs Report which was a collaborative project of many of Lincoln's largest public and private charitable organizations. Three major themes emerged from the 2014 Report and subsequently reinforced by the 2015 Report:

1. Lincoln does many things exceptionally well and these successes should be nurtured.
2. A growing proportion of Lincoln's population faces real need.
3. Lincoln's children fare poorly on many measures.

The report presents that: Lincoln's state of well-being is one of the highest in the country and the city benefits from the population growth and increased diversity; that Lincoln continues to be a safe community with crimes rates on the decline; that the City has seen improvements in poverty, safety, education, unemployment, and homelessness; that Lincoln has a strong economy, an educated workforce, low unemployment; and investment in built infrastructure. Despite these positive trends happening in Lincoln as a whole, the

South of Downtown area has been experiencing a vastly different reality. With one of the most diverse populations in the city, the South of Downtown area has higher rates of crime, unemployment, school turnover, illiteracy, people living in poverty, decreased household income, lower educational achievement, and the continuation of declining property values.

In addition, the quality of life has continued to decline. As learned from the Market Study and the Lincoln Vital Signs Report 2015, the residents of the South of Downtown area have lower educational levels than the city as a whole, which in turn, has led to higher levels of unemployment and lower wages. There is a distinct need to create a more skilled and capable workforce, but also to better link residents to employment opportunities. Finally, many of the social and neighborhood services are relocating from the area.

To begin the design process, a full assessment of the existing conditions was conducted to be able to understand the full planning area. Analysis was conducted for both the surrounding context area and the survey area.





11<sup>TH</sup> STREET COMMERCIAL STRIP

## CONTEXT AREA

The Context is the largest region of interest for the project team, where it is important to understand the Project Area’s relationship to the broader trends such as development patterns, transportation connectivity, and future planning proposals. This area is roughly 2.2 miles by 3 miles, about 6.25 square miles (4,000 Acres). It is bounded by O Streets on the North, 27th Street on the East, Van Dorn Street on the South, and 1st Street on the West. It includes specific areas such as South Bottoms, Everett, Near South, West Haymarket, South Haymarket, and University of Nebraska-Lincoln main campus. In addition to reviewing plans relevant to the future conditions at this scale, the team looked into larger physical framework and planning elements including:

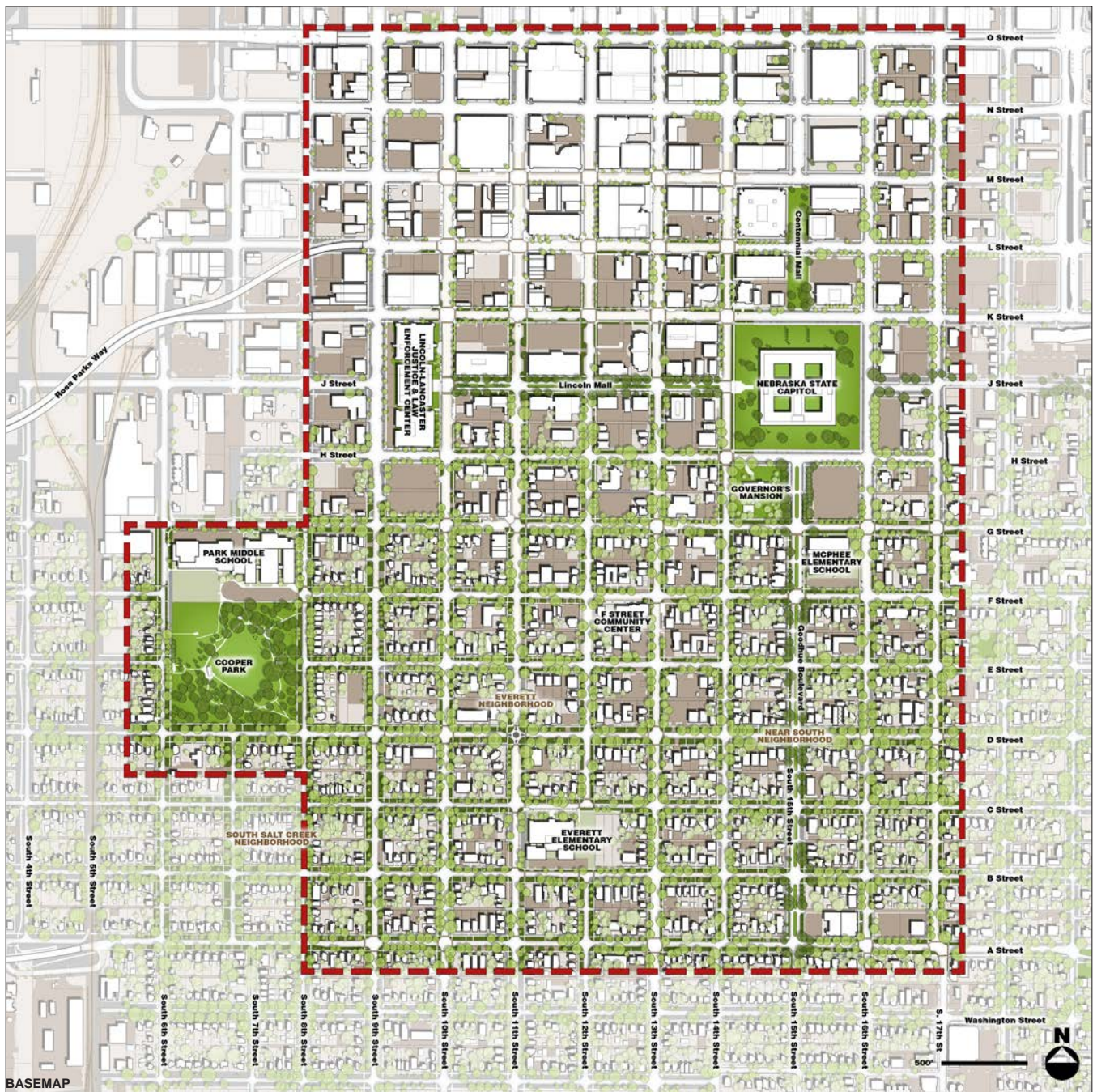
- Street Network & Connections
- Current and Proposed Transit Routes
- Existing Buildings & Development
- Parks & Open Space Network
- Bike Routes & Greenways
- Neighborhoods & Jurisdictional Boundaries
- Surrounding Major Institutions



13<sup>TH</sup> STREET NEIGHBORHOOD STREETScape

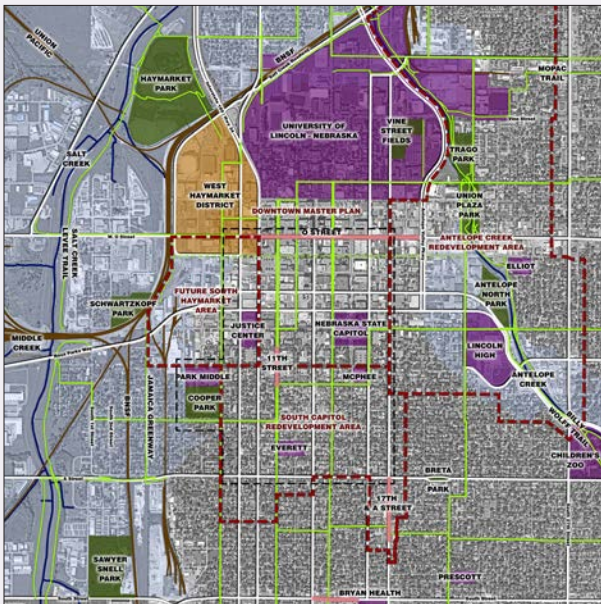
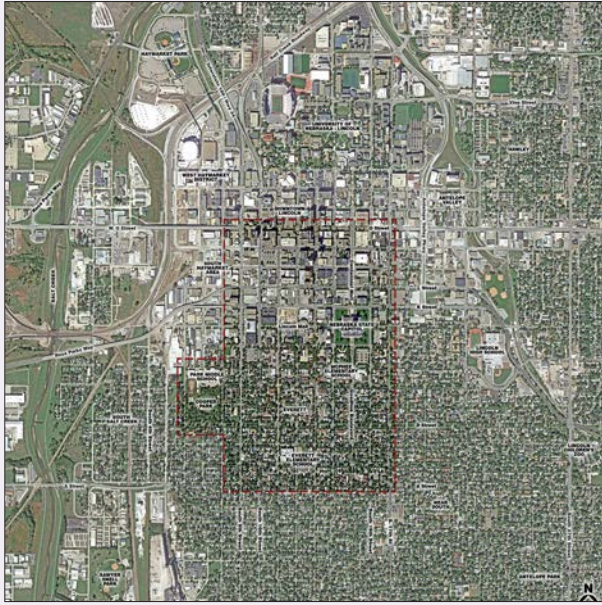


GOODHUE BLVD CAPITOL VIEW



[Note] The initial survey boundary assessed by the project team is indicated by the dashed black boundary, with the subsequent analysis numbers coming from the survey boundary. Throughout the planning process the final project boundary evolved and is indicated by the heavier dashed red line.

## CONTEXT AREA



## COMMUNITY & DEMOGRAPHICS

According to the 2014 U.S. Census the South of Downtown area is home to 5,534 residents. Roughly 93 percent of occupied housing in the South of Downtown area is renter occupied compared to 48 percent in the city as a whole. In order to maintain an urban neighborhood like the South of Downtown area, there needs to be a healthy balance of owner- and renter-occupied housing. The benefit to owner-occupied housing, especially for an area like the South of Downtown, is that it creates stability and long-term commitment in a neighborhood and incentivizes property maintenance and reinvestment. In this case, there is an increased challenge to owner-occupied housing due to the presence of a university and low property values causing high turnover and low achievable rents. This reality then further exacerbates the problem by leaving

owners/landlords little incentive or financial means to adequately maintain or invest in their properties. With this as a priority, one of the goals of The Plan is to increase the rate of Homeownership through grants and incentives programs. Notwithstanding this, there are many long-term renters that have “ownership” of the project area so it is important to ensure their continued tenure.

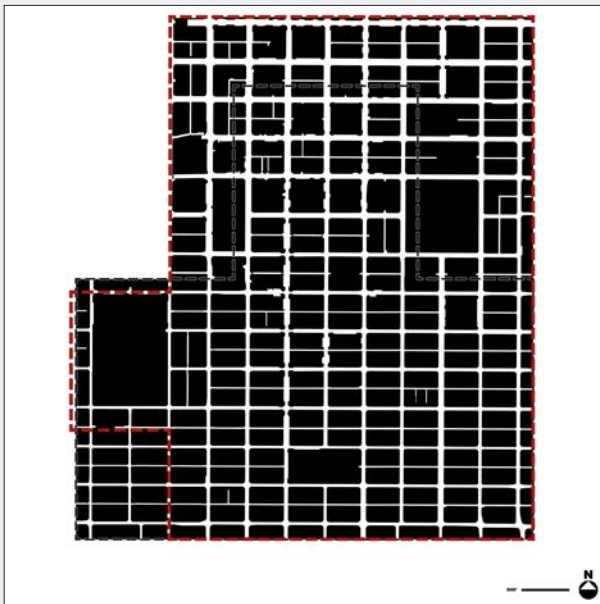
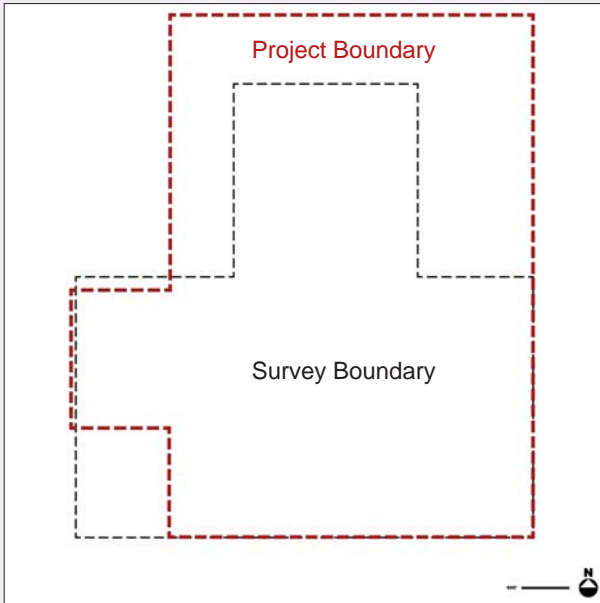
The project area median household income is \$20,826 per year, less than half the median income of Lincoln as a whole. Foreign immigrants make up 20 percent of the South of Downtown area population, compared to 7.6 percent of Lincoln’s population. According to the U.S. Census, around 64 percent of foreign immigrants in the South of Downtown area do not speak English “very well,” and this language barrier can often serve as an impediment to employment opportunities and economic mobility. The average household size is 1.62, which can be attributed to a greater number of single-person households, individuals marrying at a later age, families having fewer children, and fewer intergenerational households. These figures indicate that a young, fairly transient, lower income, immigrant community that is consistent with the large number of students and immigrant living in the project area. The demographic data indicates that 1) retention and/or provision of quality affordable housing is a priority; 2) there is a high reliance on public transportation to get to jobs outside of the adjacent neighborhoods, ensuring that increased transit options is a must key goal of The Plan; 3) there is a high rate of unemployment and/or underemployment making job accessibility important; 4) there is a lack of public recreational greenspace relative to the density of the population and age demographic; 5) there is a need to reduce crime, whether perceived or actual, in order to increase the marketability and improve quality of life.

## PHYSICAL CHARACTERISTICS

The Plan Survey Area covers approximately 0.81 square miles (390 Acres) and contains 1,147 existing buildings. 974 of these buildings—85%—are residential. These 974 residential buildings contain 3,234 individual housing units. The historic residential core of the area is built to an approximate density of 8.3 units per acre. It is important to understanding what needs and services are associated with a concentrated population density of this size and through the community planning process develop a list of neighborhood amenities that would improve the quality of life. To the northern end of the survey area is the main concentration of mixed-use structures which contains approximately 923,335 square feet of primary commercial, retail, and restaurant space.

The survey area contains approximately 66,850 linear feet of streets, with an average block length of approximately 350 feet. Streets are typically 35 feet wide and comprise approximately 68-76 acres of ground coverage, or 18% of the total survey area.

## SURVEY BOUNDARY



## LAND AREA & BLOCKS

The survey boundary has a total area of 390 acres. Approximately 52% of the total land area—202 acres – is covered in impervious surfaces including streets, parking lots, driveways, alleys, sidewalks, and buildings.

The South of Downtown area contains approx. 120,400 linear feet of public sidewalks, comprising approx. 13.8 acres of ground coverage, or 3.5% of the total survey area. Based on an on-the-ground field survey it was determined that the majority of sidewalks are in good condition. There is approx. 27,880 linear feet of alleys with typical width of 15 feet. These comprise approx. 8.2 acres of ground coverage, or 2.2% of the total survey area. The area also contains approx. 37 acres of paved surface parking lots, or 9.4% of the total survey area.



## BUILDING TYPE & USE

Buildings account for approximately 75 acres, or 38% of the survey area; 50% which are Single Family Residential and nearly 25% Multi-Plexes.

- Mixed-Use Buildings
- Commercial Buildings
- Office Buildings
- Flex | Industrial Buildings
- Structured Parking
- Civic | Institutional Buildings
- Multi-Family | Apartments
- Multi-Plexes
- Duplexes
- Single-Family Homes

85% of the structures in the survey area are residential ground floor uses; but only 30% north of G Street. Only 25 buildings (2%) have a mix of uses; only one south of G Street.

## SURVEY BOUNDARY



## BUILDING CONDITION & OCCUPANCY

The condition of buildings was surveyed and the map at the top shows that 1/4 of the buildings in the survey area are in poor or deteriorated conditions.

- Good
- Fair
- Poor

The occupancy of every building was surveyed and the map indicates that the majority of the vacant buildings are located south of G Street.

- Occupied Buildings
- Vacant Buildings
- Under Construction

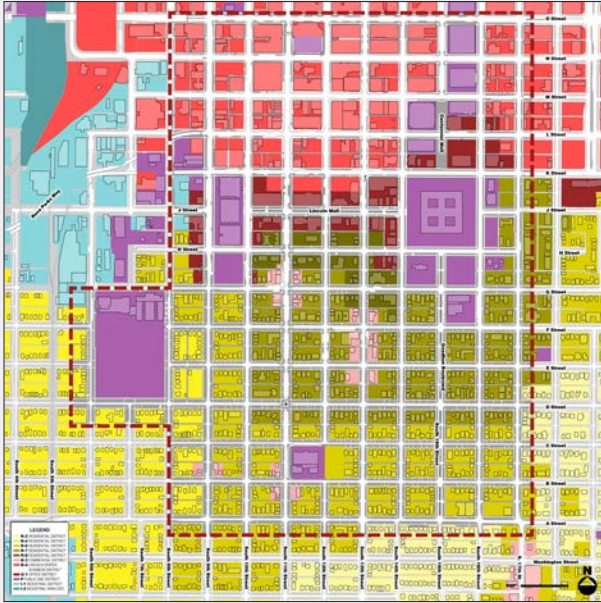


## BUILDING MATERIALITY & HEIGHT

Within the survey area there is a wide range of building materials. 35% of the survey area is brick; 33% is wood siding; and 22% is vinyl siding.

Building scale varies depending on location. The residential core makes up the majority of the southern portion of the survey area starting at G Street, and mixed-use south of G Street. 50% of the survey area is less than two stories; 90% is less than three stories; only 25 buildings are taller than five (5) stories.

## SURVEY BOUNDARY

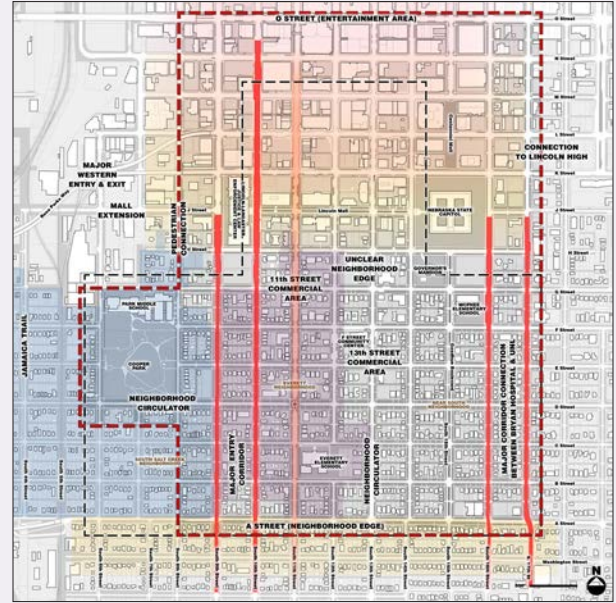


## ZONING DISTRICTS & NEIGHBORHOOD ASSOCIATIONS

Zoning shown on the top map includes the following areas:

- Residential (R-2, R-4, R-6, R-7, R-8)
- Business (B-3, B-4)
- Office (O-1)
- Public (P)
- Industrial (I-1, I-2)

The project area is served by three (3) neighborhood associations: South Salt Creek Neighborhood Association (Red), Everett Neighborhood Association (Blue), and Near South Neighborhood Association (Green).

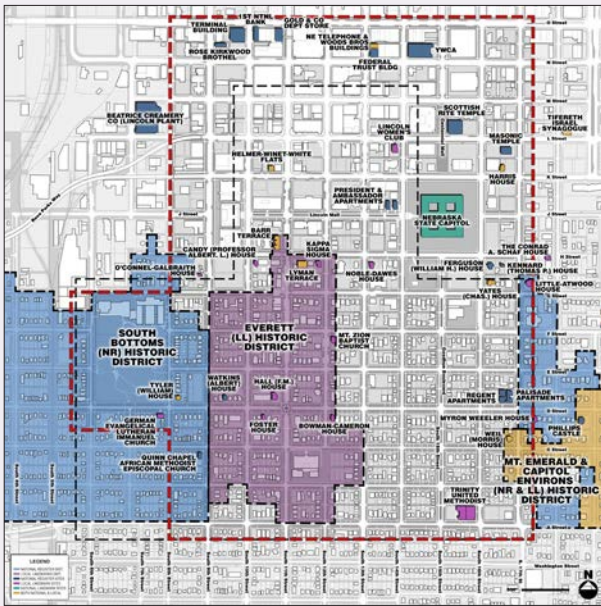
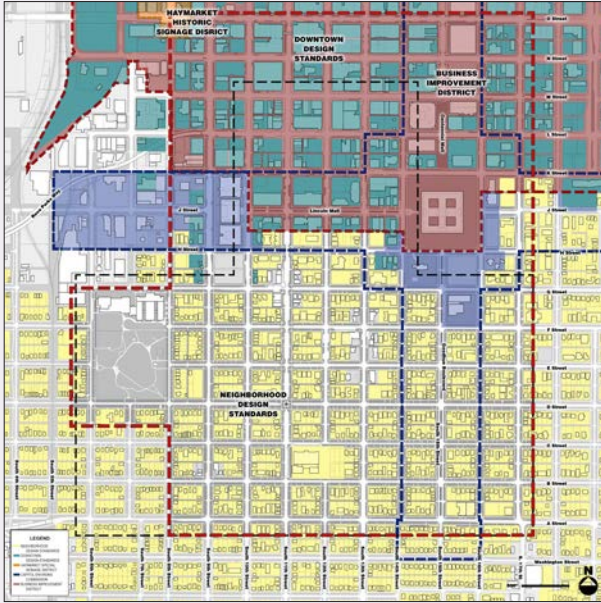


## BARRIERS & REDEVELOPMENT AREAS

Despite its central location and close proximity to Downtown, 9th and 10th streets create significant east-west accessibility issues, especially during rush hour since these streets carry very large volumes of traffic providing direct vehicular access to I-180 at the north and Nebraska Highway to the south. This limits pedestrian access to one of the project area's primary assets, Cooper Park.

There are several plans in and surrounding the project area that are in various stages of planning, implementation, and completion.

## SURVEY BOUNDARY



## SPECIAL USE & HISTORIC DISTRICTS

There are five (5) Special Assessment and Design Districts shown in the area: Downtown Design Standards (Teal), Neighborhood Design Standards (Light Yellow), Capitol Environs Commission (Dark Blue), Business Improvement District (Red), and Haymarket Historic Signage District (Orange).

There are three (3) historic districts: National Historic Districts (Blue), Local Landmark Districts (Dark Purple), Both NH & LL (Dark Orange)

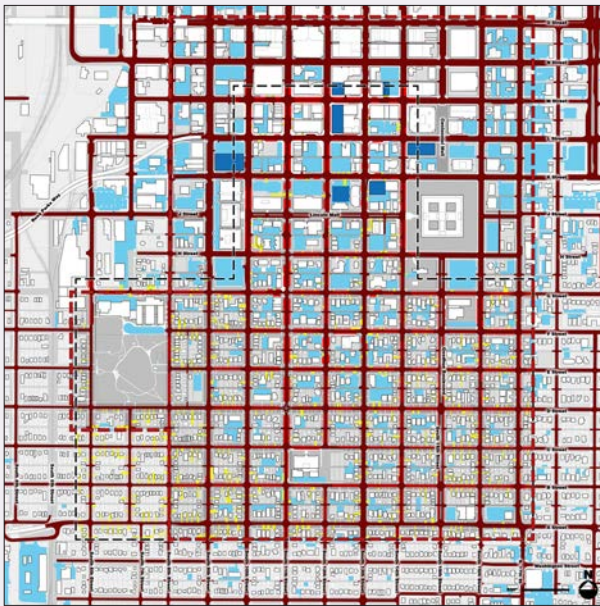
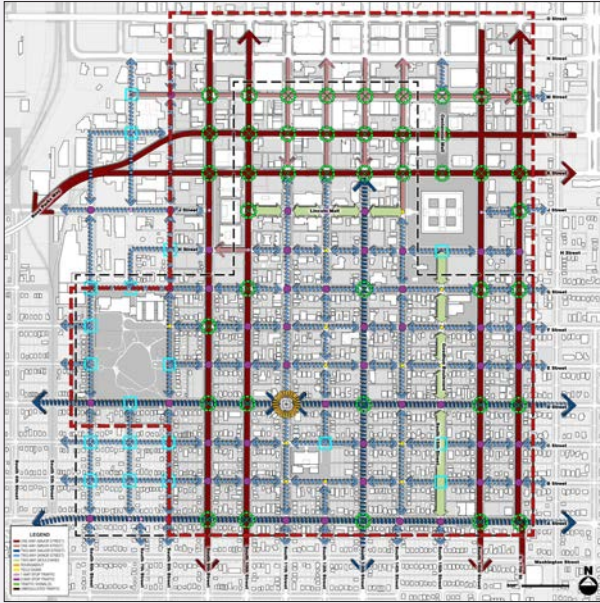
And several historic buildings and structures: National Register Sites (Dark Blue), Local Landmark Sites (Light Purple), National Landmark Sites (Teal), Both NL & LL (Light Orange)



## HOUSING AFFORDABILITY

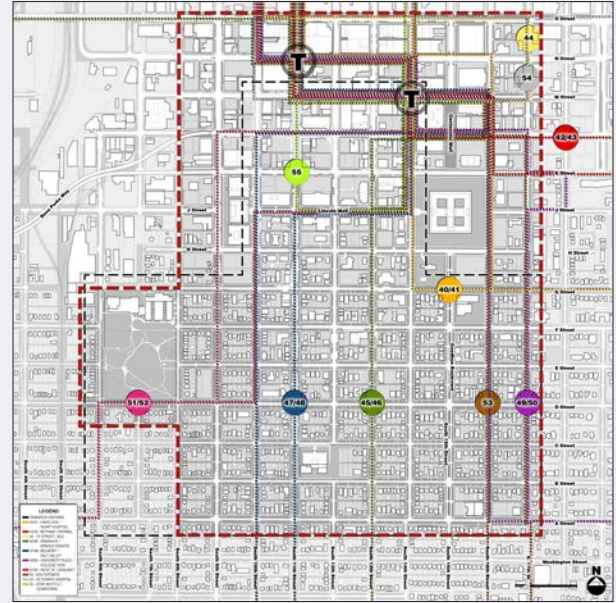
The project area has a substantial amount of historic, bungalow-style housing stock. Consistent with issues identified in the Lincoln Vital Signs 2015 report, the community has challenges with a very high proportion of renter-occupied households, low-median household income, deteriorating building conditions, an abundance of “slip-in” multi-family properties with little aesthetic value, many of which are negatively impacting the community’s sense of place, and higher levels of crime compared to other parts of the city. The Residential Market Analysis conducted for the South of Downtown Revitalization Plan demonstrates that the housing market in the project area is relatively weak with housing values well-below the city average; the relative affordability of the housing stock and availability of rental units also provides much needed housing for students, immigrants, and lower-income households.

## SURVEY BOUNDARY



## STREETS, CIRCULATION & PARKING

Streets account for 76 acres, or 19.5% of the survey area. Most buildings face North-South onto the streets with the backs of the buildings containing rear parking accessed by alleys that are currently in need of repair. The majority of streets have either parallel or angled parking throughout the neighborhood, with all structured parking concentrated in the northern business district. There is surface parking scattered throughout the entire survey area which accounts for 37 acres, or 9.4% of the surface area. Due to the northern portion of the site containing primarily high-rise office buildings, the need for more structured parking is necessary because currently the extra volume of cars is being pushed into the residential neighborhood.



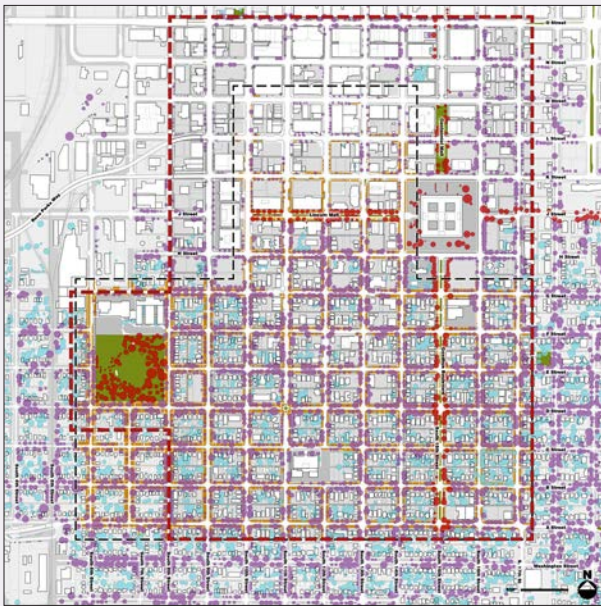
## TRANSIT & BIKE ROUTES

The South of Downtown area is currently under served by public transportation. The area has two (2) transfer stations and ten (10) StarTran Bus Lines but all lines do not run past 7:00 p.m. on weekdays (with four (4) routes that have 9:00 p.m. extension when UNL is in session), 6:55 p.m. on Saturdays, and no service on Sunday.

The area is also served by six (6) bike paths and trails. (Above is a map showing the current bike trails with dashed lines for future planned routes.)



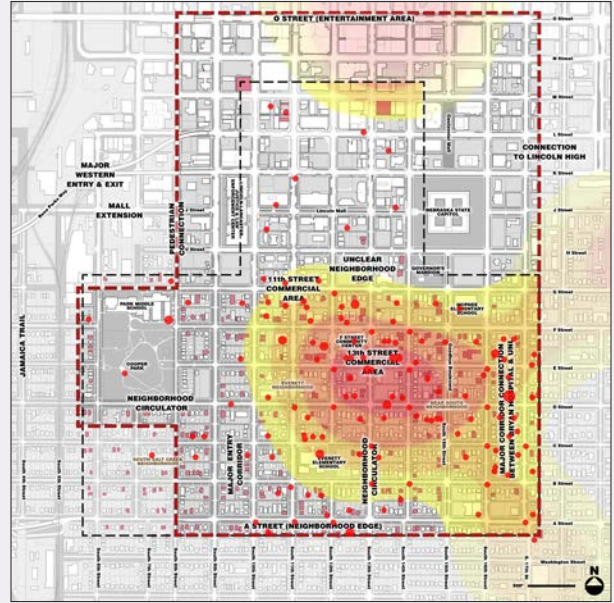
## SURVEY BOUNDARY



## PARKS, PLAZAS, & LANDSCAPE

The context and survey boundary's physical landscape is serviced by Middle Creek, Salt Creek, and Antelope Creek. Within the boundary there is one (1) public park (11.6 acres). The National Recreation and Park Association (NRPA) recommends an average of 10 acres of park space per 1,000 population. The Lincoln-Lancaster 2040 Comprehensive Plan targets set to maintain ratios of 1.3 acres of Neighborhood Parks (4-6 acre parks) per 1,000 residents.

The South of Downtown area possesses a reasonably dense tree canopy, but the issue is a lack of a reforestation program to ensure that tree replacement will happen incrementally as to not disrupt the character of the area. Currently, the area contains 1,825 street trees and 816 interior private trees, which provide tree canopy coverage of approximately 19.4 acres or 5% of the total survey area.



## CRIME

Safety is comprised of both actual and perceived safety of an individual in the environment. Crime data from the City of Lincoln Police Department from 2013 and 2014 shows that crime, though decreasing in the South of Downtown project area is still a concern. Maintaining a safe neighborhood has a positive effect on several aspects of the area such as property values, job development, and utilization of the neighborhood.

## MARKET ASSESSMENT

The South of Downtown Area Market Assessment examines the project area, city and MSA demographic characteristics and trends, retail supply and demand, employment projections for the Metropolitan statistical area, and an estimate of potential space needs for future housing and commercial investment in the South of Downtown Area as well as the community's needs for greater economic prosperity. The study considers site context, marketability, opportunities and constraints, socio-economic trends and characteristics, competitive supply, and demand and market segmentations; these analyses result in conclusions about the needs of current and future residents, the products that they will demand and the likely market performance and rate at which development and redevelopment can occur. The study is divided into six (6) sections:

1. **Summary of Key Findings:** Based on the analysis presented in sections two through five of this report, there are a number of key actions that are critical to the future economic prosperity of South of Downtown.
2. **Marketability Analysis:** Outlining the underlying strengths, weaknesses, opportunities, and threats (SWOT) in the context of marketability helps build the framework for the revitalization plan.
3. **Trends in National Preference:** Understanding demographic shifts in terms of age and changes to housing preferences can give some insights as to growing demand for certain types of housing and neighborhoods.
4. **Demographic Overview:** Analyzing the housing demographics can reveal unique characteristics that add to market attraction.
5. **Economic Opportunity:** Understanding the socioeconomic conditions of South of Downtown and its context within the greater Lincoln economy outlines the challenges associated with upward mobility for South of Downtown residents.
6. **Real Estate Market Analysis:** Understanding the underlying real estate market and financial feasibility of future development is critical to devising a long-term revitalization strategy.

### ***National Trends***

- The South of Downtown area is well-positioned to benefit from changing demographics and housing preferences. Households are getting smaller and there is a growing preference for centrally-located, walkable environments; therefore, it is critical that the South of Downtown area take the necessary steps to enhance its marketability so it can capture a portion of this growing demand.

***National Trends Summary***

- Households are getting smaller, thus requiring less living space. This trend has occurred nationwide and in Lincoln.
- Baby Boomers are entering retirement and many are seeking smaller living spaces in less automobile dependent areas.
- Millennials tend to prioritize lifestyle, experience, and flexibility and often gravitate towards mixed-use, walkable/bike-able urban environments as opposed to single-family suburban areas.
- There is a growing preference for housing in centrally-located areas and many households have expressed a willingness to trade living space for more convenient access to employment, recreational amenities, and retail.
- Investments in the built environment that promote placemaking can have a positive impact on property values and marketability

***Implications for the South of Downtown***

- The South of Downtown area has many of the components that a growing segment of households prefer including a close proximity to employment, entertainment, and educational opportunities, sidewalks and bike lanes that enhance the pedestrian experience, some smaller-scale street-level retail, proximity to Cooper Park and Antelope Valley, and a large proportion of rental options that are preferred by smaller households. Despite these advantages, deteriorating conditions has limited its overall marketability. It is critical that the South of Downtown area leverage its assets to improve marketability and encourage new investment.

## DEMOGRAPHICS SUMMARY

- Lincoln is projected to add over 100,000 new residents by 2040 and, based on current household sizes, it will need to accommodate 39,000 new households.
- Since 2000, most of the population growth in Lincoln has occurred in the outer areas and many areas in the urban core closer to Downtown actually lost population.
- The University of Nebraska has a goal to increase enrollment by 5,000 students by 2020, which will also increase employment opportunities at the University and throughout Lincoln.
- Population density is significantly higher in the South of Downtown project area compared to the city as a whole.
- The South of Downtown project area is home to a larger proportion of young adults and college students compared to the city as a whole
- 44 percent of the South of Downtown project area housing stock was built before 1940.
- 15 percent of the housing units in the South of Downtown project area are vacant.
- Over 90 percent of housing units in the South of Downtown project area are renter-occupied
- Crime is higher in the South of Downtown project area compared to the city as a whole

Despite steady population growth since 2000, most of the close-in neighborhoods in Lincoln have not fared very well and many areas in the urban core have actually lost population. The South of Downtown project area's population has remained stable primarily from steady demand from college students. Given the population projections for the city and region, if the project area enhances its marketability and takes the necessary steps to invest in the built environment and provides higher-quality housing, it could capture a portion of this growth. Crime can be a major deterrent to revitalization efforts and thus it is critical that the Lincoln Police Department and the community itself continue working together to reduce crime. The South of Downtown project area is headed in the right direction as crime has decreased in the last two years.

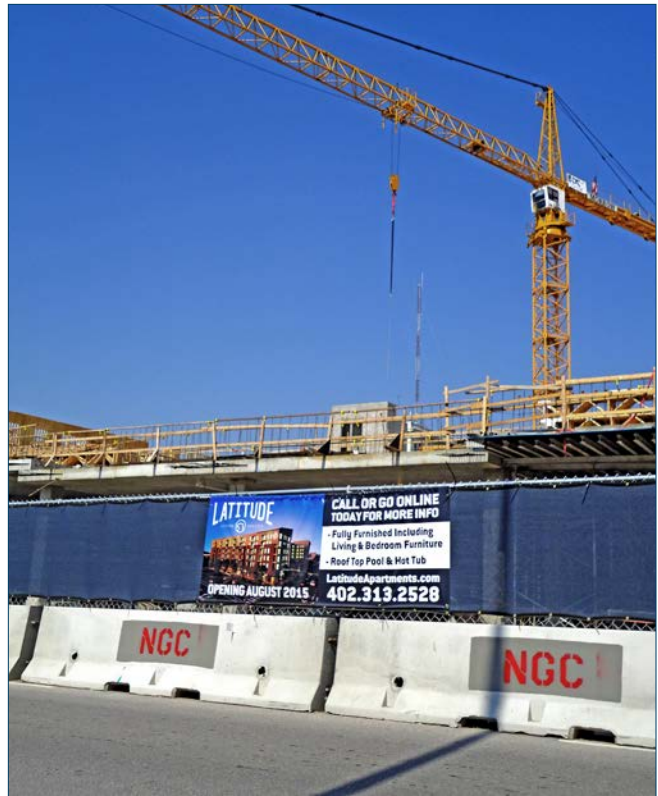
The historic housing stock in the South of Downtown project area is one of its primary assets, although it is also a challenge as wear and tear and lack of investment by property owners has led to deteriorating conditions throughout the neighborhood. The area is attractive to students and lower-income households given its relative affordability and availability of rental units in close proximity to Downtown and the University, but over 90 percent of its housing is renter-occupied, significantly higher than the city as a whole (48 percent). Though there is not an ideal homeownership rate, urban neighborhoods like the South of Downtown project area should have a healthy balance of owner- and renter-occupied housing. Owner-occupied housing creates stability and long-term commitment in a neighborhood and incentivizes property maintenance and reinvestment. In the case of the project area, given high tenant turnover and low achievable rents, many owners/landlords do not have the incentive or financial means to adequately maintain or invest in their properties. This may be one of the reasons why the vacancy rate is so high (15 percent).

## PLANS RELEVANT TO THE FUTURE CONDITIONS

The project area and context has several large and small scale projects in various stages of planning, in-progress, and completed. Relevant plans exist for multiple areas in and around the area. These plans address, to various levels, recommendations for housing, transit, and economic development in their areas or sites. This master plan is closely coordinated with these plans to ensure that the vision for development of this area will become an integral part of the overall future of the area, furthering the ongoing planning and development efforts and preparing the area to respond to those (See appendices for further detail).

### Planning Documents & Reports

- 2015 South Haymarket Plan
- 2014-2015 Lincoln Vital Signs Reports
- 2014 Business Conditions & Indicators Report
- 2014 Downtown Lincoln Annual Report
- 2014 Public Bldg Commission Facilities Report
- 2014 The Rise of Innovation Districts
- 2014 CIP FY 2014/15 to 2019/20
- 2014 Annual Action Plan: FY 2014
- 2013 PlanBIG (UNL) Master Plan
- 2013 Lincoln Economic Dashboard
- 2013 Complete Streets Annual Report
- 2013 South Haymarket Development Study
- 2012 Lincoln Downtown MP Update
- 2011 LPlan 2040 Comprehensive Plan
- 2009 Downtown Lincoln Parking Study
- 2009 Blight & Sub-Standard Area Study
- 2008 South Capitol Redevelopment Area
- 2007 Bike Lanes Study (11th & 14th St.)
- 2005 Downtown Lincoln Master Plan
- 2004 Antelope Valley Redevelopment Plan
- 1997 Focus Area Action Plans

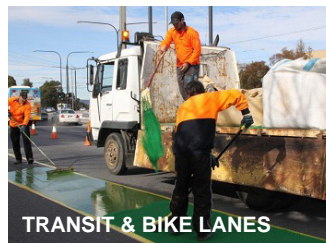
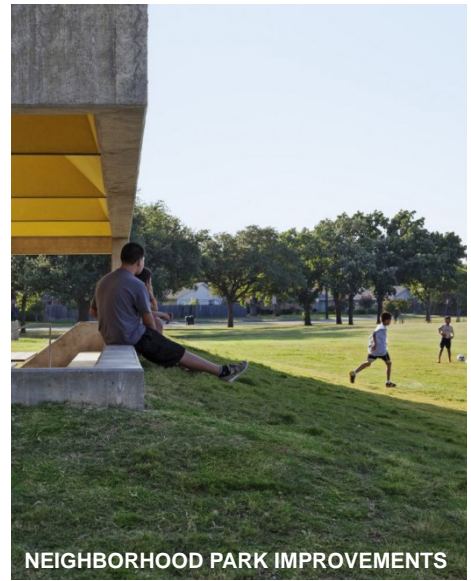


## *Consensus Issues & Challenges*

While simultaneously performing the review of existing conditions, urban analysis, and review of the relevant plans, the project team conducted a series of confidential interviews with stakeholders, small groups, and public meetings. The result from the participants was a comprehensive list of issues and concerns to be addressed within the planning process; while listing and discussing specific ideas and opportunities for exploration in the plan. The following list represents the top consensus issues and challenges. (*For a comprehensive list see Appendices C-F*)

## Consensus Community Issues

1. **Lack of Community Development Organization (CDO):** While the project area is currently served by three neighborhood associations and three Community Learning Centers that provide necessary support for residents, there is a lack of an overarching entity in place that has the sole purpose of working for the residents of the project area on a daily basis.
2. **Poor coordination of support services:** The South of Downtown project area is served by businesses, educational institutions, commercial, and various residential types—however—currently there is a lack of an overarching entity to manage connecting residents to available services and filling the gap for services that is lacking.
3. **Poor actual and perceived sense of safety:** Whether perceived or actual, crime can be detrimental to the overall marketability of the project area. Due to petty crime and present illegal activity, the project area is perceived as unsafe. Based on crime incident data from the Lincoln Police Department, there is a far greater concentration of crime in the project area compared to other parts of the city. Part of what is contributing to this actual and perceived crime is problem properties, deteriorating conditions, a large transient population, and a lack of street and building maintenance.
4. **Inadequate health access:** While there are clinics throughout the project boundary and a hospital directly to the south, there is a lack of connection to local and regional facilities.
5. **Neighborhood blight and deterioration:** The project area suffers from poor physical condition and appearance, including vacant lots, “slip-in apartments” and low-quality rentals, dilapidated structures, lack of restoration of historic homes, deferred maintenance, poor lighting, and insufficient investment in alleys and streets.
6. **Lack of arts and cultural resources:** The South of Downtown project area has a diverse group of people consisting of different cultures, ages, and professions, who lack resources, venues, and outlets to express and participate in various art and cultural activities.
7. **Lack of economic opportunity:** The median household income in the South of Downtown project area (\$20,826) is less than half the median income of Lincoln as a whole (\$49,159). According to the U.S. Census, around 64 percent of the foreign immigrants in the project area do not speak English “very well,” and this language barrier can often serve as an impediment to employment opportunities and economic mobility. Overall, there is a lack of job training programs and accessibility to existing services to allow for proper upward economic mobility for people living in and around the project area.
8. **Poor access to technology:** Computer and internet access is increasingly critical for personal economic empowerment, educational attainment, and household resilience. Currently, the neighborhood lacks the necessary hard and soft infrastructure, along with community support programs to ensure equitable access to relevant educational, workforce, and health-related resources.
9. **Lack of proper maintenance and upkeep of residential housing stock:** Housing in the project area lacks basic building maintenance and repair due to several factors: many of the residential buildings are in poor physical condition with deferred maintenance, there are several slip-in apartments and low quality rentals detracting from the character, absentee landlords are not being held accountable for their properties and are unresponsive, a lack of restoration of historic homes, and large residential buildings have been subdivided into rentals in a detrimental way.
10. **Inadequate recreational opportunities:** The only park within the project area lacks accessibility and adequate facilities to serve the size of the population surrounding it. Currently, there is a lack of usable greenspace, community gardens, and recreational facilities that allow for multipurpose, multigenerational, active, outdoor, community space.





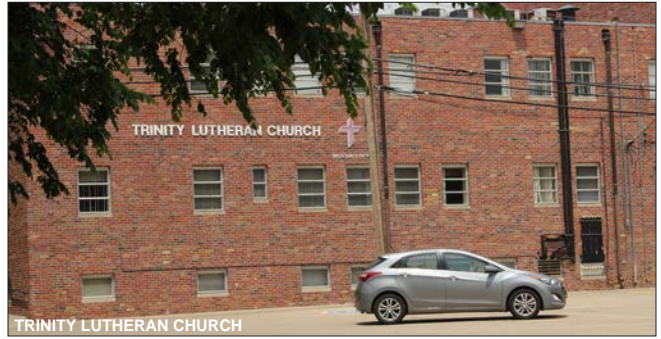
## *Assets & Strengths*

It is undeniable that the project area's primary asset is its immediate proximity to the region's primary hub for employment, recreation, and education, but it also provides a healthy mix of housing options for a wide-range of income levels as well as a marketable historic character.

### COMPREHENSIVE LIST OF ASSETS

1. Downtown is rebuilding.
2. New study area center on 11th from F Street to H Street.
3. Well-established neighborhoods to the east, south, and west.
4. A rich community history and sense of place.
5. Commercial and destination retail (on 13th from D Street to F Street) within the study area.
6. Great access and immediacy to Downtown Lincoln.
7. Great framework for walking and lots of sidewalks & pedestrian access
8. Several historic homes that add to the character of the area.
9. A deeply vested local police force, with a base (F Street) of operations in the study area.
10. The F Street Community Center.
11. The Boys & Girls Club at Park Middle School.
12. A population that is open to change, creativity, and new ideas.
13. Cultural diversity, mixed-ethnicity, and international language speakers.
14. A number of multi-cultural and ecological assets.
15. Germans from Russia Museum.
16. Nebraska Workforce Development Program.
17. Park Middle School, Everett Elementary School, and McPhee Elementary School.

# Project Area Character Images





LINCOLN HIGH SCHOOL



CURRENT INTERIOR BIKE ROUTE



CAMPUS ADJACENT COMMERCIAL AND STREETScape



CENTENNIAL MALL CAPITOL VIEW AND STREET IMPROVEMENTS



9TH & G STREET COMMERCIAL CORNER



CENTENNIAL MALL IMPROVEMENTS

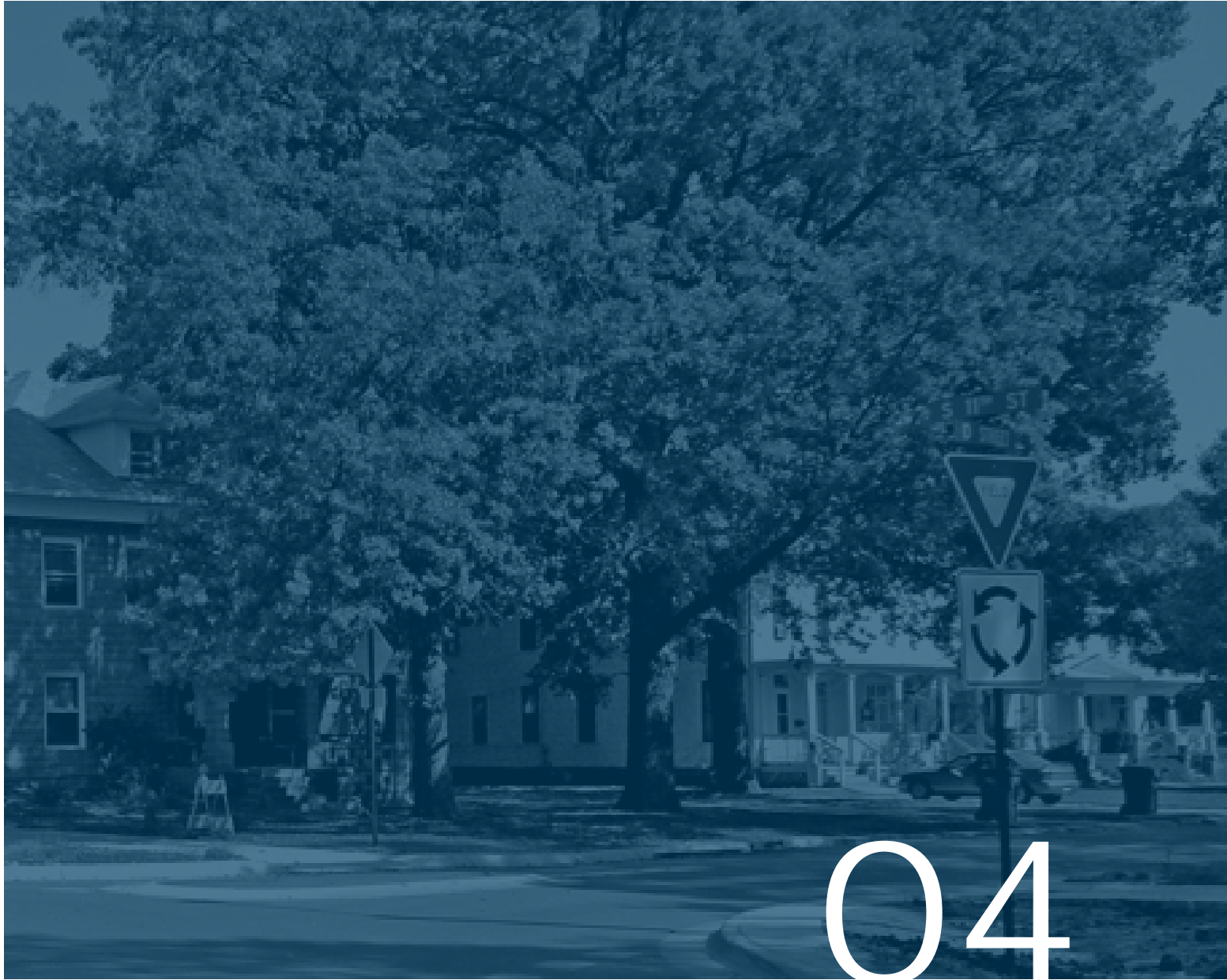


LARGE SINGLE FAMILY RESIDENTIAL HOME



DOWNTOWN STREETScape





# 04

THE PLAN



# COMMUNITY IMPACT APPROACH

## INTEGRATED PLACE-BASED APPROACH

The Plan for this community was created through an Integrated Place-Based Approach which is a collaborative means to addressing complex social-economic issues through interventions defined at a specific geographic scale to meet locally unique conditions. An Integrated Place-Based Approach seeks to leverage assets and knowledge through shared plan ownership, engaging the community, developing a governance structure, building community capacity for implementation, and learning while doing. It seeks to address the collective challenges of families and communities at a local level such as poor housing, social isolation, poor or fragmented service provision that leads to gap or duplication effort, and limited economic opportunities through community strengthening. The advantages of such an approach are both on the physical and service infrastructure, and social infrastructure by addressing the broader problems that impact families at the community level such as unsafe physical environments, non-family-friendly transport, limited social connectedness, as well as barriers to families accessing services such as fragmented service system and lack of outreach capacity.

This approach builds upon and addresses the issues raised in the report entitled, Lincoln Vital Signs Report, and is aligned with the City's Comprehensive Plan and Sustainability Plan. The City of Lincoln has shown a commitment to sustainability through a number of initiatives. In 2012, they began the Sustainable Lincoln Blue Ribbon Leadership Team "which was charged with reviewing recommendations for measureable community-wide sustainability indicator targets in the following seven (7) areas: air, water, land, waste, transportation, energy, and community." Out of the meeting of this committee, the Sustainable Lincoln Plan was created. The Plan for the project area has been developed to ensure a sustainable community evolves over the long term and matches the

seven (7) priorities outlined by the City’s Sustainability Plan. In the Plan, the sustainability priorities have been integrated into achieving the goals through the specific recommendations. While environmental sustainability is an important aspect of the Plan, it is only one tier of sustainability as a whole. The sustainability approach of this plan is centered on responsible environmental stewardship, improved social equity and increased economic prosperity.

It calls for a holistic sustainable society that is a self-supporting social and economic system that advocates small-scale community actions in order to enhance economic self-reliance and create reliable sources of income.

Staying in line with the Lincoln Comprehensive Plan, the project area plan seeks to capitalize on the many assets that the city has that add to resident’s quality of life. The City of Lincoln and Lancaster County is home to easily accessible museums, rich architecture, historic places, sustainable neighborhoods, diverse and affordable housing opportunities, libraries, performing and visual arts, agricultural landscapes, trails, entertainment and recreational opportunities, and schools that are truly major assets that enhance the quality of life for all residents.

The project area plan seeks to preserve and enhance the many quality of life assets currently present, as well as add upon them. For an area to have a good quality of life there are several things that it needs to have beyond just jobs, shelter, utilities and roads—it needs to have services, education, historic, natural, and cultural resources that enrich people’s lives. The Plan sees the historic housing stock, the expanded F Street Community Center, the historic street grid, proximity to Downtown, and the abundance of organizations, associations, and religious centers all as wonderful additions to the areas quality of life.

## CATALYTIC PROJECTS

### *People Centered Approach*

- One of the strengths of the project area is the diversity of the people that live there. In order to embrace the South of Downtown project area The Plan seeks to not only take a Place-Based Approach, but also a People-Centered Approach that caters to the demographics of people in the project area. This type of approach focuses on changes in social, political, and environmental values and practices. It calls for resident participation in several forms including: democratic processes for the CDO, government accountability, access to relevant information, and gender equality. These things are essential because they allow communities to create their own development goals and influence decisions that affect their quality of life. Sustainability is an inherent component and explicit goal of a people-centered approach.

**Governance Structure**

- Community Development Organization (CDO)
- Place-based efforts often create governance or community partnership groups designed to bring together diverse segments of the community who are charged with guiding the work. The broad notion is that such groups enable stakeholders to express their particular interests and concerns to each other and develop a shared agenda that is grounded in resident needs and priorities and well positioned by virtue of its diverse membership to support ongoing collaboration across sectors.
- In a place-based approach, starting a new collaborative governance group or community partnership involves several things aligning such as getting the right people at the table, developing structures and processes to get the work done, and building capacity.

**F Street Community Center**

- The F Street Community Center currently sits at the heart of the community and serves as a central gathering point for residents of all ages. The plan seeks to expand the role of the center both physically and with increased services. The center should serve as a central hub for the project area by housing a health clinic, job services, access to technology, a social services coordinator, 24-hour childcare services, administrative support staff, immigrant focused services, and recreational fields.

**Fiber Optics**

- The plan seeks to set up the project area as a Smart Community which refers to communities that make a conscious effort to use information and technology to transform life and work within its area in a significant and fundamental way. The City of Lincoln is in the process of bringing broadband to the project area and the plan seeks to make the project area the first to have it. The fiber-in-home project would mean cheaper and better service, along with public (VLAN) service for students. There currently is service in the project area, but this program would make it so any house could be connected to the service. The benefits to this program being its cost efficiency, speeds, no contract, no fees, and no installation charges. The service also extends the capacity of the CLCs because a similar initiative already exist with students being able to access the network, but now it would extend to a home program that would allow adults to receive necessary services as well. In order for program costs to stay as low as possible, the service should be paired with a fund matching program with the larger institutions. These services allow for no child to be without internet as well provide services to immigrants to learn to use the Internet to look for jobs, online classes, and skills development.

**Main street changes 13th street and 11th streets**

- The streets that run to and from, as well as through the project area



are uniquely positioned to serve multiple purposes due to being a downtown adjacent neighborhood. In the downtown district of the project area both 11th and 13th Streets serve as mixed-use corridors that allow for a diversity of land uses and users such as retail, offices, commercial, entertainment, and residential. These northern portions are lively vibrant public realms with greenspace, street furniture, outdoor cafes and restaurant seating, plazas, and public art space. In the central portion of the project area, 11th and 13th serve as pedestrian friendly main streets characterized with ground floor commercial for local businesses, wide sidewalks, street lighting, wide tree lawns, and permeable parking. The main street portions of 11th and 13th seek to serve as meeting spaces for residents by supporting gathering and community events. As connector streets the portions between the central hub of the project area and the southern residential portions are easily navigated on all forms of transportation for an easy commute. And within the strictly residential portion of the project area, 11th and 13th Streets seek to be pedestrian safe with slower traffic, parking permit measures, and tree lined for an overall improved quality of life.

#### ***Downtown Library***

- Like the expanded central hub, the Library has the potential to serve the residents in the downtown as well as in the South of Downtown project area. The plan seeks to expand the Library's role into a place where: the community can attend educational classes; house maker spaces, innovation labs, and common space; and serve as an educational and social service hub.

#### ***Reforestation Plan***

- One of the key aspects of the plan is creating great complete streets that embrace the beautiful quality and character that the project area currently has. A prominent feature of the the South of Downtown project area is its urban forest that adds to the quality of life of the residents. The plan seeks to preserve as many of the current healthy older trees that line the project area, however, there is currently no plan in place for how they are catalogued and a detailed plan for replacing them. Staying in line with the City's sustainability plan, the plan seeks to replace at least one tree for every three public trees lost to damage, decline, or disease. The South of Downtown project area tree canopy not only adds to an improved quality of life, but has positive environmental benefits such as lowering heat and air conditioning costs, erosion prevention, wildlife habitats, reduced storm-water runoff, and increased property values.



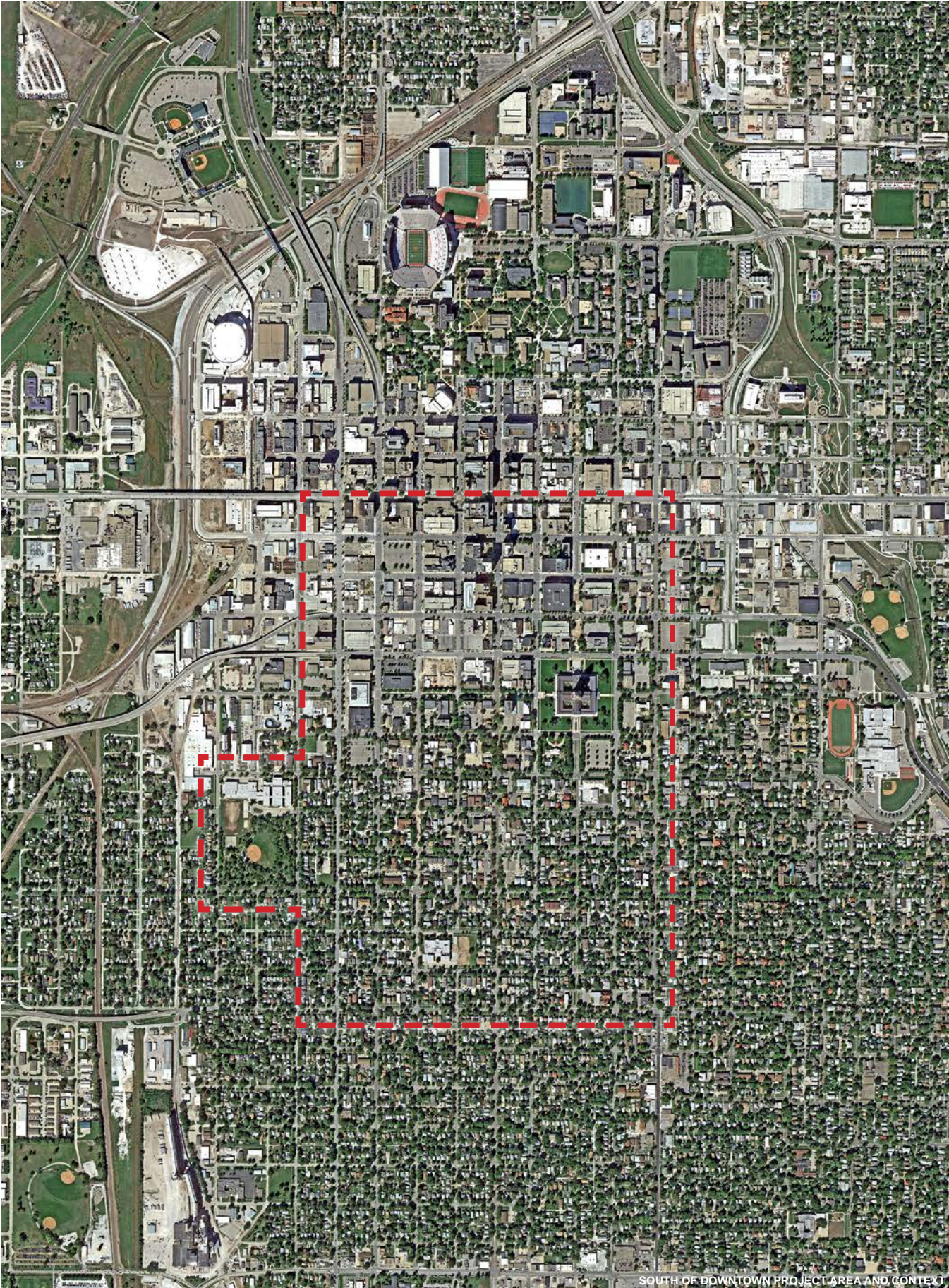
# VISION & GOALS

*“Build upon Lincoln’s downtown, Capital District, and the neighborhoods’ south of downtown rich history, diversity, sense of community, and continuing revitalization to grow the South of Downtown into a healthy, multicultural, caring community, and a place that sustains prosperity and opportunity for ALL!”*

## THE SOUTH OF DOWNTOWN REVITALIZATION PLAN

The South of Downtown Revitalization Plan (The Plan) is the physical realization of the community’s Vision for the future. The Plan describes the place-based initiatives that intend to achieve the Community Vision. It provides the geographic framework to guide ongoing and future revitalization efforts within the Downtown Area. The Plan addresses the priority issues identified by the community. This is to ensure that future revitalization investments are made in a coordinated way that fulfills the Vision of the Downtown’s residents, businesses, and stakeholders.

The South of Downtown Revitalization Plan are Design & Development Principles, which are specific development strategies and activities. These principles are presented in detail on the following pages.



SOUTH OF DOWNTOWN PROJECT AREA AND CONTEXT

## Goals

Forming the basis for the vision, the following goals and their subsequent recommendations are intended to guide decision making and uphold the vision of the area:

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### **ESTABLISH A PROFESSIONALLY MANAGED COMMUNITY DEVELOPMENT ORGANIZATION**

(CDO) for the South of Downtown project area to implement the Revitalization Plan with ongoing community engagement, discussion and input, and to develop long-term and sustainable community empowerment and leadership.

---

### **CONTINUE AND EXPAND THE IMPACT OF EXISTING COMMUNITY PROGRAMS**

centered on safety, health, social services, arts, education, and recreation through the Community Learning Centers (CLCs); the F Street Community Center; and the religious, art and other nonprofit organizations to increase community health, wellness, and inclusion.

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### **PROMOTE UPWARD MOBILITY THROUGH EDUCATION, JOB SKILLS TRAINING, AND WORKFORCE DEVELOPMENT**

to ensure all residents and families have the potential for increased economic prosperity and to remain in a supportive, mixed-income, and opportunity-rich neighborhood.

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### **PROMOTE A DIVERSITY OF NEW CONTEXTUAL HOUSING TYPES AND AFFORDABILITY, & RETAIN EXISTING HIGH-QUALITY HOUSING**

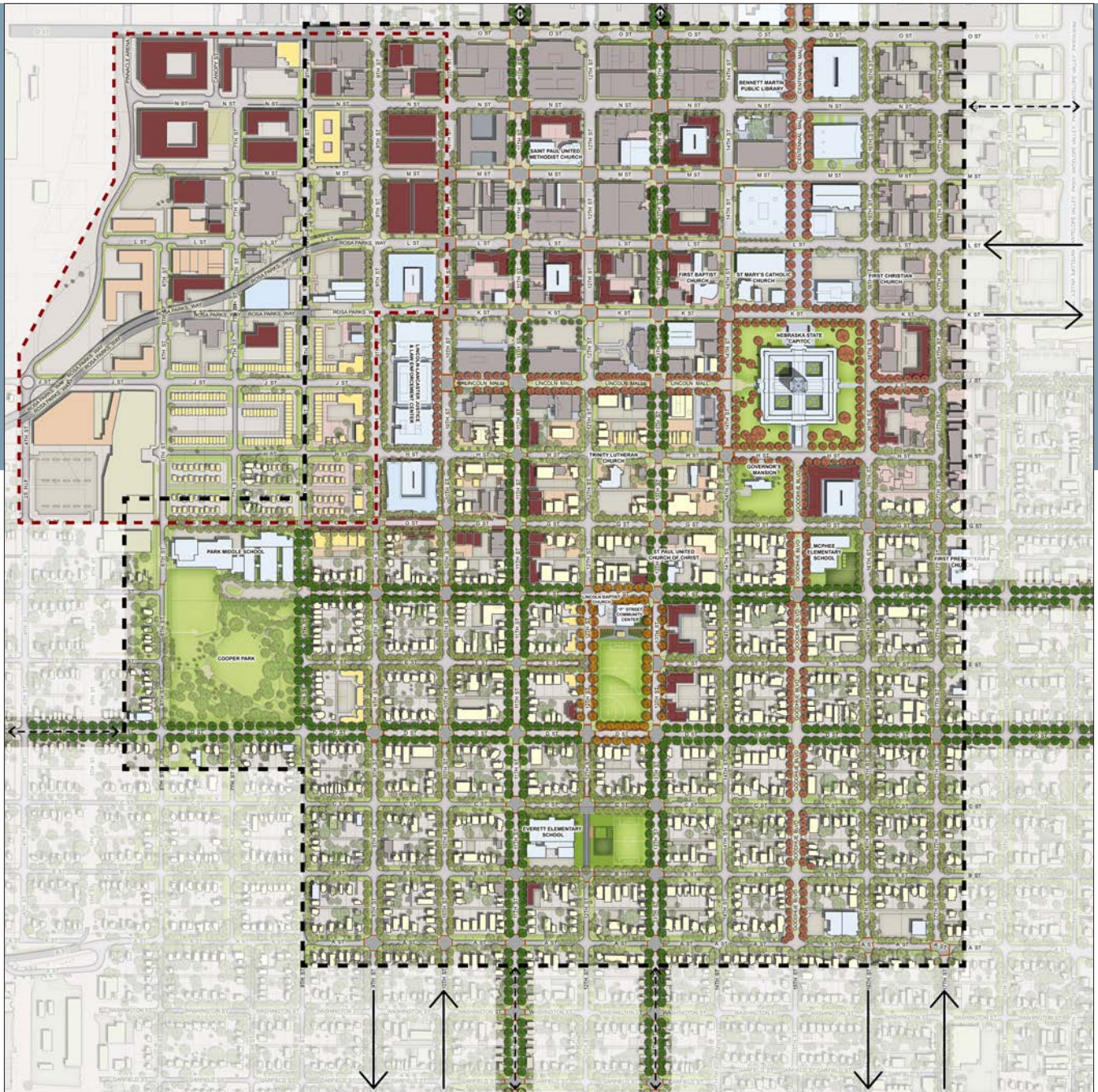
to increase housing choices, prevent displacement, allow future housing growth, and attract a diversity of residents for an equitable and inclusive community.

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### **BUILD VIBRANT MIXED-USE DISTRICTS & NEIGHBORHOOD CENTERS**

to provide necessary retail, entertainment, and recreational services for residents, employees, and visitors to ensure a diverse, multi-generational and complete neighborhood that supports active, healthy, and independent lifestyle choices.

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## *The South of Downtown Revitalization Plan*

[Note] The above map depicts potential projects and area improvements based upon community needs and aspirations.

**GOAL |** *Establish a professionally managed community development organization (CDO) for the South of Downtown Project area to implement the Revitalization Plan with ongoing community engagement, discussion and input, and to develop long-term and sustainable community empowerment and leadership.*

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## INTRODUCTION

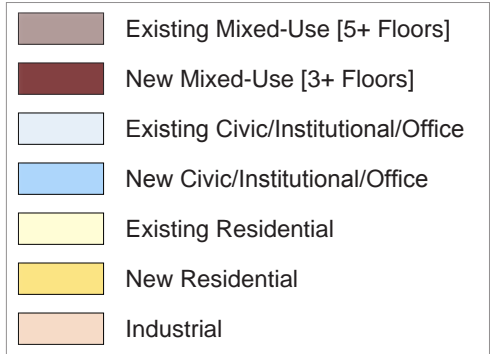
The first step in successfully implementing the Revitalization Plan entails a wide range of services and activities that can only be achieved with community-wide support from public agencies, private agencies, non-profits, philanthropic entities, community groups, local associations, property owners, and residents working together. The coordination of all the necessary people and services needs to be managed under a single entity with its own dedicated staff actively managing the day-to-day operations for the community.

A Community Development Organization (CDO) acting in this capacity could greatly assist this community by coordinating all the necessary activities, programs, and projects. The CDO would coordinate with the existing Neighborhood Associations.

*Section includes seven (7) recommendations in no particular order.*



SOUTH OF DOWNTOWN REVITALIZATION PLAN



[Note] The above map depicts potential projects and area improvements based upon community needs and aspirations.

### Recommendation:

Develop a Community Development Organization (CDO) with the purpose of supporting the neighborhood's goals by prioritizing and implementing selected programs and projects from the Revitalization Plan.

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The City and Lincoln Community Foundation together with the Neighborhood Associations must establish a Community Development Organization (CDO) which is a nonprofit, community-based organization focused on revitalizing a geographically specific area. The initial area should cover a physical boundary of around 86 blocks from Washington Street, to back of 8th Street, to back of 18th Street, to back of H Street. The purpose of the CDO is to support the community in implementing three (3) key aspects: [i] affordable housing; [ii] economic development and; health and other community impact programs; and [iii] selected projects from the Revitalization Plan. CDOs are critical local stakeholders in helping anchor the area and facilitating change in the community by coordinating day-to-day services, activities, and various public and private entities.

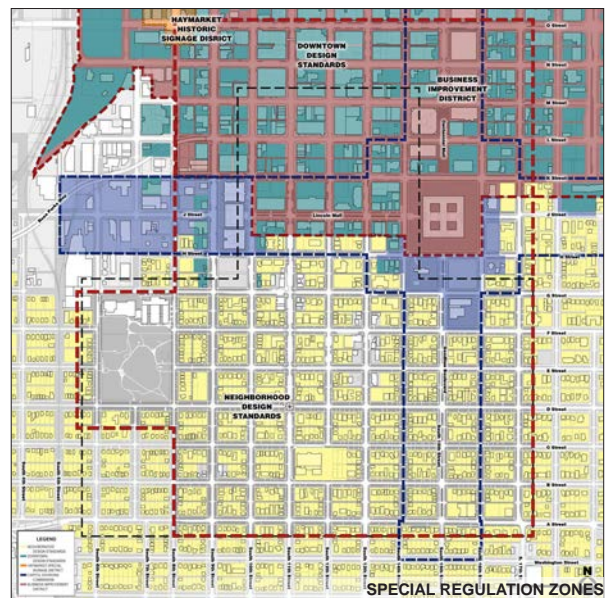
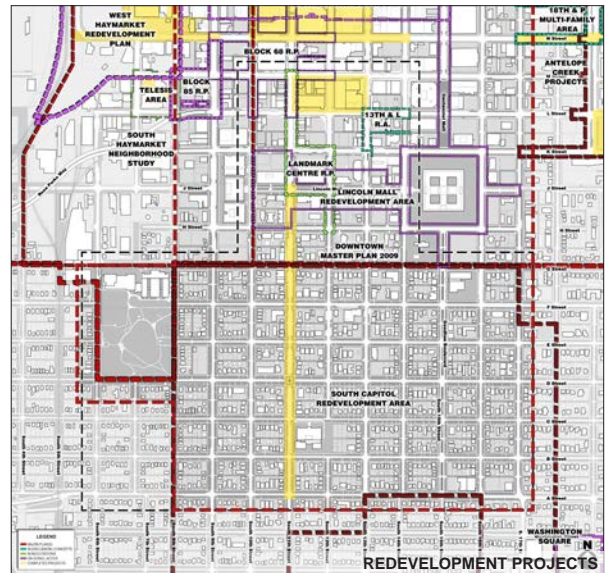
The CDO should ensure a coordinated funding and project implementation approach and schedule an organizational system to assist in the operation and maintenance of the project area.



Recommendation:

Create an operational alignment with the Near South Neighborhood Association, the Everett Neighborhood Association, the Downtown Lincoln Association, the South Salt Creek Neighborhood Association, and other adjacent jurisdictional, operational, and community organizations.

Currently there are several highly functioning associations and organizations in the project area that fulfill a variety of different roles. The goal of the CDO is not to duplicate what is already present, rather to professionally manage the greater interest of the project area as a whole. Through working together there is decreased risk of duplicating services or funding from an already existing program, but rather using the larger entity as a way to leverage existing commitments and expand everyone's role.



Recommendation:

Develop long-term strategic and accountable partnerships with local nonprofits and community and neighborhood service organizations to implement the Revitalization Plan.

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The CDO will ensure citywide and regional connections to services that are already in operation to ensure they can be accessed and that they positively impact the community. The role of the CDO is not to solely create new programs—which they should do if one is not in place—but to develop partnerships with organizations locally and in the surrounding area to ensure accessibility for residents.

## Recommendation:

**Utilize existing financial programs to implement the Revitalization Plan including affordable housing programs (LIHTC, HOME, NAHTF, and CDBG) and existing workforce and economic development programs.**

It is important to understand that workforce development as a concept is an integrated public-private partnership system that brings together educational resources, social services, and public/private/philanthropic funding streams and, most importantly, area employers themselves to ensure that the skill sets and capabilities of the local workforce meets their needs. As a result, stronger local economic development growth then directly benefits the housing market, which is also a critical component of the Revitalization Plan. As this relates to the South of Downtown Revitalization Plan, there are essentially two models to achieve local workforce development goals: Training Centers and Programs; and Hands on Skill Training. In order to achieve these goals, there should be a strong emphasis on forging strategic partnerships with the existing assets and resources in Lincoln.

Through the CDO, create programs or workshops to introduce current renters or buyers interested in the project area to possible assistance programs and options for buying a home including the use of various financial tools, incentivize developments that include affordable live/work artist spaces. Leverage existing affordable housing development programs (LIHTC, HOME, NAHTF, and CDBG) to develop and/or rehabilitate quality affordable housing in South of Downtown. Leverage existing workforce and economic development incentive programs to assist businesses in and around South of Downtown and/or develop hiring programs that directly benefit South of Downtown residents.

## *Tax Incentives & other Public Subsidies:*

**Low-Income Housing Tax Credits (LIHTC):** This is the nation's primary affordable housing development program administered in the state by the Nebraska Investment Finance Authority (NIFA). The program was created under the Tax Reform Act of 1986 to encourage the use of private equity in the development or renovation of affordable rental housing. For properties developed utilizing LIHTC, rents must remain below the established maximums as determined by NIFA for at least 15 years. In 2014, NIFA made nearly \$4.6 million in LIHTC reservations for 12 projects with a total estimated development/redevelopment costs of \$70.5 million.

**Nebraska Affordable Housing Trust Fund (NAHTF):** Also administered by NIFA, this program provides additional subsidies for the new construction, rehabilitation or acquisition of affordable rental or for-sale housing (as deemed "eligible" by program standards). The program can also help finance infrastructure projects related to the development of affordable housing as well as down payment and closing cost assistance.

**HOME Program:** Administered by the Nebraska Department of Economic Development, the HOME program provides assistance for existing homeowner rehabilitation, homebuyer activities for the acquisition or rehabilitation of homes, and the development of affordable rental housing.

**Neighborhood Stabilization Program (NSP):** Also administered by the Nebraska Department of Economic Development, NSP provides funding to support "state and local governments to acquire and redevelop foreclosed properties that might otherwise become sources of abandonment and blight within their communities." Funding is also available to community development organizations such as NeighborWorks.

**Community Development Block Grant (CDBG):** Administered by the Nebraska Department of Economic Development, this program can be used for housing development and business assistance in low-income communities.

**Case Study:**

**Special Assessment Districts:** This city and county program allows for the creation of a special district to levee increased tax revenues from property owners (determined by amount of frontage of properties in district) to fund designated public realm improvements. These districts include: 1) Paving, Water, Wastewater and Repaving Districts; 2) Ornamental Lighting and Sidewalk Districts; and 3) Grading and Graveling Districts.

**Tax Increment Financing (TIF):** Allows for the creation of a special district intended to “remove blight, stimulate investment in deteriorating areas and stimulate job creation.” The district, which first must be deemed “blighted and substandard” with a redevelopment plan in place, must be approved by City Council. The district captures a designated portion of sales or property tax revenues (depending on state law) and increases in property assessments over a certain period; therefore, instead of these revenues going to a general citywide fund, they can be redirected to fund specific public improvements such as streetscape elements and construction of public parking, or the acquisition and site preparation of designated development sites. A portion of the project area is in an existing TIF district, although most of the funds have been directed towards the Haymarket and West Haymarket.

**Tax Abatement Programs:** Though not available in Lincoln, tax abatement programs can encourage reinvestment in urban neighborhoods by reducing the tax burden for developers or property owners over an established period of time. Essentially, the existing assessment of a vacant or underutilized property (or parcel) stays in place allowing the developer or homeowner to reinvest in the property without an increase in real estate taxes. After the compliance period (typically ranging from 5-15 years), the assessed value increases to reflect the actual improvements on the property.

**Recommendation:**

Investigate the opportunity to develop new neighborhood-**wide financial incentive** programs including a Special Assessment District, Tax Incremental Financing, and other similar programs.

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## Recommendation:

Explore state and local legislation to allow more **flexibility in the creation of neighborhood-level financing** districts to facilitate reinvestment in the existing housing stock, new affordable housing development, economic development and growth, and investment in the public realm. In addition, consider legislation to allow for the issuance of Social Impact Bonds (SIB) to support community development initiatives.

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## *Social Impact Bonds (SIBs):*

*A relatively new funding strategy for community development is through a Social Impact Bond (SIB) in which a public sector entity (or other designee) can issue bonds to support enhanced operations and programming for social service providers. The bonds are repaid if designated outcomes are achieved, and thus, they are also known as Pay for Success Bonds. Originally developed in the United Kingdom in 2010, many communities in the U.S. are now exploring the viability of this investment strategy. Though most of the early feasibility exploration is related to health education, and social programs, there are some models of using this funding strategy for housing and neighborhood revitalization efforts, although most of the use of SIBs for housing-related development presently focus on supportive housing to alleviate homelessness.*

- **Corporation for National and Community Service, Washington, DC – Social Innovation Fund (SIF)** is an investment fund that has “two grant programs: SIF Classic and SIF Pay for Success. Through the two programs, community-based organizations, or intermediaries, direct resources to nonprofit organizations and state and local government entities, or subgrantees, to help build the capacity of the social sector and lift-up solutions that can transform lives.” The main focus areas for SIF Classic are for programs that support economic opportunity, youth development, and healthy futures, while SIF Pay for Success supports “innovative community-based solutions in low-income communities.”

<http://www.nationalservice.gov/programs/social-innovation-fund>

- **Richmond Community Foundation, Richmond CA** – The community foundation plans to use the Social Impact Bond (SIB) model to generate \$3 million in private dollars to purchase and renovate vacant homes with the proceeds from the sales to pay back the bond obligations. The municipal code had to be amended in 2014 to allow for the issuance of such types of bond. The bank that will back the bonds (Mechanics Bank) will get credit towards its Community Reinvestment Act (CRA) obligations. <http://www.richmondcf.org/>

### *Case Studies: Community Development Organization (CDOs)*

CDOs consist of any community development bank, community development corporation, community development unit within any insured depository institution, or community development credit union.

([https://definedterm.com/community\\_development\\_organization](https://definedterm.com/community_development_organization))

According to [community-wealth.org](http://community-wealth.org), CDOs are nonprofit, community-based organizations focus on revitalizing the areas in which they are located, typically low-income, underserved neighborhoods that have experienced significant disinvestment. While they are most commonly celebrated for developing affordable housing, they are usually involved in a range of initiatives critical to community health such as economic development, sanitation, streetscaping, and neighborhood planning projects, and oftentimes even provide education and social services to neighborhood residents.

The following case studies were chosen based off of organization size, services, board structure, geographical size, and size of population served by each respective CDO.

### Recommendation:

Leverage existing **philanthropic funding** and resources to support community development initiatives and explore partnerships with leading national philanthropic foundations and organizations that have built a legacy of community redevelopment and entrepreneurship.

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CDO collaborate with the City for the implementation of the Revitalization Plan.

*Case Studies: Community Development Organizations (CDOs)*

Park Central Development | St. Louis, MO

**Operational Agenda:** “Park Central Development is a community development corporation that works daily to strengthen and attract investment in five neighborhoods located in the central corridor of the City of St. Louis. These neighborhoods include Botanical Heights, Central West End, Forest Park Southeast, King’s Oak, and Midtown. In addition Park Central Development contracts with neighborhoods and commercial districts throughout the City of St. Louis that are seeking assistance regarding neighborhood plans and the creation and/or administration of special taxing districts.”

**Geographical Size:** 2,143 acres (3.35 mi<sup>2</sup>)

**Governance:**

- **Board of Directors:** neighborhood residents and community stakeholders from the Central Corridor of the City of St. Louis
- **Executive Director:** determines what groups are supported by their community initiative and reviews how funds provided to the groups are used. The Executive Board monitors those funds. (Also President of the Park Central CDC Board of Directors/ Chairman of the Grove CID Board of Directors)
- **Park Central Staff Members:** Executive Director, 3 Project Managers, Office Manager, Associate Project Manager, Accounting

**Relationship to neighborhood associations:** liaison between Park Central Development and residents

**Services/ Specialties:**

- Production of Unique and quality special events
- Implementation of neighborhood specific form-based zoning codes
- Tailored marketing and branding strategies for commercial districts
- Execution of walkable and aesthetically pleasing infrastructure and beautification improvements
- Establishments of neighborhood committees and consensus building initiatives
- Creation and administration of community special taxing districts

**Funding (2015 annual budget: \$450,000):**

- Special Taxing District Administration (37%), Institutional Partners (29%), Fundraising (17.5%), Events (10.5%), Other (6%)
- RISE Collaborative Grant: “Funds from the grant will be used to develop an action plan to address critical infrastructure and service needs within the Forest Park Southeast neighborhood. Park Central staff will work with a committee of neighborhood stakeholders to formulate an action plan and a document that will guide the steps that need to be taken to create a truly sustainable and fully functioning neighborhood.”

### *Case Studies (continued): Community Development Organizations (CDOs)*

Fenway | Boston, MA

**Mission:** “To improve the lives of low- and moderate- income residents by providing affordable housing, social support services, adult education, workforce development, financial literacy, and civic engagement.”

**Geographical Size:** 793.6 acres (1.24 mi<sup>2</sup>) encompassing five (5) sub-neighborhoods

**Governance:** Board of Directors (17 members)

**Staff:**

- Community Programs Director, Housing Director, Senior Asset Manager, Community Organizing Director, Community Planner, Civic Engagement Coordinator, Marketing and Development Director, Executive Director, Operations Manager, Administration and Finance Director

**Services:**

- Housing
  - » Creates affordable housing and provides tools and assistance for those who live in affordable housing
  - » Focuses on preserving existing housing and developing new ones
- Economic
  - » More employment within walking distance of where residents live
  - » Employers to expand their efforts to recruit residents
  - » Large area employers to help develop workforce housing in the neighborhood
  - » Development of a recycling center
  - » Recruitment of retailers interested in opening businesses catering to families with children, such as a toy store, and a children’s clothing store
  - » Provision of jobs targeted at older residents
- Social
  - » Community planning and organizing
  - » Grassroots planning
  - » Collaborates with community leaders and stakeholders
  - » Organizes tenants
  - » Includes residents of all ages
  - » Workforce development program
  - » MoneySmart Program – financial literacy
  - » Fair Foods Program- recovers surplus groceries and distributes them at an affordable price

**Funding (\$150,000 in community investment tax credits for 2015 and 2016 raised and invested)**

- Private Funders (72), Public Supporters (4), Institutional and Community Partners (72)



*Case Studies (continued): Community Development Organizations (CDOs)*

St. Nicks Alliance | Brooklyn, NY

**Mission:** “Today, with more than 1,350 employees, St. Nicks Alliance seeks to transform lives of low and moderate income people through employment, education, housing, and health care. We do this by delivering impactful services with measurable outcomes to children, adults, and the el-derly. As a civic anchor we carry out this mission within the context of building a sustainable community for all people through the arts, environmental advocacy, and urban planning.”

**Geographical Size:** 3,157 (4.933 mi <sup>2</sup>) acres encompassing two (2) neighborhoods

**Governance:** Board of Directors (14 members)

**Staff:**

- Executive Director, Deputy Executive Director, Director of Elder Care, Director of Housing, Managing Director of Workforce Development, Finance & Administration, Communications Manager and Editor of North Brooklyn Community News- Greenline, Director of Development, Director of Youth and Education

**Services:**

- Housing
  - » Maintains affordable housing in the midst of gentrification
  - » Works with the NYC Department of Housing and Development
  - » Utilizes low-income tax credits, Truth in Lending, Section 202 Refinancing, Home Ownership, and Inclusionary Housing
  - » Provides senior and supportive housing development
- Economic
  - » Brooklyn Business Center supports small businesses and entrepreneurs
  - » Evergreen supports industrial business sector
- Social
  - » Afterschool, summer, and teen programs; community centers; family literacy programs
  - » Learning to Work (post-secondary education and employment program), Connect for Success (helping students who have history of irregular attendance), Teen A.C.T.I.O.N. (promotes civic engagement); Summer Youth Employment Program, Community School (working with schools, parents, and community partners to address diverse needs of students and parents)
  - » Community Centers

**Funding (198 Funders):**

- **Government grants:** \$11,194,000
- **Grants:** \$1,233,000
- Rental Income, Management Fees, Development Fees, Contracted Services, Assisted Living Program Fees
- **Government Contracts:** NYC Department of Youth & Community Development, NYC Human Resources Administration, New York State Office of Children and Family Services, NYC Department of Education, NYC Housing Preservation & Development, Federal CEO Work Advance
- **Major Grants:** Enterprise Foundation, Capital One Foundation, Deutsche Bank, United Way of NY, JP Morgan

**GOAL | *Continue and expand the impact of existing community programs centered on safety, health, social services, arts, education, and recreation through the Community Learning Centers (CLCs); the F Street Community Center; and the religious, art and other nonprofit organizations to increase community health, wellness, and inclusion.***

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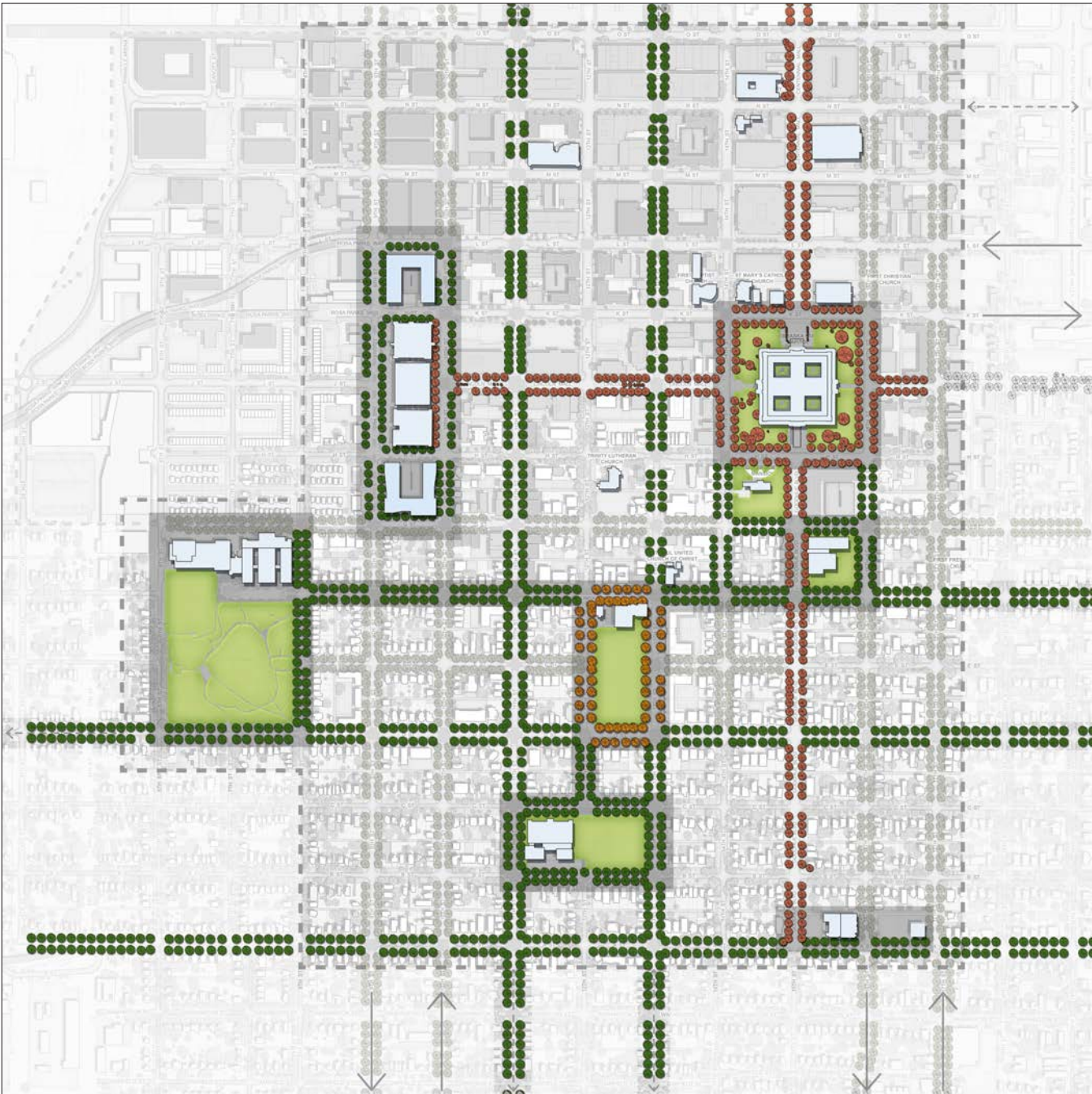
## INTRODUCTION

A major asset that the project area currently has is its proximity to a major University, community college, high school, and the downtown.

In addition, the Plan sees the CLCs, churches, the F Street Community Center, and the Library as key actors in implementing the Plan. The role that the schools play in the area is to serve as Community Learning Centers not only for the children who attend, but for their families and the community as a whole. The goal is for all three schools to be functioning as full service schools. The churches are another strong asset that allows for a different avenue to connect with a particular demographic in the project area that could potentially not otherwise be served. In particular, the churches are in a unique position to be able to connect the large immigrant population.

The F Street Community Center plays a central role as a safe space where the diverse residents can exercise, socialize, and get information. Currently, the facilities do not properly serve the growing needs of the community by lacking suitable outdoor recreational fields and gathering space for community programming and public festivals. The Plan also calls for the Library's role to expand and diversify into a place where the community can attend educational classes, house maker spaces, innovation labs, and common space, and serve as an educational and social services hub. Finally, the Plan outlines the role of Cooper Park, future pocket parks, and the F Street Community Center expanded recreational space as key features of the Plan through reconfiguring/relocating and/or repositioning the parks to be a central feature of the project areas' improved development.

*Section includes eight (8) recommendations in no particular order.*



KEY STREETS & PUBLIC SPACES

[Note] The above map depicts potential projects and area improvements based upon community needs and aspirations.



CENTENNIAL MALL



CENTENNIAL MALL



LINCOLN CITY LIBRARIES BOOKMOBILE

## Recommendation:

In the planning and operation **of a new downtown library**, ensure that it serves as the South of Downtown areas' neighborhood library, with educational classes, Maker Spaces and innovative technology, expanded children's areas and services, meeting spaces, and a lifetime learning hub to link people to language, learning, and technology support services.

The Library is currently a downtown library adjacent to a residential neighborhood, but is not fully serving the neighborhood. Currently, the Library is reconsidering its role and location so there is an opportunity to expand its influence on both the downtown and the residential neighborhood. As plans for the future of the library are created, they need to embrace the current and future trends of library revitalization in terms of programming, layout, technology, and services.

Recommendation:

**Expand the support of students and families to the entire neighborhood through the Community Learning Centers (CLCs) at the Lincoln Public Schools plus add a focus on early childhood care and education, home visits, and after-school and summer academic camps.**

The Plan sees the CLCs as being extremely important due to their long-standing ability to reach families with school age children. At each of the CLCs there should be an expansion of the support services and programming to allow for the increased ability to provide comprehensive early childhood care and education. This is important to improving kindergarten readiness through providing language, social, and emotional development education for children from birth to age 5.

In addition, the Plan calls for the expansion of an After-School Academic Camp and Summer Academic Camp programs to bolster student's aspiration levels by teaching them that a relationship exists between skills and competencies learned in the classroom and their ability to make improvements in the project area, and their long-term future job opportunities.

One of the top issues that came up during the planning process was the lack of adequate outdoor recreational space in the neighborhood along with at the schools. Along with the expansion of the F Street Community Center's outdoor recreational fields, the Plan calls for expanded recreational fields, community gardens, and outdoor space at Everett Elementary School.



McPhee Elementary School

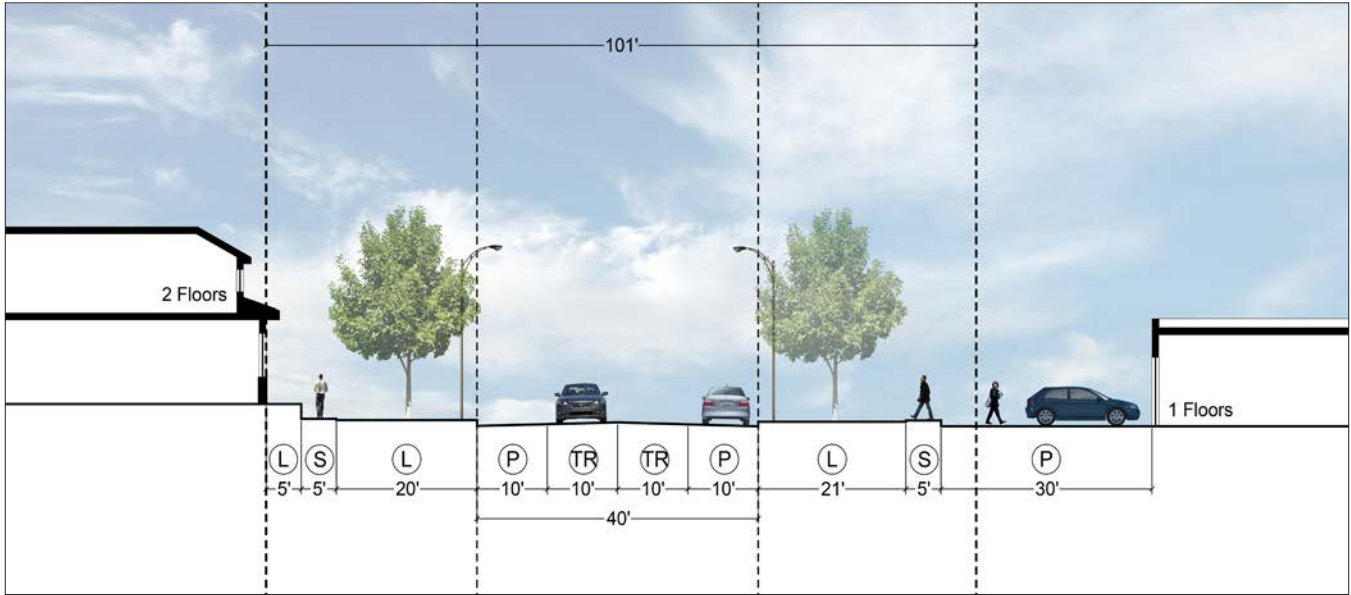


Park Middle School

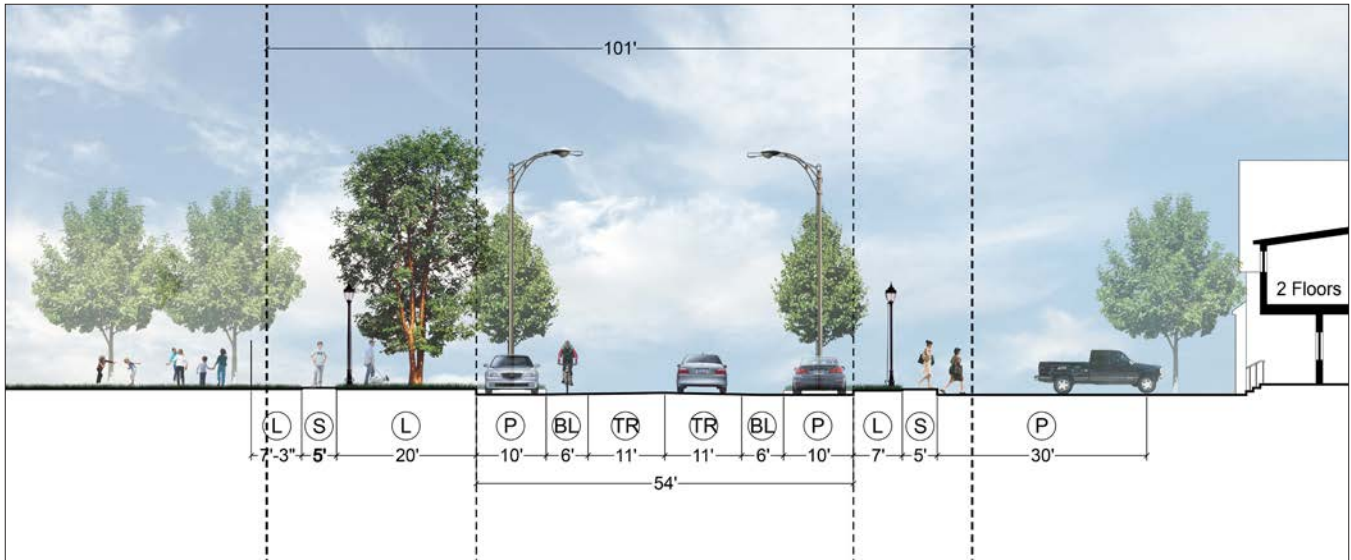


Everett Elementary School

# Streetscape Improvements



**Existing Conditions:** 13<sup>th</sup> Street between C Street & B Street









**Proposed Enhancements:** 13<sup>th</sup> Street between C Street & B Street

- Everett Elementary Expanded Fields including: sports fields and courts, pavilion, playground, seating, and lighting.
- Sidewalk improvements including increased width and pedestrian and street lighting
- Parallel parking with permeable paving
- Northbound and southbound designated bike lanes
- Wider vehicle travel lanes
- Ground floor retail
- New, increased residential housing

\* This proposal differs from the City Comprehensive Plan and Transportation Plan



SOUTH OF DOWNTOWN REVITALIZATION PLAN | EVERETTE ELEMENTARY SCHOOL EXPANDED RECREATIONAL FIELDS

	Existing Mixed-Use [5+ Floors]
	New Mixed-Use [3+ Floors]
	Existing Civic/Institutional/Office
	New Civic/Institutional/Office
	Existing Residential
	New Residential

[Note] The above map depicts potential projects and area improvements based upon community needs and aspirations.



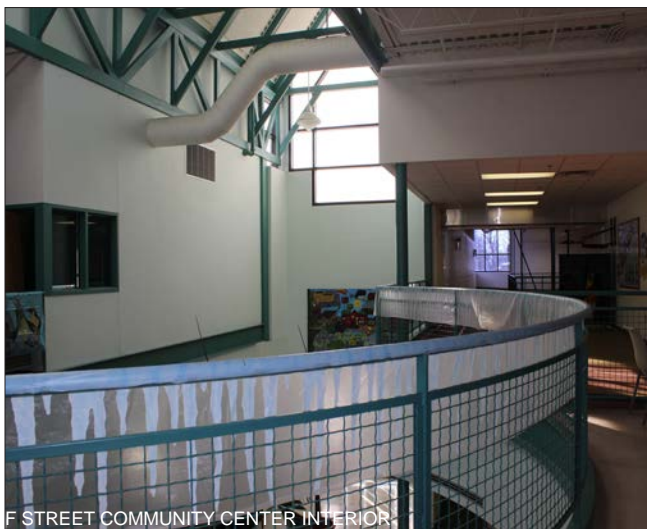
Recommendation:

Increase the community programs at the F Street Community Center with childcare services, a health clinic, Senior and Kids Citizen Active Living Programs, and a community service hub and portal to link the members to available community social services and to provide immigrant-focused social, economic, and job opportunity services.

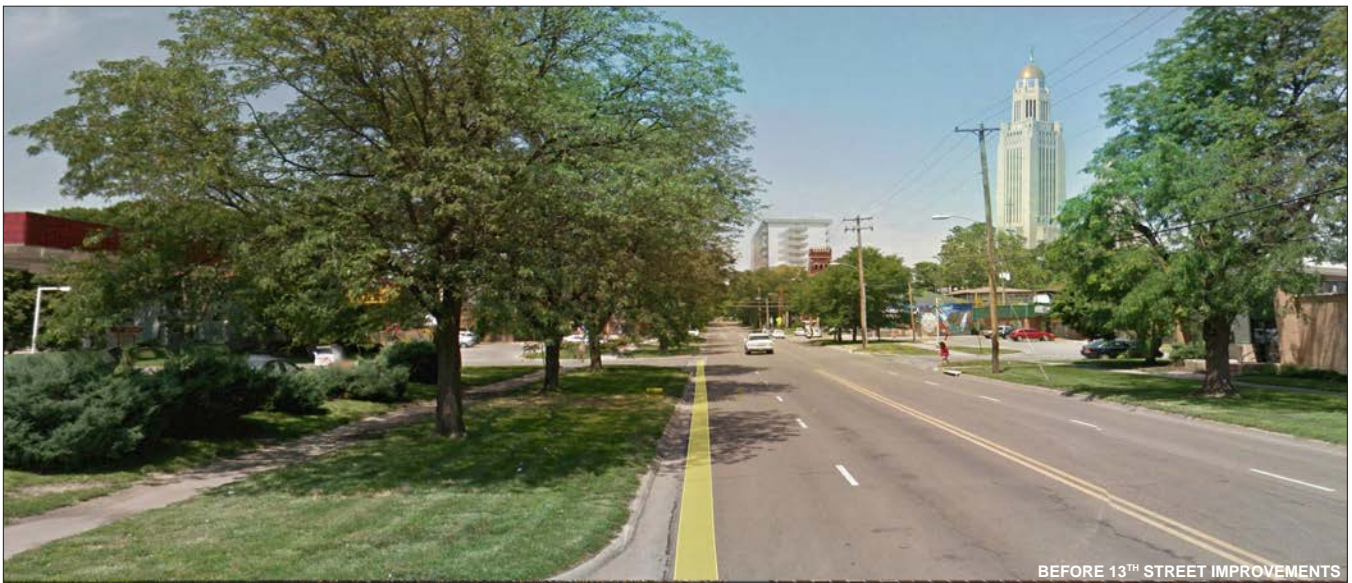
The expanded F Street Community Center should serve as a hub for the area housing physical operational space, recreational fields, and support staff to administer services. It should add several services including: providing 24-hour childcare services that is affordable and accessible to all families in the area; embracing all generations through engaging youth and seniors together in programming and events; a neighborhood health care clinic that should allow the provision of basic health services for residents; and establishing a Senior Citizen Program Coordinator and a Senior Citizen Active Living Program to administer and conduct senior-specific programming activities such as morning walks, yoga classes, and other outdoor physical activities for seniors; and immigrant focused services such as translators, language classes, technology classes, and job readiness and placement; and serve as a one-stop-shop for information about events and opportunities going on in and around the project area.

The project area has a rich history of both multicultural and multigenerational diversity. The F Street Community Center should continue to serve a vital role as a safe space for all ages to socialize, exercise, and access technology by promoting a sense of openness and providing program relevant services.

The F Street Community Center also plays an important role in serving as one of the gateways for the immigrant community. To this end, there is increasing demand for expanded services to address







specific needs for individuals and families in the project area to acclimate to life in the United States. Many low-income immigrants face additional barriers to upward mobility such as—language, credentialing, and legal barriers as well as lack of knowledge of local customs and processes that can keep immigrants from fully accessing high-quality jobs, health and social services, and quality housing.

The project area is home to a diverse group of people that are not all currently being served by the necessary services. Within Lincoln, there are two agencies that provide services tailored predominantly to Latino immigrants. The first, El Centro de las Americas, provides Latino immigrants with a range of services, including help accessing social programs, career

services, translation, a food pantry, youth programs, and health education. The second, the Center for Legal Immigration Assistance (CLIA), provides affordable legal services for immigrants and refugees. By placing people knowledgeable in these available programs and services directly at the F Street Community Center, it allows for expanded access to available services for those in the project area.



ST. LOUIS, MO COMMUNITY GARDEN EXAMPLE



YOUTH PARTICIPATING IN COMMUNITY GARDENING



YOUTH PARTICIPATING IN COMMUNITY GARDENING

## Recommendation:

Build upon the existing community gardens to create a community-supported agricultural program and healthy living program.

Food deserts are a growing concern because of a lack of healthy food within the project area. One solution to this problem is locally sourced food such as community gardens. Studies show that community gardens have significant positive impacts on neighborhoods by increasing knowledge and accessibility to local healthy produce and positive eating habits. In addition, creating common space for neighbors to interact helps reduce violent and non-violent crime, increases property values, and increases perception of safety.

Currently, the existing community gardens are not large enough or inclusive enough to impact the project area in a substantial way and allow for healthy food alternatives. The Plan builds upon existing community gardens and the implementation of more throughout the project area—specifically located at the expanded F Street Community Center and the CLCs—to contribute to a healthy environment, create green space in the area, support local farms, and reduce the time food must travel to its final destination.

The physical space of the community gardens will be supported with additional proper programming to maximize the potential reach of the current and future community gardens. One such support service is the Community Supported Agriculture (CSA) which is a partnership between farmers and customers. Through coordination with the CLCs and/or The F Street Community Center, a CSA program called Garden to Cafeteria should be implemented to encourage kids to actively engage in a healthier lifestyle while allowing them to learn how to be a part of and contribute to the larger community and get residents of all ages involved in healthy food practices.

## Recommendation:

Improve the health and **wellness of residents through the provision of a neighborhood health clinic and increased transportation services to regional health facilities.**

Improving the overall health and wellness of residents begins with allowing for easy access to proper information and facilities. The expanded F Street Community Center should house a neighborhood health clinic that provides residences with nonemergency basic healthcare services. The Center should also serve as a pick-up and drop-off location for an expanded transit service to regional amenities such as full service healthcare facilities.

In addition to proper facilities the health clinic will cater to the diverse neighborhood in which it is located by having the proper tools to communicate, which includes diverse staffing and printed information being available in numerous languages. To increase the center's capacity to serve the neighborhood, a local Home Visiting Network Program should be developed and implemented that provides residents with home visiting services for English as Second Language (ESL) families to ensure that parents are being supported in fostering a healthy learning environment for their children without the potential challenges that can come with a language barrier.

CLCs have the potential to serve a critical role in the neighborhood allowing a place for students and their families to see a nurse or medical professional. The CLCs should strive to expand these services from an occasional nurse or medical professional visit to the school to more fully servicing the community.

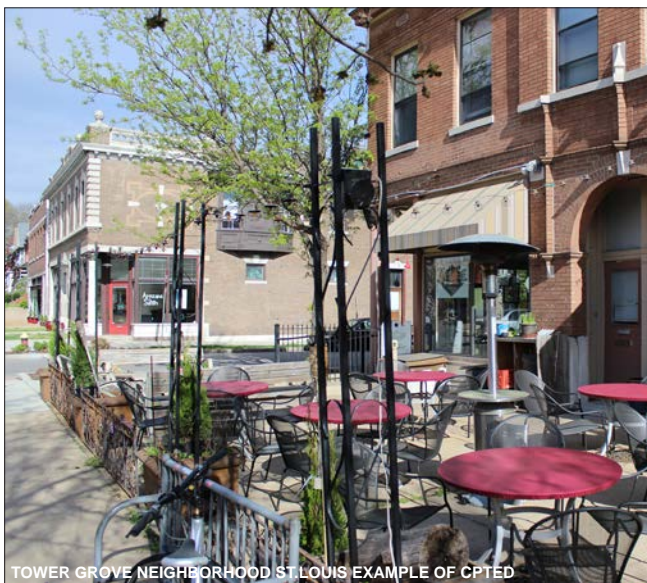




NEIGHBORHOOD WATCH SIGNAGE



ST. LOUIS COMMUNITY WATCH PROGRAM



TOWER GROVE NEIGHBORHOOD ST. LOUIS EXAMPLE OF CPTED

Recommendation:

Improve actual and perceived **safety** through an increased presence of police and community safety officers, a Community Safety Task Force, a Silent Complaint System and Hot Line, and the use of Crime Prevention through Environmental Design (CPTED) approach to physical improvements in the project area.

Creating lively, well-occupied and utilized streets supports social, economic, and cultural diversity by allowing people to feel and be safe while in the community. Increased safety increases property values, supports further jobs and housing development, and encourages people of all ages to utilize the area.

Neighborhood safety is made up of both actual and perceived safety of the individual and the environment. Maintaining a safe community must be approached using multiple strategies such as dealing with the actual crime and how it is reported, maintaining or improving the physical infrastructural conditions such as trash, lighting, landscape maintenance, and putting proper safety measures and programs in place so that police are visible, and involving the community in keeping their area safe.

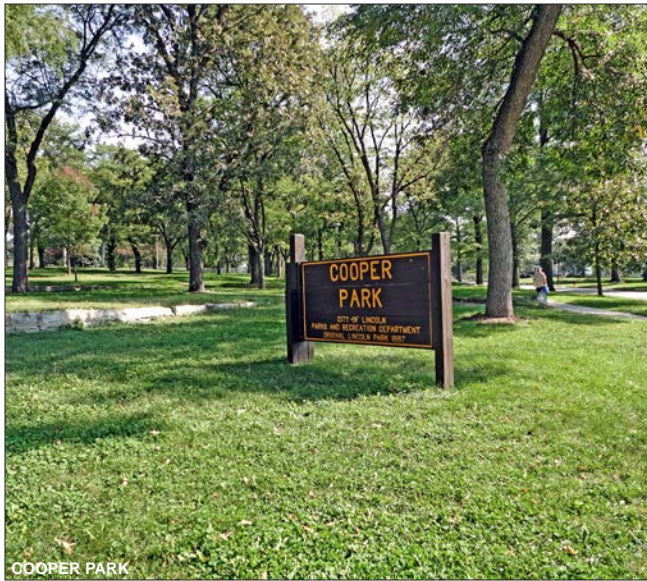
Research successfully shows that giving residents an active role in the safety of their area leads to overall safer neighborhoods. In order to foster positive interactions between law enforcement and residents along with improving actual and perceived safety of the neighborhood, the following programs should be utilized in the project area: an Empowerment Task Force Initiative with the charge of bringing together law enforcement and faith-based and community leaders as a vehicle to receive and disseminate important information, while facilitating effective crime prevention and crime response strategies; a Community Policing Initiative that will hire community safety officers that will be responsible for foot patrols

in the community; a Silent Complaint System and Hot Line to incorporate residents into the crime reduction process in an easy and anonymous way; partnering with the Lincoln Police Department to implement different types of community-centric, preventative safety and crime reduction initiatives to increase police presence in the project area; and having bicycle officers to patrol the project area and increase interaction between the community and the Police Department.

By using Crime Prevention through Environmental Design (CPTED) techniques, the physical infrastructure can also serve as a mechanism to improve safety. Some of the techniques include: creating design standards for the project area pertaining to street character; improving the condition of the current sidewalks; extending sidewalks into areas where they are missing or in poor condition; street network improvements to create better access throughout; and implement traffic calming measures to reduce speeds, discourage cut-through traffic, and increase bicyclist and pedestrian safety.

The Plan should be used as a guideline to create and implement policy that preserves the infrastructure and creates an overall safer community. This will should ensure that there are regular alleys maintenance, placement of old and new utilities below grade, addressing sidewalk and lighting deficiencies, and maintaining the area in good condition.

*Whether perceived or actual, crime can be very detrimental to the overall marketability of a neighborhood. The police department has been proactive in reducing crime, but the project area still has more incidents of crime compared to other parts of the city. Nearly 10 percent of the total personal crime in Lincoln occurred in the South of Downtown project area, while the project area only represents 2.1 percent of the city's population.*



COOPER PARK



11<sup>TH</sup> & F STREET IMPROVEMENTS



RAIN GARDEN BUMP OUTS

### Recommendation:

Develop a “neighborhood **greening & beautification**” volunteer program in conjunction with the Lincoln Parks Foundation, Lincoln Public Schools, and Lincoln Parks and Recreation Department to assist with maintenance of parks, boulevards, school yards, community gardens, and other neighborhood public spaces, supporting local artists, and creating live/work artist spaces.

Currently, within the project area there is only Cooper Park that is approximately 11.52 acres and three (3) public gardens/plazas totaling 5.33 acres (Centennial Mall, Goodhue Mall, and Lincoln Mall). The Plan seeks to be in line with the City’s sustainability plan to maintain a ratio of 1.3 acres of neighborhood parks and 2.4 acres for community parks per 1,000 residents which requires an increase of approximately 1.76 acres—this need would could easily be met by the 1.8 acres of expanded F Street Community Center Recreational fields.

Current use of existing parks is extremely low due to residents’ perception of safety in traveling to the parks along with perceived personal safety while using the parks. The Plan will develop and implement a comprehensive, neighborhood-oriented volunteer group to assist in the beautification and maintenance of the project area.

The role of this volunteer program will be to work within the project area, alongside already existing neighborhood organizations and institutions, to help control environmental blight and beautify their community. This process requires community organization, training of potential community leaders, getting public or private funding for proper tools/equipment/plantings, assessment of litter/solid waste problem, community improvement projects such as cleanups and beautification efforts, anti-litter/illegal dumping enforcement programs, communications,

and access to large City departments in order to ensure a coordinated effort. Through creating a sense of personal accountability for the beautification and maintenance of the project area it increases residents' investment in their community and fosters relationships that lead to greater sense of safety.

The volunteers would take on the entire South of Downtown project area as a long-term project, but some preliminary efforts would be concentrated around the Capitol District, F Street Community Center, Cooper Park, CLCs, community gardens, the various malls/boulevards, and the major arterial connections such as 9th, 10th, 11th, 13th, 16th, 17th, F, D, and A Streets.

### *Volunteer Opportunities*

**NeighborWorks** mission is to keep Lincoln a safe and prosperous community by revitalizing neighborhoods and promoting homeownership. One of the ways they achieve this is by hosting volunteer events throughout the year as an opportunity for families and children to take an active role in their community. Projects that they facilitate include litter clean-up, graffiti clean-up, landscaping, planting trees, mural painting, block parties, voter registration, mulching, and yard maintenance.

The University of Nebraska hosts one-day neighborhood clean-up events throughout the spring, summer, and fall. Cleanups allow residents to take an active role in keeping their neighborhood clean along with giving them the opportunity to get rid of hard to dispose items at a lower cost. The work done on these days not only boost residents pride in their neighborhood, but helps fight crime because well-kept streets are a sign that the community cares.

**The City of Lincoln Watershed Management Division** along with Keep Lincoln-Lancaster County Beautiful (KLLCB) are working together to keep Lincoln's streams, lakes, and creeks beautiful. The organizations encourage and facilitate residents to volunteer in conducting Stream Clean-up, Adopt-a-Stream, and Stormwater Street Teams. They believe that everyone in the community can take an active role in assuring the well-being of the Lincoln community and its water resources. And that by getting involved residents can help reduce surface water pollution, improve the riparian and aquatic habitats, improve stream aesthetics, provide for a more sustainable stream, and learn about their local ecosystem.

**Lincoln's Parks and Recreation Department** host many activities that allow residents to opportunity to volunteer in their neighborhood such as coaching youth, special event, parks and trail clean ups, and landscape maintenance.

**The City of Lincoln** offers a Community Improvement Grant Program that awards grants to community groups and individuals who conduct litter cleanups in public areas. The funding for these projects is provided by Nebraska's Department of Environmental Quality. The grants can be used towards cleaning areas along streets, curbs, alleys and sidewalks, in parks, and other open spaces.

*The following is not an extensive list of volunteer opportunities within the project area. For additional programs see, <https://www.volunteermatch.org/search/?l=Lincoln%2C+NE%2C+USA>*



Recommendation:

Increase the number and **type of community and art festivals, market gardens,** and annual celebrations with the potential to locate the festivals along 11th Street & G Street and/or 13th Street at the expanded F Street Community Center.

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The expanded F Street Community Center should further develop as an art and multicultural destination in partnership with the CLCs and surrounding neighborhoods to bring a sense of regular and annual festival events to the South of Downtown project area. With the expansion of F Street Community Center and street improvements along 13th Street, there is the potential to temporarily shut down portions of 13th Street between D and F Streets to allow for recreational activities, art and music festivals, summer concerts that tap into residents' skills to create new art and cultural events, farmers markets, etc.







[Note] The above map depicts potential projects and area improvements based upon community needs and aspirations.

**GOAL | *Promote upward mobility through education, job skills training, and workforce development to ensure all residents and families have the potential for increased economic prosperity and to remain in a supportive, mixed-income, and opportunity-rich community.***

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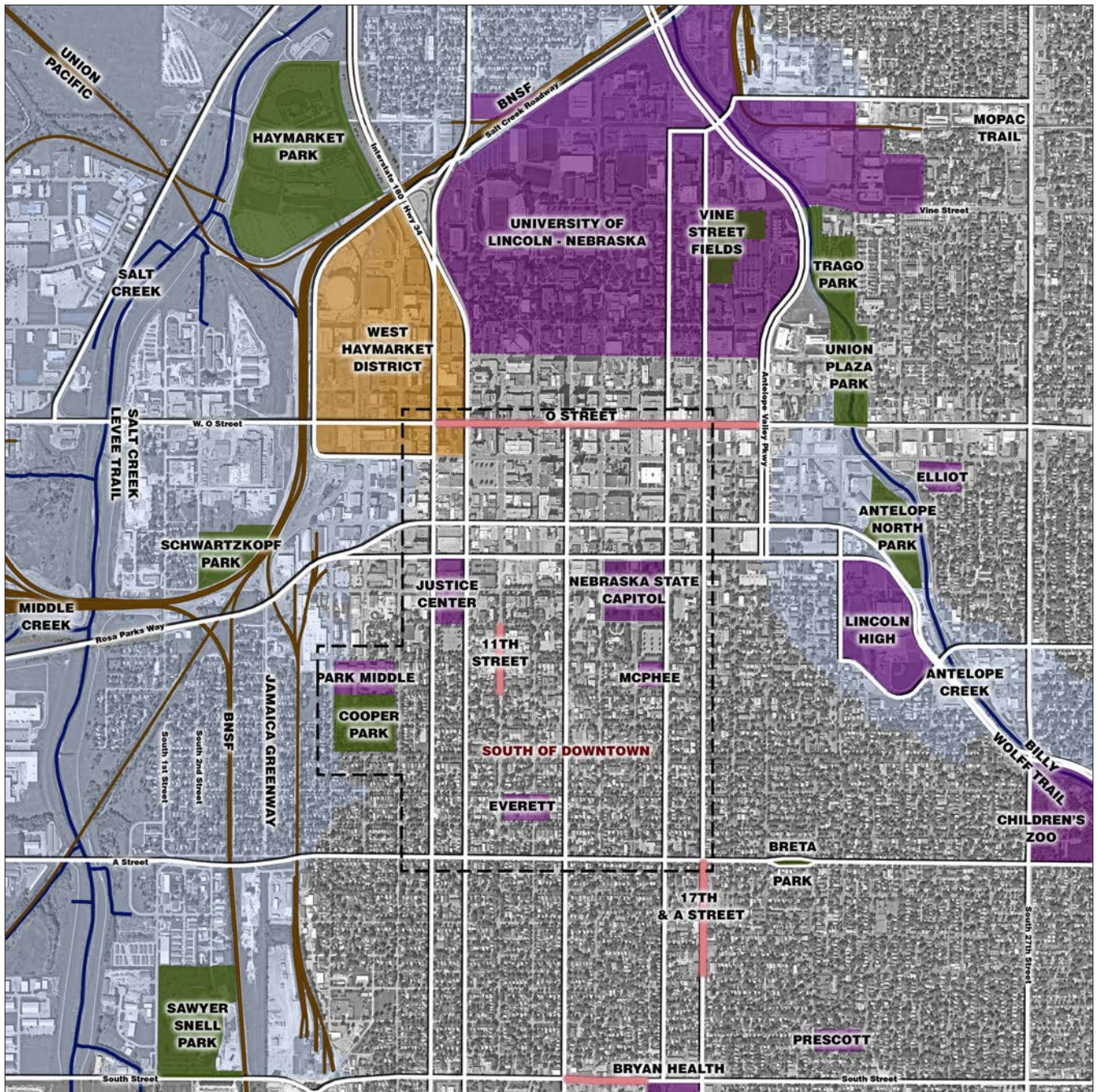
## INTRODUCTION

Employment, coupled with effective management of household income, is the most important tool to overcoming generational poverty and disadvantage. As identified in the South of Downtown Revitalization Market Analysis document from May 2015 (“Market Study”) and the Vital Signs 2015 report, many residents in the project area face considerable challenges in terms of education, income levels, and access to quality housing, social services, and employment opportunities. This is not an issue unique to Lincoln—the concept of “upward mobility” is on the forefront of the national debate related to increasing disparities in income, especially for immigrant and/or minority communities.

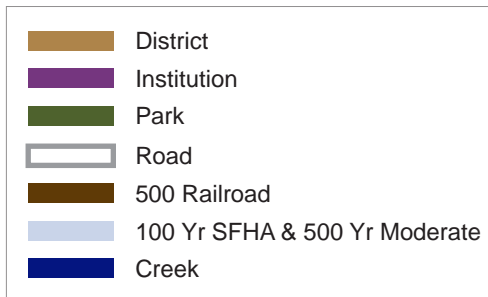
The two primary focuses of the Plan include 1) workforce development and 2) entrepreneurship and small business assistance jobs.

Workforce development as a concept is an integrated public-private partnership system that brings together educational resources, social services, and public/private/philanthropic funding streams and, most importantly, area employers themselves to ensure that the skill sets and capabilities of the local workforce meets their needs. The top services needed for employment include job skills training, 24-hour child care, and 24-hour public transportation since several residents have to go elsewhere to find employment suitable for skillset or training.

*Section includes eight (8) recommendations in no particular order.*



KEY EDUCATIONAL INSTITUTIONS



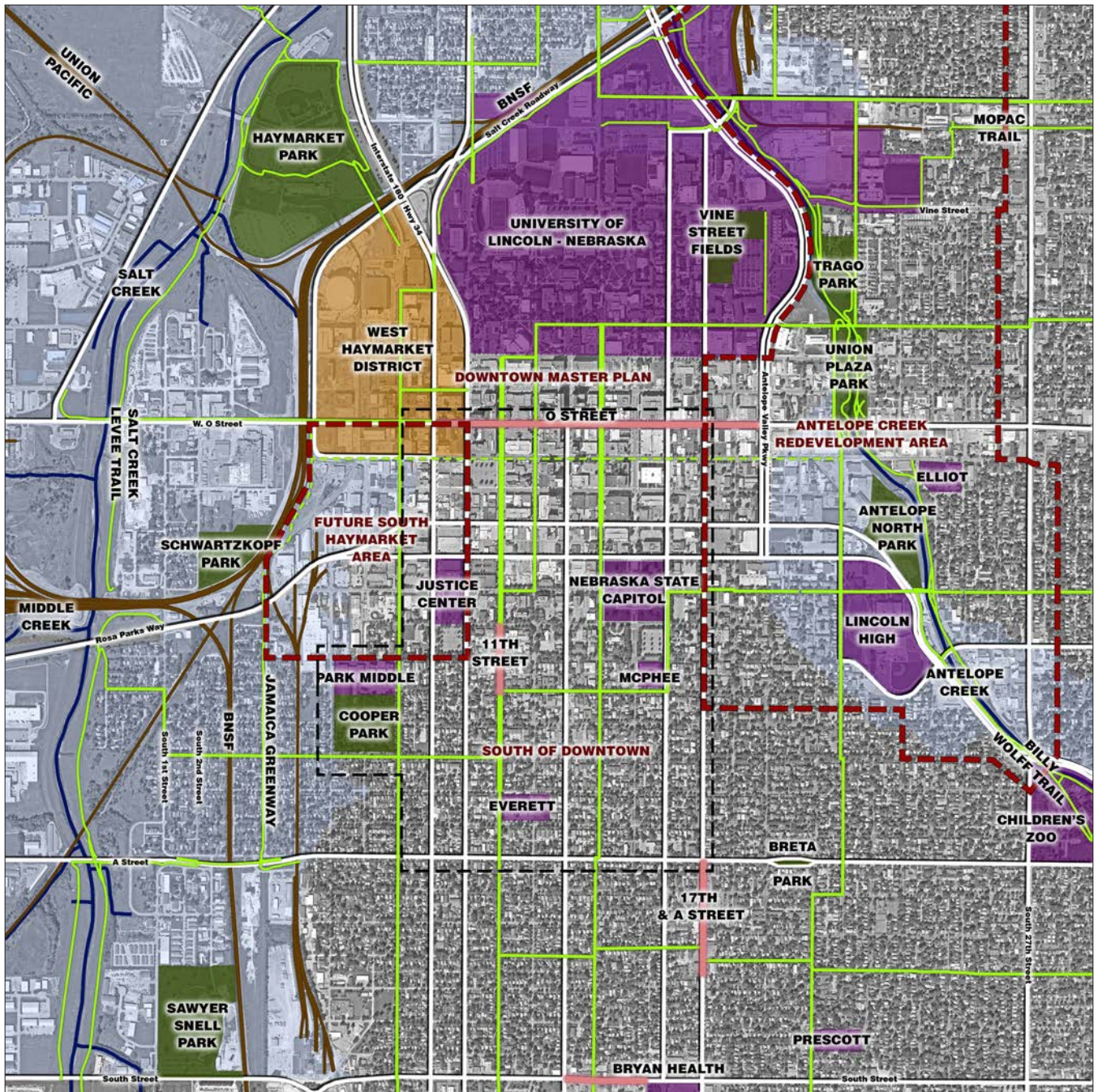
Recommendation:

**Build an effective region-wide workforce development**

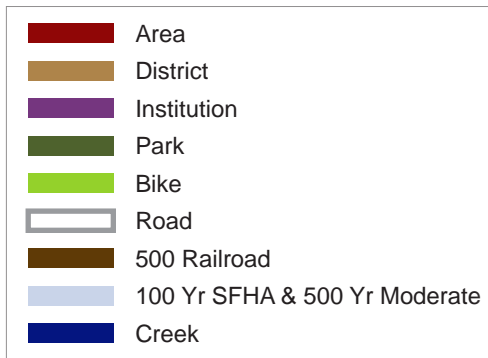
ecosystem by utilizing existing strategic partnerships to match job training, skills development, and educational programs at the neighborhood level with the identified regional demands.

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Workforce Development as a concept is not just a program, but a system that brings together resources from local educational institutions and employers to ensure that the local workforce is skilled and capable to fill employment opportunities. This system begins with early childhood education, although resources need to be available at all age levels. The primary goal of this system is to transition individuals and families into self-sufficiency and promote upward mobility. In doing so, it supports growth and diversity of job types that ultimately match the potential skills of those currently living in the community and those projected to move in. Easy access to these services should be facilitated out of the F Street Community Center, the library, government offices, and the CLCs. *(Reference Appendix A | Framework to Promote Upward Mobility for examples)*



CONTEXT AREA





LINCOLN DOWNTOWN LIBRARY



F STREET COMMUNITY CENTER



11<sup>TH</sup> STREET COMMERCIAL

Recommendation:

**Link identified current and future job and business**

opportunities in the region with the residents in the neighborhood by creating neighborhood hubs/portals in the CLCs, the Library, government offices, the University, and the F Street Recreational Center to access career counseling and education programs, job placement services, small business programs, and immigrant-focused support services.

Lincoln is expected to add over 9,000 jobs in the next five years. These jobs should help retain young talent in the region and provide opportunities for lower income residents in the project area.

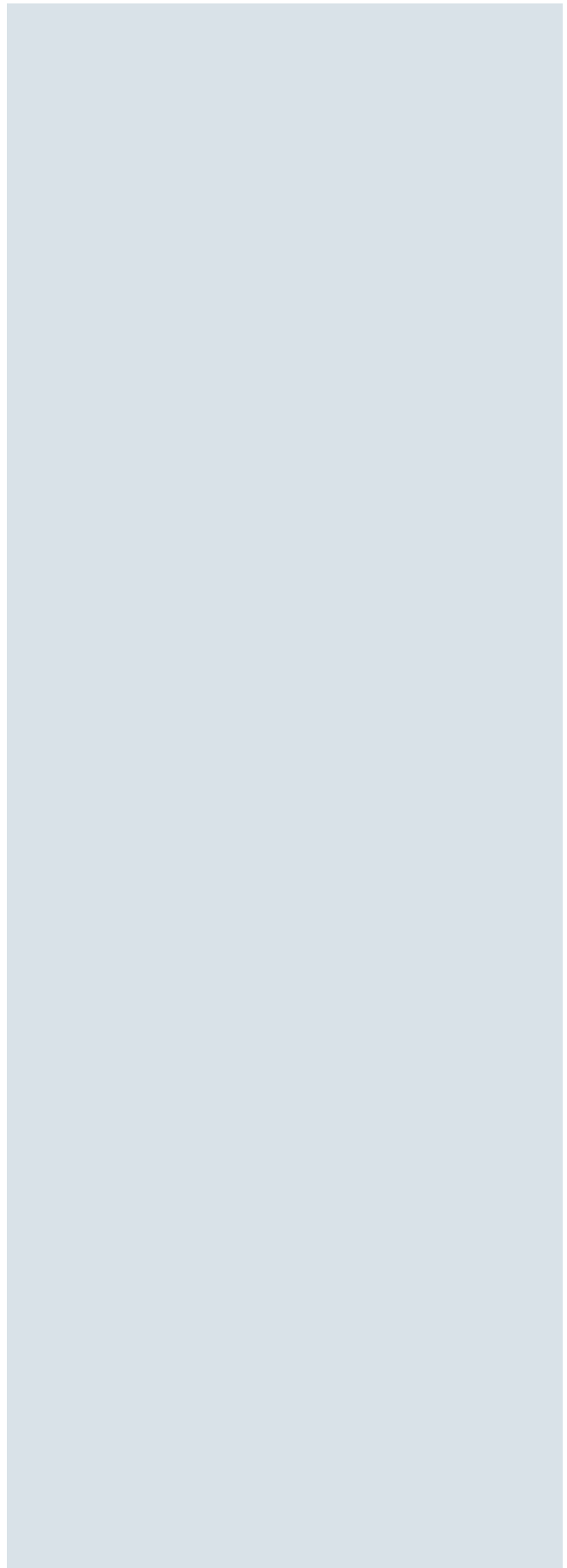
Lincoln is projected to have significant gains in the following fields: Office and Administrative Support; Production; Transportation; Business and Financial Operations; and Healthcare.

Understanding the potential impacts to downtown and the project area are twofold. Strong growth in higher-skilled, downtown-centric industries such as business, finance, technology will retain talent from UN-L and increase the overall marketability of the South of Downtown project area for urban professionals seeking walkable, mixed-use environments in close proximity to downtown. Job growth in industries requiring less than a college degree, yet have wages that promote upward mobility, such as production and transportation stands to benefit the residents of the South of Downtown project area; however, since these jobs tend to be located in industrial areas outside of the city center, job accessibility for the South of Downtown residents—both in terms of job training/ education and location— will be critical.

The Plan suggests building a sense of partnerships with several existing and expanded entities in the

neighborhood and region in order to provide residents with the proper skills and tools needed in order to have increased job and business opportunities. The F Street Community Center should be developed into a one-stop shop for skills training, life skills, and access point for resources to attain information and job placement assistance. The offices should have a staff dedicated to the advocacy and support of the diverse immigrant and refugee population in order to ensure they are getting equal access to the expanded services.

Due to its centralized proximity to Downtown Lincoln, the University of Nebraska-Lincoln, the Capitol, and surrounding neighborhoods; the area along G Street and 11th Street is the ideal location for the development of new office space, retail, and restaurants.





### Recommendation:

Augment and customize the American Job Center by **providing an area specific Workforce Development Officer** to assist with connecting the unemployed to jobs, providing career counseling, and hands-on skill building.

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The role of the officer would include: performing activities in the area of human resources; being current on knowledge of Equal Employment Opportunities and affirmative action guidelines and laws; developing and enhancing positive skill traits needed in healthy organizations such as leadership, teamwork, communication, listening and understanding; assist residents in professional development; and being current on emerging technologies and new practices being developed to better serve residents. The officer would serve as a single access point for critical information about programs and local resources to assist residents in finding a job, identify relevant training programs, and skills training. A critical way to support access to employment opportunities is through assisting residents with the tools to ensure a proper work and family balance.





## Recommendation:

Develop a Youth Career- and Job-Ready, Mentorship and Work Placement Program for low-income youth that allows participants to obtain their GEDs or high school diplomas while learning job skills and linking participants to potential employers.

For those who have not been exposed to a professional environment, or even have a proper understanding of household financing, there is a need to provide resources to help facilitate self-sufficiency and well-roundedness. This can be achieved through exploring mentoring and partnership programs where youth and seniors in the project area trade services helpful for each group. Examples include: YouthBuild, an initiative for low-income young people ages 16-24 that allows them to obtain their GEDs or high school diplomas while learning job skills by building affordable housing. Programs like these allow people to learn relevant life and job skills that allow them to transition into job/career placement. These services should be implemented at the CLCs, the library, and F Street Community Center in order to reach the youth located within the project area.



### *Fiber & High-Speed Internet Key Strategies*

- *Advocate for early implementation of next generation broadband infrastructure in the Everett and Near South neighborhoods south of downtown based on their location, density of residents, partnership opportunities, and other characteristics.*
- *Explore opportunities and develop incentives in support of the vibrant live/work, start-up culture in the South Capitol area, including high-speed Internet connectivity and zoning for expanded “home occupation” opportunities (conditional or special permitted use?).*
- *Create a First Americans Program. The FA program will leverage the new fiber connection at the community center to provide technology training (computer use for job training and to connect with employers), online ESL training (partnership with LPS, SCC, and UNL), and a computer lab for free, open use for the community (partner with Lincoln Library).*
- *Work to guarantee all LPS children in project area an Internet connection. Establish a committee (UNL, LCC, LPS, SCC, and the City) to manage and fund this project, as part of the Discount Internet Program found in the Broadband Franchise, to ensure every LPS child in this area is connected. Work with LPS, City and Allo to utilize the Public VLAN infrastructure to distribute the LPS Wi-Fi SSID into all student homes. This program will ensure all students in the project area have access to LPS materials in a secure manner.*
- *Partner with local schools, churches and the parks to have indoor and outdoor Wi-Fi zones with free access to the Internet in the project area.*

### Recommendation:

Use the Lincoln Fiber to Home program to create a smart neighborhood with the necessary hard and soft infrastructure, and community support programs to ensure equitable access to relevant educational, community, workforce, and health-related resources.

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“Smart Communities” refer to communities that make a conscious effort to use information and technology to transform life and work in significant and fundamental, rather than incremental ways. Smart Community initiatives advance economic and social sustainability by attracting high-tech, “high-bandwidth” business and industry that rely on data connectivity; facilitating small business growth and start-ups; providing “connected” institutions and communities; and enhancing equal access to jobs and educational resources for the most economically disadvantaged residents. Smart Community infrastructure consists of high-speed, high-bandwidth fiber-optic connections to businesses and institutions, broadband connections to residences, and publicly accessible wireless Internet services.

The Plan calls for expanding the City’s initiatives in partnering with private broadband carriers to provide affordable infrastructure and support, and advancing this initiative in order to support in-home broadband to its students on free lunch programs who cannot afford Internet in their homes, access funding for reduced cost of broadband through the State’s NUSF Program, and expansion of the home computer sharing program to the entire family in order to allow parents to take classes and gain important technology and career skills to better their economic standing.

An additional exciting opportunity for the South of Downtown area is the development and implementation of new Smart Community infrastructure. Consisting of high-speed, fiber-optic data and communication lines and city-wide wireless, Smart Community infrastructure is an investment that

will incentivize the development and/or relocation of high-tech industries and businesses that rely on high data speed data access. The implementation on this technology for residents means cheaper and better services and Virtual Local Area Network (VLAN) services that allows information to be delivered to everyone. The benefits for residents with these services are that it serves as an extension of the network already in place in the CLCs into the home allowing families to have access, it would allow the large immigrant population to learn how to use the Internet to look for jobs, take online classes, etc., and it will increase the desirability and quality of living in the project area which encourages less turnover. Setting the plan area up as a Smart Community gives the opportunity to get residents lined up for success in their community.

### *Smart Communities*

An additional exciting opportunity for the South of Downtown area is the development and implementation of new Smart Community infrastructure. Consisting of high-speed, fiber-optic data and communication lines and city-wide wireless, Smart Community infrastructure is an investment that will incentivize the development and/or relocation of high-tech industries and businesses that rely on high data speed data access. The implementation on this technology for residents means cheaper and better services and Virtual Local Area Network (VLAN) services that allows information to be delivered to everyone. The benefits for residents with these services are that it serves as an extension of the network already in place in the CLCs into the home allowing families to have access; it would allow the large immigrant population to learn how to use the Internet to look for jobs, take online classes, etc.; and it will increase the desirability and quality of living in the neighborhood which encourages less turnover. Setting the plan area up as a Smart Community gives the opportunity to get residents lined up for success in their neighborhood.



AMERICAN HISTORICAL SOCIETY OF GERMANS FROM RUSSIA



UNL ARCHITECTURE STUDENT LIBRARY PROJECTS



UNL ARCHITECTURE STUDENT LIBRARY PROJECTS

### Recommendation:

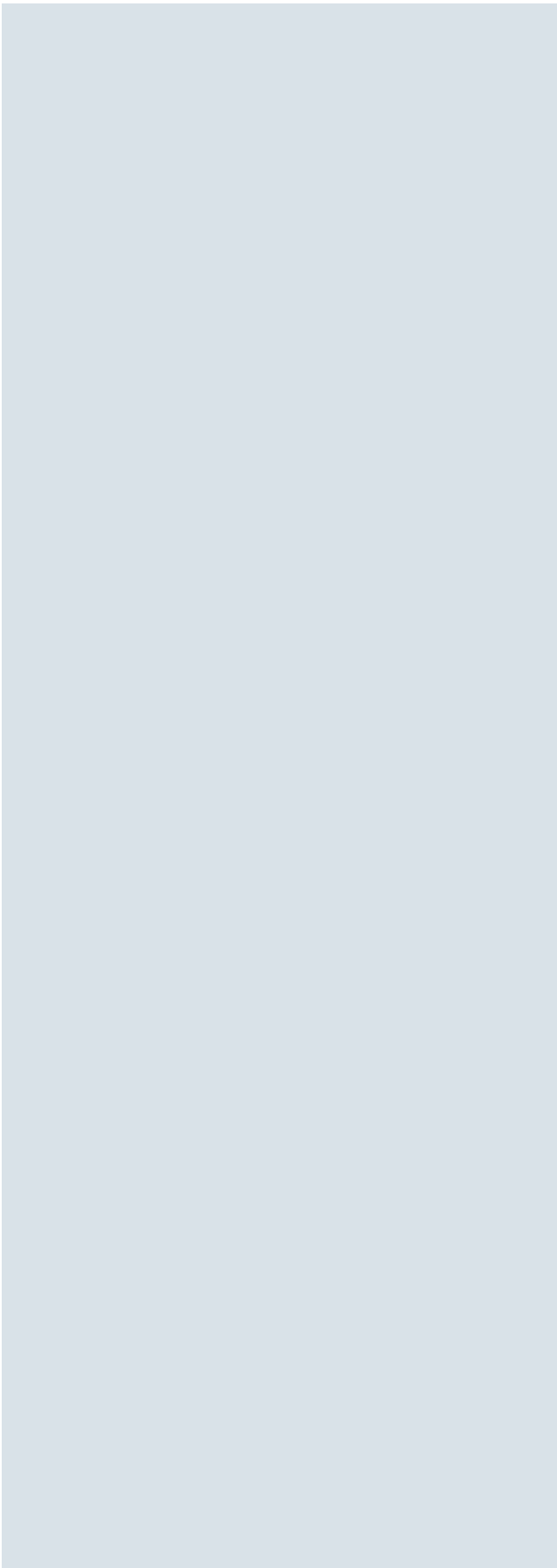
Create neighborhood innovation hubs, maker spaces, and common spaces in conjunction with the Lincoln Public Schools, the University, and Public Library to foster neighborhood businesses, and creative and art enterprises.

The future of Lincoln’s economy is also somewhat dependent on its ability to support innovation and entrepreneurship, and create industries that can compete in a global marketplace. Increasing employment in technology-related fields has a tremendous impact on a local economy at all income levels. For example, according to a Brookings study, advanced industry wages are higher across all skill-levels and a large proportion of the jobs do not require a college degree, which would have a huge impact on the upward mobility of lower income households.

Thus, The City of Lincoln should continue to promote larger-scale, technology-driven innovation and entrepreneurship through its Nebraska Innovation Campus, since growing local business at any level stands to benefit neighborhood residents. However, they should be programs that can assist entrepreneurs at a neighborhood level, including immigrants, artists, or recent graduates. Research shows that immigrants are twice as likely to start businesses, which suggests there is a tremendous potential by focusing such programs in the neighborhood. The Plan advocates for promoting a local start-up culture, and for developing programs to support existing small business in and around the neighborhood.

To this end, the neighborhood currently lacks established community-oriented spaces for residents to explore creative avenues. Through the expansion of the CLCs as full service schools, the increased role and presence of the library, and the establishment of the F Street Community Center as a community hub all of these places allow for the housing of neighborhood innovation hubs, maker spaces, and

common spaces. The intention of these spaces is to bring together people with new ideas and forms of design and expression into a common space. Due to the diversity of the project area, these types of spaces would allow for the ideal environment to foster community empowerment and inspiration, while fostering cross-cultural interaction. Innovation hubs, maker spaces, and common spaces area also an effective way of putting underutilized industrial or commercial spaces back to productive use and would have a positive effect on the issue of vacancy in the areas adjacent to the neighborhood.





REVITALIZATION PLAN 11<sup>TH</sup> STREET MIXED-USE DEVELOPMENT RENDERED PLAN



LOCAL MIXED-USE



11<sup>TH</sup> STREET LOCAL BUSINESS

Recommendation:

Support existing local neighborhood businesses and develop new “start-up” businesses through a business incubator with microlending and small business assistance programs.

The broader area currently has a great deal of vacancy or underutilized space that could support new small businesses and allow for the implementation of a business incubator. Business incubators are typically physical spaces that allow startup and existing businesses to work in a collaborative environment while receiving educational, mentoring, counseling, and networking opportunities (as well as shared office services to reduce costs) to help the business thrive and expand. The incubator spaces would offer tenants below-market rents so the business can focus more investment in product development, marketing, and expansion.

These spaces should serve the function as a catalyst for economic development in terms of local job growth, community wealth building, and real estate development. Therefore, it is critical that incubator spaces are interwoven within the existing urban fabric and have strong ties to the community. With the redevelopment of mixed-use space, potential areas would include 11th spaces between F and H Streets, and 13th Street ground floor of the new mixed-use buildings between D and F Streets.

To support the business incubators and ultimately future small business owners, microlending and Small Business Assistance should be put into place. Microlending is a practice that provides smaller loans (generally less than \$50,000) for small businesses to support operations and capital costs. These types of loans are supported by the U.S. Small Business Administration (SBA) that uses an intermediary (e.g., local bank or economic development organization) to serve as the lender. In some cases, microlending can be used to support individual home buyers with poor credit.

Recommendation:

Improve transit service and complete streets to the neighborhood that links the residential areas to key **regional jobs centers**, and in particular, to the immediate jobs in Downtown, the Haymarket District, and the University.

There is currently a need to facilitate better connections to and from the neighborhood, to the surrounding area, and regionally to key job centers. The current transit schedules also make commuting to and from regional job centers extremely difficult due to a lack of routes and the times that services run. The transit timing and locations need to be reworked to serve the needs of the current residents as well as utilize the central location of the F Street Community Center as a pick-up and drop-off location for local and regional shuttles.

Along with improved public transit services, improving the walking and biking connections to Downtown and the University should lead to a greater source of jobs and job growth, as well as services.



BUS SHELTER



STARTRAN BUS



LOCAL DESIGNATED BIKE LANE

**GOAL | *Promote a diversity of new contextual housing types and affordability, and retain existing high-quality housing to increase housing choices, prevent displacement, allow future housing growth, and attract a diversity of residents for an equitable and inclusive community.***

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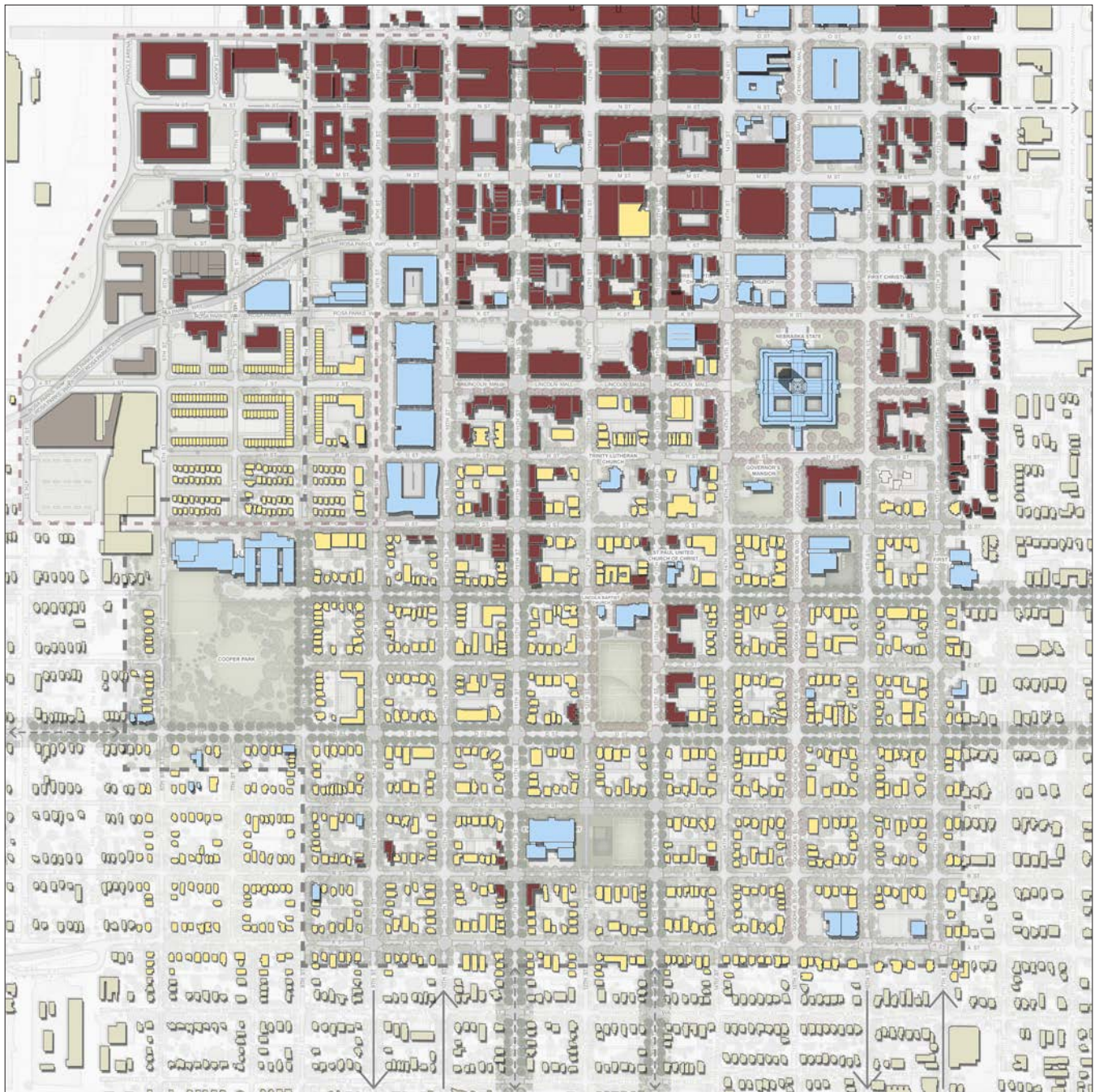
## INTRODUCTION

The project area encompasses four historic districts and several buildings that are locally and nationally designated historic sites. There are many larger historic homes that have been subdivided into smaller units to allowing renting and owners to be able to live in the South of Downtown project area. The project area currently suffers from a high turnover rate of short-term renters. The plan seeks to promote homeownership and support long-term renters in order to increase investment in the project area which ultimately has positive effects on actual and perceived safety, property values, sense of community, and overall quality of living. This should not displace long-term renters.

A detailed block-by-block Housing Plan should be developed in order to assess lots fit for new development and those homes and residential buildings needing maintenance and repair. In order to support the preservation of the historic housing stock the proper programming and incentive programs need to be put into place. With proper upkeep and renovation, these wide range of historic housing types gives the project area a unique character that not only adds monetary value but makes it a desirable place to live. It is important that the housing in the project area remain affordable to ensure that current residents should not be priced out by new development and that the community should continue to grow as a diverse, intergenerational, and mixed-income community.

*Section includes seven (7) recommendations in no particular order.*





HOUSING

[Note] The above map depicts potential projects and area improvements based upon community needs and aspirations.



DUPLEX



APARTMENTS



SINGLE FAMILY RESIDENCE



DUPLEX



APARTMENT



TRIPLEX





SINGLE FAMILY RESIDENCE



APARTMENT



SINGLE FAMILY RESIDENCE

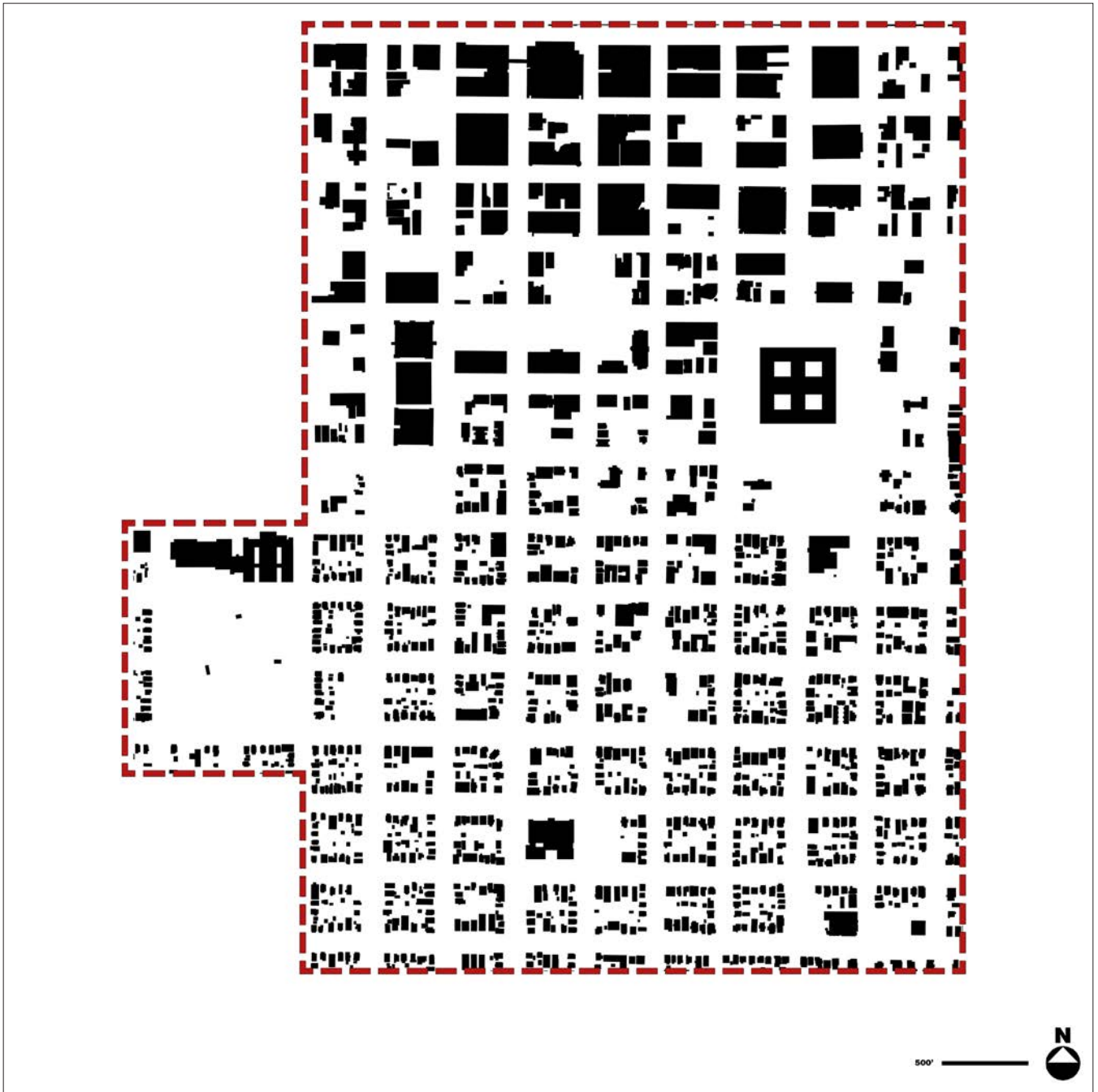
## Recommendation:

Develop a detailed block by block housing and parking plan with the community to identify lots that can support new development, need maintenance and/or provide opportunities for preservation.

The current area is divided into distinct character areas with a large portion being dominated by single family residential structures with slip-in apartments scattered throughout. In order to stabilize and diversify the housing types, a detailed plan showing which lots can support varied uses must be developed.

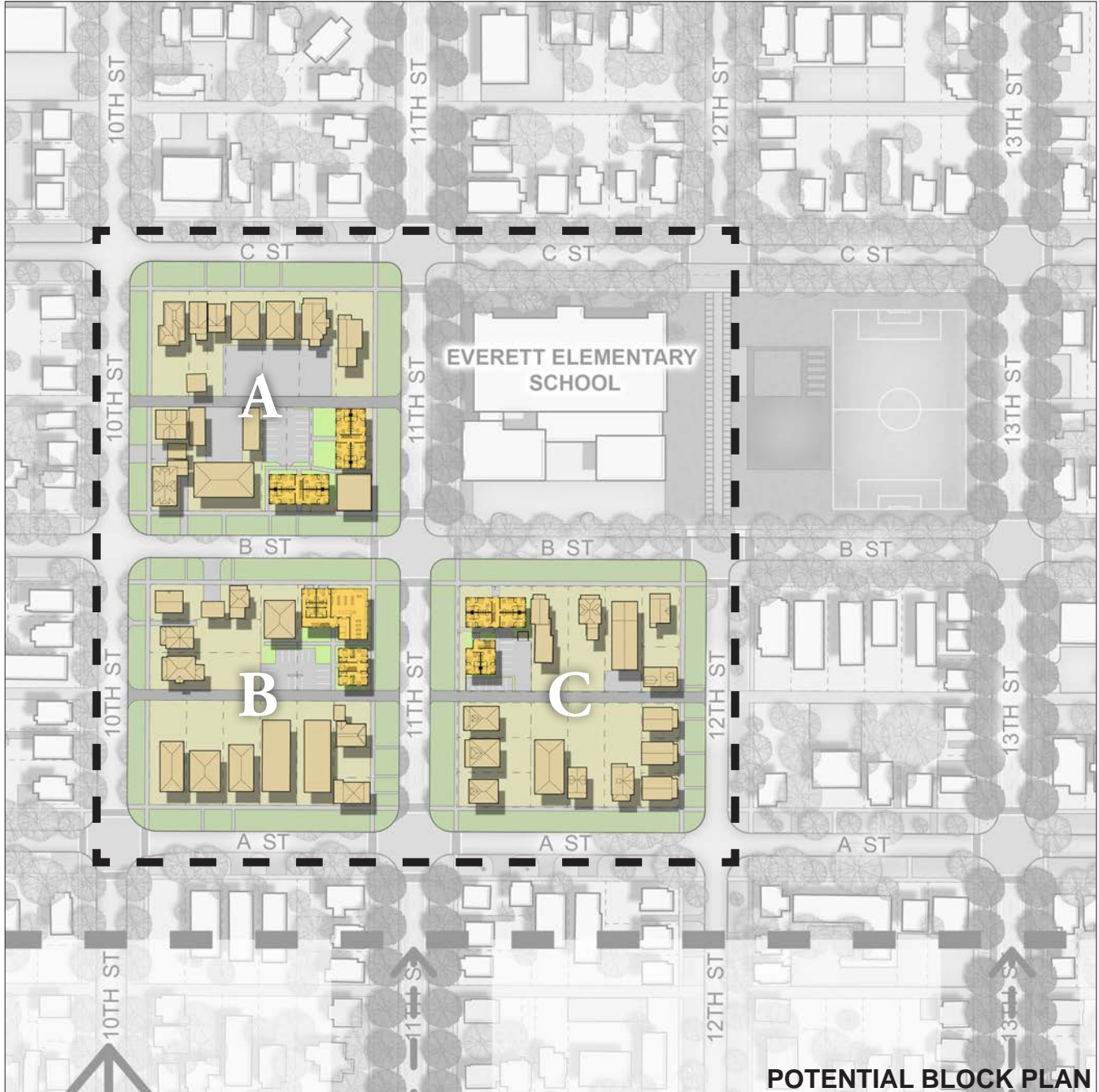
The Plan outlines the general market potential for the project area (*see Appendix B full Market Study*). The Plan seeks to continue to provide and enhance the gradual transition northwards from predominantly single family residential to a mixed-use neighborhood with nodes of neighborhood commercial throughout. By performing targeted demolition on a structure-by-structure basis there is the ability to improve community appearance and facilitate a greater range of housing types and affordability while preserving the overall character of the project area.

Some specific areas that the Plan already identifies as key residential and mixed-use areas include: 13th Street between D and F Street; 11th Street between F and J Streets; and 9th Street between D and E Streets. Some areas that can support new development include: the enhancement of 11th Street by replacing residential in poor condition or vacant properties with mixed-use buildings in order to create a commercial district between F and H Streets; the demolition and redevelopment of 13th Street between D and F Streets to include 3-5 story mixed-use buildings utilizing ground floor retail and upper floor housing; and a project area-wide housing strategy that details protocols for the renovation of single-family homes into commercial use like along 11th Street between D and F Streets.



BUILDING FOOTPRINTS

# Alternative Housing Option A | Infill & Replacement

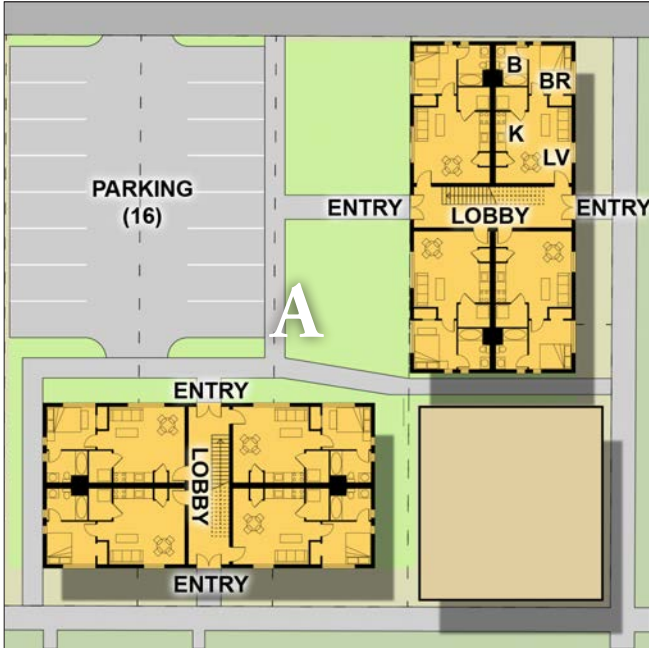


POTENTIAL BLOCK PLAN

The purpose of this housing study is to express a potential residential development strategy for the South of Downtown project area. The Plan recommends replacing certain existing poor quality buildings with the matching number or an additional percentage of units and to improve the overall quality of the housing and its contextual relationship to adjacent housing in the neighborhood. Introducing a variety of housing types will ensure that the housing is accessible to a wide range of existing and potential residents within the South of Downtown project area. **[Note] The above map depicts potential projects and area improvements based upon community needs and aspirations.**



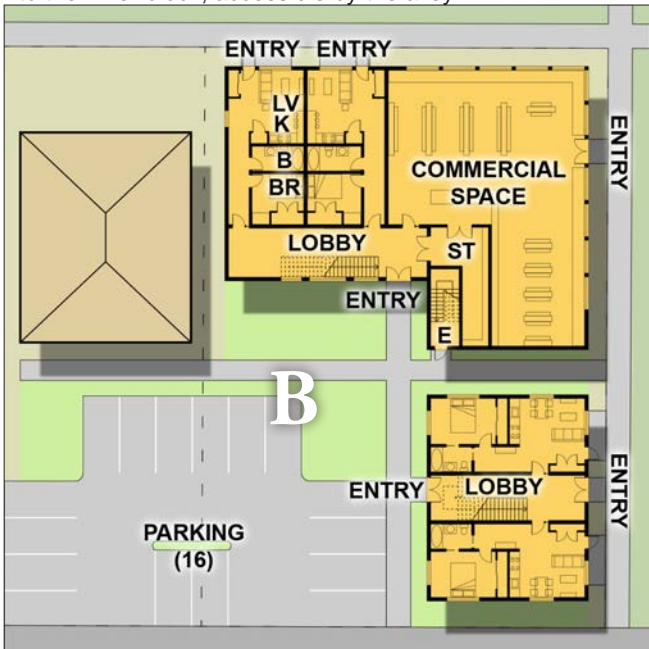
EXISTING BLOCK



**OPTION BLOCK A | DETAIL** The three single family residential buildings and a single commercial building are being replaced with two multifamily residential buildings. Each building is two stories and has four units approximately 700 square feet each. The upper floors accommodate families needing two bedrooms. To support these new units, sixteen parking spaces have been added to the inner block, accessible by the alley.



[Note] The following images depict different potential layouts to achieve the various goals of the plan.



**OPTION BLOCK B | DETAIL** The three single family residential buildings and a single commercial building will be replaced with a two-story mixed-use building and eight residential units. Each unit is approximately 740 square feet. The upper floors accommodate families needing two bedrooms. To support the commercial space and new units, sixteen parking spaces have been added to the inner block, accessible by the alley.



**OPTION BLOCK C | DETAIL** The three-story apartment building is being replaced with two, two-story multifamily residential buildings. One building has eight units and the other has four units. Each unit is approximately 710 square feet. The upper floors accommodate families needing two bedrooms. To support the new residential units, twelve parking spaces have been added to the inner block, accessible by the alley.

**National Trends | Housing Preferences:**

*Surveys indicate a shift in the type of homes and communities that many households prefer. Specifically, there is greater recognition of the tradeoffs to owning a big home—many have expressed a willingness to exchange some space in order to reduce commute times and live in a walkable, mixed-use area.*

The presence of the University of Nebraska, like many universities nationwide, has led to the development of student-friendly neighborhoods where a number of destinations can be accessed without a car. Within Lincoln and nationally, there is increased demand for walkable, lively urban places.

**Preference for vibrant neighborhoods with a sense of place:** A recent survey found that interest in traditional, auto-dependent suburban living has been decreasing across demographic groups. Respondents preferred neighborhoods with a greater range of transportation options, especially those where they can reach key destinations, such as schools, parks, and retail, on foot.

This preference is especially pronounced for Millennials, who have been moving into central cities at an increasing rate and who prioritize amenities such as high quality transit and vibrant public places.

**Preference for environments that support health:** Planning and public health experts are increasingly finding evidence that the built environment has a profound impact on health and wellness. Residents of neighborhoods that are safe, walkable, and provide access to recreational facilities have higher average levels of physical activity, which translates into better overall health and lower risk of chronic disease.

A survey found that sixty percent of American adults prefer a neighborhood where they can walk to nearby shopping and businesses, and 52 percent would be willing to live in a house with a smaller lot if the neighborhood was walkable. Despite this preference, 42 percent feel there are “too few” shops or restaurants within an easy walk of their house, suggesting that demand for these types of places exceeds supply.

**Recommendation:**

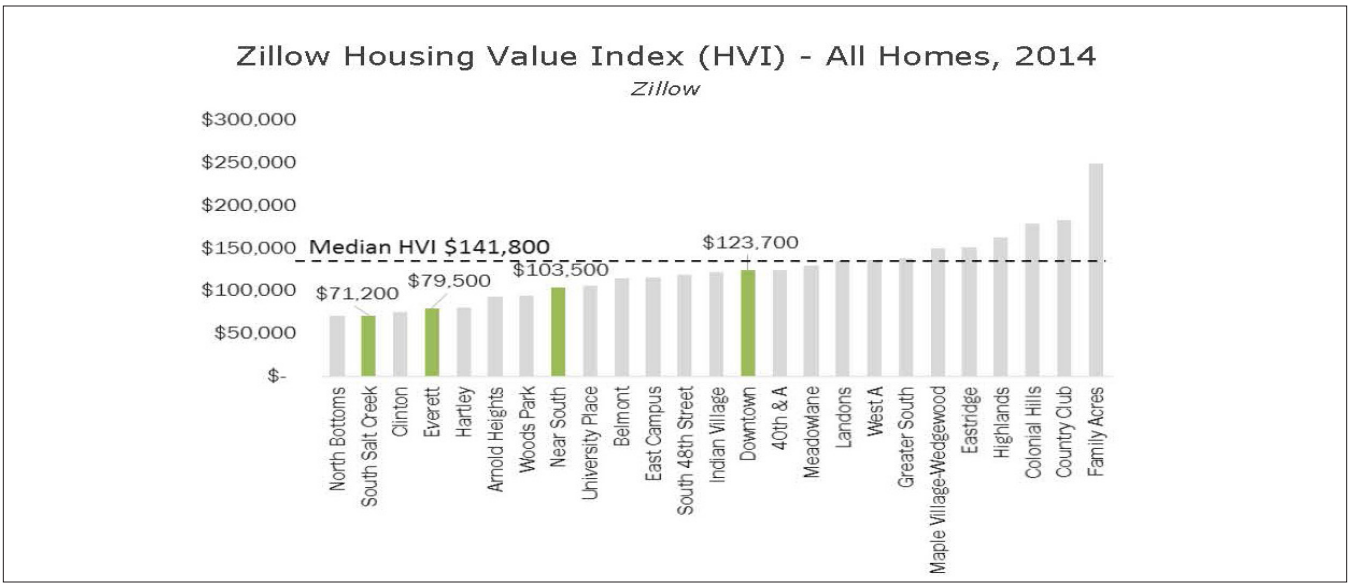
**Promote owner occupancy of single family homes and support the long-term renters to further stabilize the area.**

Currently the area suffers from a high tenant turnover rate due to this being an “entry neighborhood” for the new citizens of Nebraska, proximity to the University, and the negative perceptions of the project area. In order to increase homeownership and owner-occupancy, the Plan proposes to provide high-quality and affordable rental housing and suggests developing a program that assists those long-term tenants wanting to take advantage of rent-to-own.

Long-term renters should be protected to the extent possible from increasing rents and property taxes. One important step to ensuring this is continuing the provision of high-quality, affordable housing through building more affordable rental housing, with housing types that are comfortable; focusing single family homes in the southern part of the project area, and a more urban multifamily housing type towards downtown.

Redevelop vacant residential properties with new housing and promote new housing choices and typologies through engaging the CDO and neighborhood associations. Develop an architectural guide identifying and showcasing new development types, housing typologies, and housing options that are desired and locate where those kinds of developments are desired in the project area.





### Renter Households

Over 90 percent of households in the South of Downtown project area are renters compared to 48 percent in the city as a whole. This can be attributed to the large number of students and lower-income households seeking affordable rental units within close proximity of Downtown and the University. High rates of turnover rate puts added wear and tear on rental properties and hinders long-term community planning efforts since residents are not vested in the neighborhood. High rates of student transience can also challenge neighborhood schools and lead to poorer educational outcomes for neighborhood students.





SINGLE FAMILY RESIDENCE

### *Housing Affordability*

The South of Downtown area has several assets, one of the most prominent is its historic, bungalow-style housing stock. Consistent with issues identified in the 2015 Lincoln Vital Signs report, the community has challenges with a very high proportion of renter-occupied households, low-median household income, deteriorating building conditions, an abundance of “slip-in” multi-family properties with little aesthetic value, many of which are negatively impacting the community’s sense of place, and higher levels of crime compared to other parts of the city. The Residential Market Analysis conducted for the South of Downtown Revitalization Plan demonstrates that the housing market in the Plan area is relatively weak with housing values well-below the city average; on the other hand, the relative affordability of the Plan area housing stock and availability of rental units also provides much needed housing for students, foreign immigrants, and lower-income households. The Plan area has one of the highest concentrations of historic single-family homes in the city, but given weak market conditions and neglect over time, the overall condition of the project area has deteriorated.

The challenge for affordable housing in the South of Downtown area is that the existing average rents do not generate sufficient income to property owners for capital and major maintenance investments in properties. As a result, properties are typically outdated or in need of deferred maintenance. This inability to be able to make upgrades properly or in a timely manner necessarily has a negative impact on property value growth, rents, and prohibits long-term economic sustainability.

### *Household Income*

The median household income in the project area (\$20,826) is less than half of the median household income for the city of Lincoln (\$49,159). Also, over 30 percent of households in the project area earn less than \$15,000 per year (double the percent of households in all of Lincoln and state as a whole).

### Recommendation:

**Preserve the affordability, safety and habitability** of the existing high-quality neighborhood contextual housing stock by ensuring all properties meet or exceed the City’s maintenance and building codes.

Promote responsible homeownership and landlordship through distributing informational packages to renters and landlords about: the laws and ordinances; proper home maintenance requirements; trash clean-up; neighborhood amenities, activities, and events; address other ongoing issues as they arise; educate all residents about landlord and tenant obligations and enlist their support to report problems and encourage cooperation from tenants and landlords; and encourage and seek out face-to-face meetings with landlords to build rapport and neighborliness. Work with the City to have blighted buildings brought up to code and action brought against building owners who are in violation.

Integrate affordable housing throughout the project area where it helps to dispel issues of crime and helps to minimize the segregation between different ages and socio-economic groups of residents. It should ensure that all residents have equal access to natural resources, transit, jobs, and all other amenities that the area has to offer.

In order to preserve the quality of the area, the Plan recommendations include: maintenance of the existing tree lawns and sidewalks; exterior repairs completed in a timely manner; trimming, enhancing, and replacing overgrown vegetation; screening trash containers wherever possible with simple enclosures located in alley adjacent to off street parking; and reducing or eliminating paving of tree lawn area on residential frontage. For existing properties in need of rehabilitation the Plan recommends: structural repairs to maintain integrity of structures; upgrading electrical mechanical and plumbing systems to current codes; encouraging maintenance of historical



buildings (preserving original detailing, windows, trim, etc.); providing additions such as ramps and porch rails with appropriately historical details; and making repairs using historical rehabilitation best practices.

Encourage sustainable home and landscape upgrades and renovations that should benefit the residents, lower utility bills, reduce energy and water usage, and contribute to a more sustainable community.

*Rental Housing Supply | Affordability*

The South of Downtown project area is home to two subsidized apartment communities with several nearby in the greater Downtown area.

Within the boundaries of the project area, there is only one subsidized affordable housing community, the twin President and Ambassador buildings, which have recently received Low-Income Housing Tax Credits (LIHTC) for their renovation. Combined, the buildings provide a total of 71 units with a mix of efficiency and one-bedroom units. Affordable housing for families is provided by the Lincoln Housing Authority at homes and duplexes throughout Lincoln, including within the project area. Rents at these units are limited to 27 percent of a family’s gross income.

Outside of the project area, four buildings provide affordable housing for Lincoln seniors: the 60-unit Hardy Building; an income-restricted (LIHTC) property; and three Section 8 properties, Capitol View Tower Apartments, Crossroads Apartments, and St. Charles Senior Apartments. Combined, these properties provide 201 units of housing for low-income seniors.

Two buildings outside of the project area, Northwood Terrace and Heritage Square, offer units with one, two, or three bedrooms within walking distance of the university. Both properties accept housing choice vouchers, and Northwood Terrace is limited to households earning 80 percent or less of area median income (AMI). Closer to the project area, the YWCA apartments offer two bedroom units to households earning 50 percent or less AMI.

Though rents in the project area are considered affordable on a price per square foot basis, the quality and condition of the units vary greatly. Housing development using LIHTC is an effective way to increase the overall quality of an area’s housing stock through new development or renovation. LIHTC properties are privately developed and managed with strict reporting and compliance standards, which incentivizes proper maintenance and management.



HISTORIC DISTRICT SIGNAGE



HISTORIC RESIDENCE



HISTORIC RESIDENCE

### Recommendation:

Develop a strategic approach **to preservation of high-quality historic properties** through creating new and improved preservation tools and financial and use programs, in particular for the large single family homes.

Housing quality and character contribute to the overall urban character of the streets and the area. Enhancing the physical characteristics of the housing stock can have a major effect on the quality of a neighborhood, property values, and perception of safety. The project area has a unique character with several large historic homes and by supporting, attracting, and developing programs that link homeowners with necessary funding sources there is the increased ability to rehabilitate and maintain the large historic homes that give the area its unique character. Some of the larger single family homes may need to be converted into multiplexes while maintaining the visual continuity of the street as single-family homes.

Educate residents and local developers on historic guidelines and historic rehabilitation by hosting workshops about area history, architecture, historic guidelines, historic district designation, methods for historic rehabilitation and maintenance, and ensuring that all this information available online and printed.

### *Historic Housing Character*

A large number of historic buildings anchor the neighborhood, many of which are single-family homes converted to apartments. The overall historic character of the project area is somewhat fragmented by numerous “slip-in” multi-family properties, many of which are in poor condition and are negatively impacting the community’s sense of place. Overall, housing values and monthly rents are considerably lower than other parts of the city.

The South of Downtown project area has one of the highest concentrations of historic single-family homes in the city, but given weak market conditions and neglect over time, the overall condition of the neighborhood has deteriorated. On the other hand, given the prime location of the neighborhood as well as historic character of much of the building stock, the project area is well-positioned to evolve into a thriving mixed-income, walkable urban neighborhood. The South of Downtown project area faces numerous challenges; therefore, a targeted economic development and revitalization strategy is necessary to jumpstart this evolution.

Generally, the marketability of homes built prior to 1940 is far greater than those built between 1940 and 1970 since homes built in this time period tend to have less desirable design qualities. On the other hand, maintaining historic properties takes a significant commitment and investment by the owner. Around 44 percent of the housing stock in The South of Downtown project area was built before 1940, whereas only 15 percent of the total housing stock in Lincoln was built before 1940.

### *Case Study:*

**Valuation Incentive Program (VIP):** This state program assists in the preservation of Nebraska’s historic places. The program allows a property tax “preference” for a historic property that has been rehabilitated. The preference can be described as a temporary “hold” on increases in property tax assessment that results from improvements made to preserve a historic property. The following requirements must be met in order to make a property eligible for VIP: Eligible properties are those individually listed in the National Register of Historic Places or historic properties that contribute to a district listed in the National Register of Historic Places; under certain provisions, historic properties can be designated under a local government preservation ordinance; the property must be designated as a “historically significant real property”—one that is listed on the National Register of Historic places— before work on a project begins; and the historic property must be taxable.

<http://nebraskahistory.org/histpres/vip/>



15 Year Housing Demand for the South of Downtown Project Area



Increasing Ownership Rate of Existing South of Downtown Residents



Recommendation:

Ensure that new housing production is diverse, context sensitive, sustainable, and **affordable** to ensure it is aligned with the City’s and neighborhood’s changing demographics including smaller households, increasing number of seniors, new immigrant families. Promote homeless, senior, supportive, and accessible housing.

Increase the diversity of housing types available in the neighborhood to reach the broadest market possible. In order to ensure diverse, context sensitive, sustainable, affordable development that is walkable, transit-served, and economically sustainable all new development should respond to the varied demographics that currently live and work here as well as the projected market (see Appendix B full Market Study). The immense amount of vacancy and large scale of homes allows for the opportunity to work with several different entities to ensure that all groups have adequate housing types.

Currently, there are approximately 575 vacant units in the project area in various conditions, which could accommodate a portion of the future demand for housing through move ins, renovation, or redevelopment. Therefore, over the next 15 years, the project area could accommodate approximately 425 to 450 net new units, allowing for some vacancy.

Based on national averages for the proportion of renters and owners for the eight identified households groups that will supply future housing demand for the South of Downtown project area, of the 425 to 450 net new housing units, approximately 275 to 325 should be rental units and 150 to 200 should be owner-occupied units.

As presented previously, a very large proportion of the existing households in the project area are renters (93 percent of occupied units). The types of households living in the South of Downtown project

### *Employment Growth*

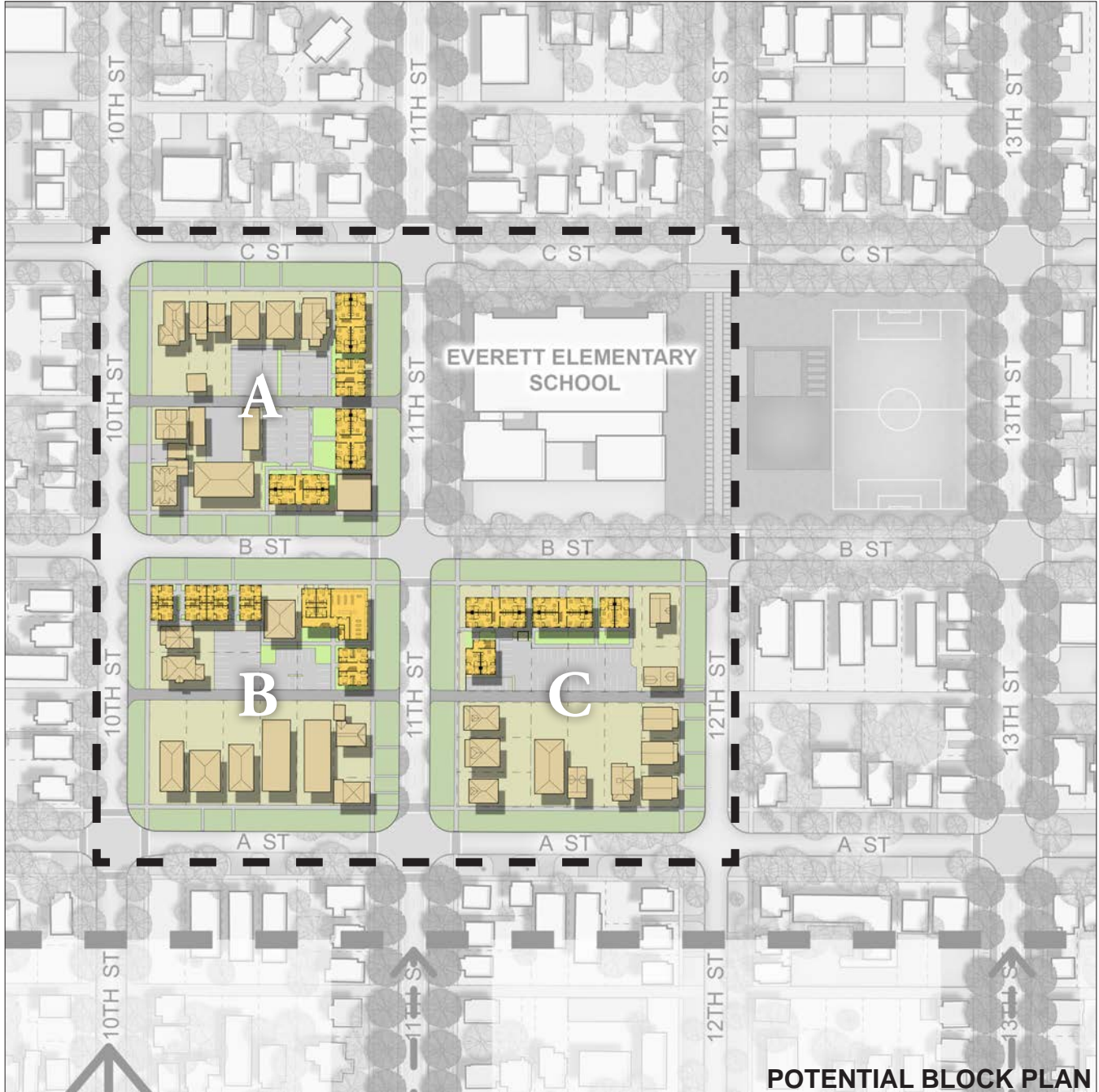
Low unemployment and job growth projections will help support an annual population increase of over one percent. Based on current household sizes and population growth projections, the city of Lincoln would need to accommodate almost 40,000 new households by 2040 and a significant amount of new housing.

area tend to rent in relatively high proportions, although based on national averages, the rate should be closer to 80 percent. Therefore, in order for the existing residents of the project area to match national averages, roughly 500 renter households would need to transition to owner occupied units.

**University of Nebraska:** A major source of pride and identity for the city. UNL is also a top employer, and through its Innovation Campus, is positioning Lincoln as a growing hub for technology and entrepreneurship. Enrollment is projected to increase from 25,000 to 30,000 by 2020, which will have a direct impact on the existing supply of rental housing. Although four new student apartment properties have been built since 2012 adding 1,500 beds to accommodate growing demand there still remains the possibility that this neighborhood will continue to serve students.

Work with the Lincoln Homeless Coalition to heighten awareness and develop a community-wide commitment to the needs and issues surrounding individuals and families who are near or experiencing homelessness. As well as creating more live/work artist spaces in the neighborhood, encouraging them through financial or other incentives in order to continue supporting an active artist community in the neighborhood.

# Alternative Housing Option B | Infill & Replacement



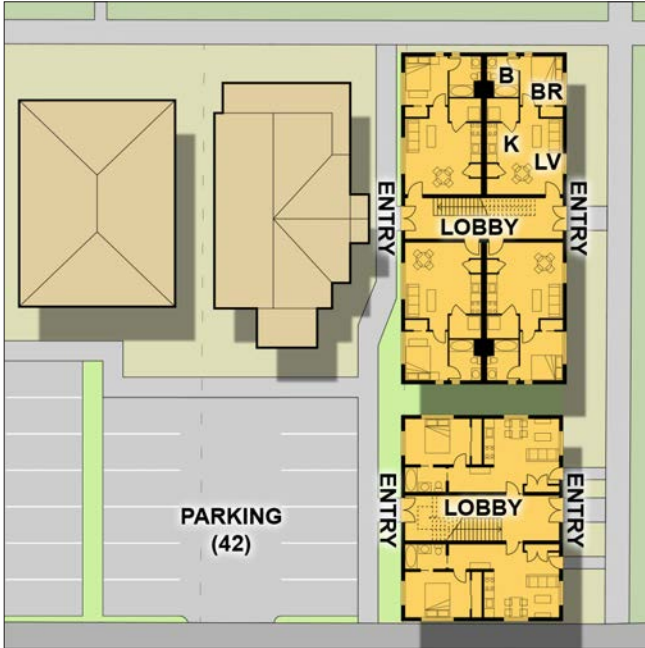
POTENTIAL BLOCK PLAN

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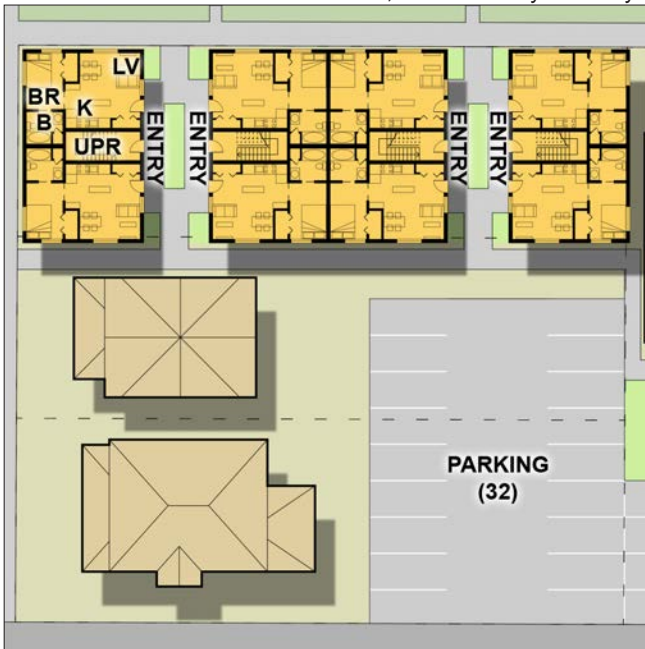


EXISTING BLOCK





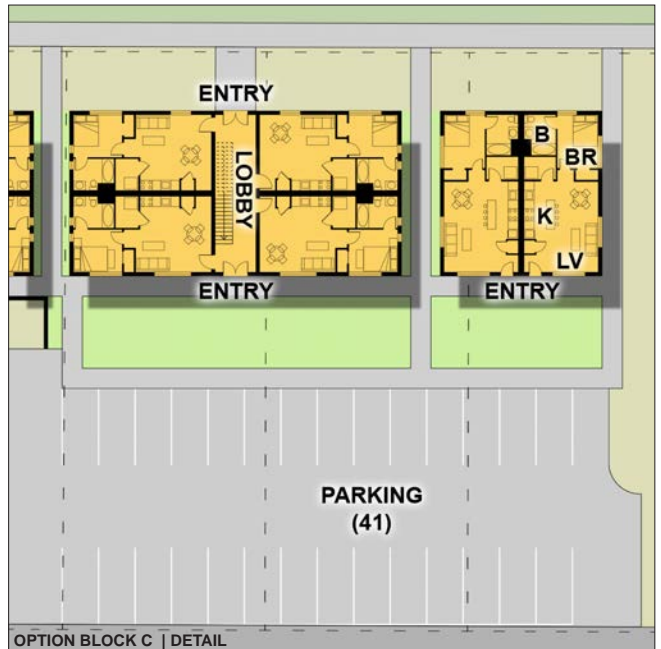
**OPTION BLOCK A | DETAIL** The four single family residential buildings and a single commercial building are being replaced with two-story multifamily residential buildings. There will be a total of twenty-eight new residential units each approximately 700 square feet. The upper floors accommodate families needing two bedrooms. To support these new units, twenty-eight parking spaces have been added to the inner block, accessible by the alley.



**OPTION BLOCK B | DETAIL** The five single family residential buildings and a single commercial building will be replaced with a two-story mixed-use building and twenty-seven residential units. Eleven of these units will be approximately 740 square feet while the other sixteen are roughly 580 square feet. To support the commercial space and new units, thirty-two parking spaces have been added to the inner block, accessible by the alley.

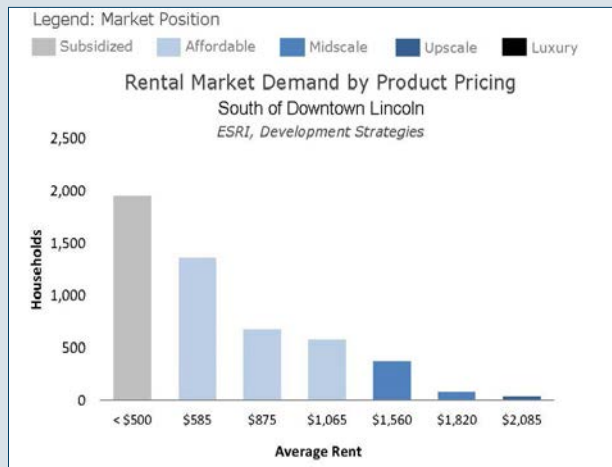


*[Note] The following images depict different potential layouts to achieve the various goals of the plan.*



**OPTION BLOCK C | DETAIL** The three-story apartment building, the two-story apartment building, and two single family residential buildings will be replaced with one- and two-story multifamily residential buildings. The buildings will have a combined total of twenty-two new units, each unit, approximately 710 square feet. The upper floors accommodate families needing two bedrooms. To support the new residential units, forty-one parking spaces have been added to the inner block, accessible by the alley.

### Housing Demand Pricing



**Rental Market:** Roughly 65 percent of renter households earn less than \$25,000 and can only afford rents of about \$600 or less per month. About 20-25 percent of renters can afford rents of \$1,000 or more per month. Similar to the for-sale housing demand pricing, higher-quality (and priced) rental units would likely need to attract higher income residents to the neighborhood or require subsidy.



**For-sale Market:** Roughly 29 percent of owner households can only afford a home priced lower than \$150,000. This does not include the nearly 2,400 households earning less than \$15,000 that are assumed to be renters. There is a small market for homes priced at or above \$150,000, but any larger scale developments would likely need to attract higher-income residents to the neighborhood or require subsidy.

### Recommendation:

**Expand funding sources for affordable housing** and consider developing an incentive program to encourage landlords to retain affordability prior to rate increases within the project area and to complete energy retrofits in mid-size and small buildings to preserve affordability.

Understanding affordability levels of existing the South of Downtown project area and Downtown residents offers insights as to the type of rental or for-sale housing the market can support and the financial feasibility of new development.

According to ESRI, there were 7,303 households in Downtown and the South of Downtown project area in 2014, which represents just under 8 percent of the total households in the city of Lincoln. Of these households, over 55 percent earn less than \$25,000 per year and, on average, these households pay 35% or less of their salary towards housing. Therefore, a household that earns \$20,000 per year should be expected to pay around \$580 per month on rent.

By identifying the number of households by income bracket and making some estimates of percentage of income paid toward housing and proportion of homeowners to renters by income bracket, the cost of housing in the project and Downtown can be estimated. Though some replacement or rehabilitated housing products could attract new residents to the area, in all likelihood, new housing products are more likely to be bought or rented by existing project area or Downtown residents, at least in the near term.

When considering funding strategies to promote economic development in South of Downtown, there needs to be a better synergy between the funders and recipients, and oftentimes for individuals, there needs to be an intermediary to link them with funding sources or programs. Lincoln is fortunate to have a number of programs and funding sources

already in place; however, there are a number of effective funding programs that are utilized in other communities that would require the passage of new legislation by the City of Lincoln or State of Nebraska.

Implement and promote programs to assist in maintenance within the project area by offering weatherization, minor repairs, and home improvement workshops for residents. Encourage residents to take an active role in the neighborhood through working with residents and other neighborhood organizations to innovate ways for seniors to stay in and maintain their homes as they get older. Promote programs such as yard maintenance partnership with local youth organizations, annual home maintenance volunteer days, and volunteer network.



APARTMENT



APARTMENT



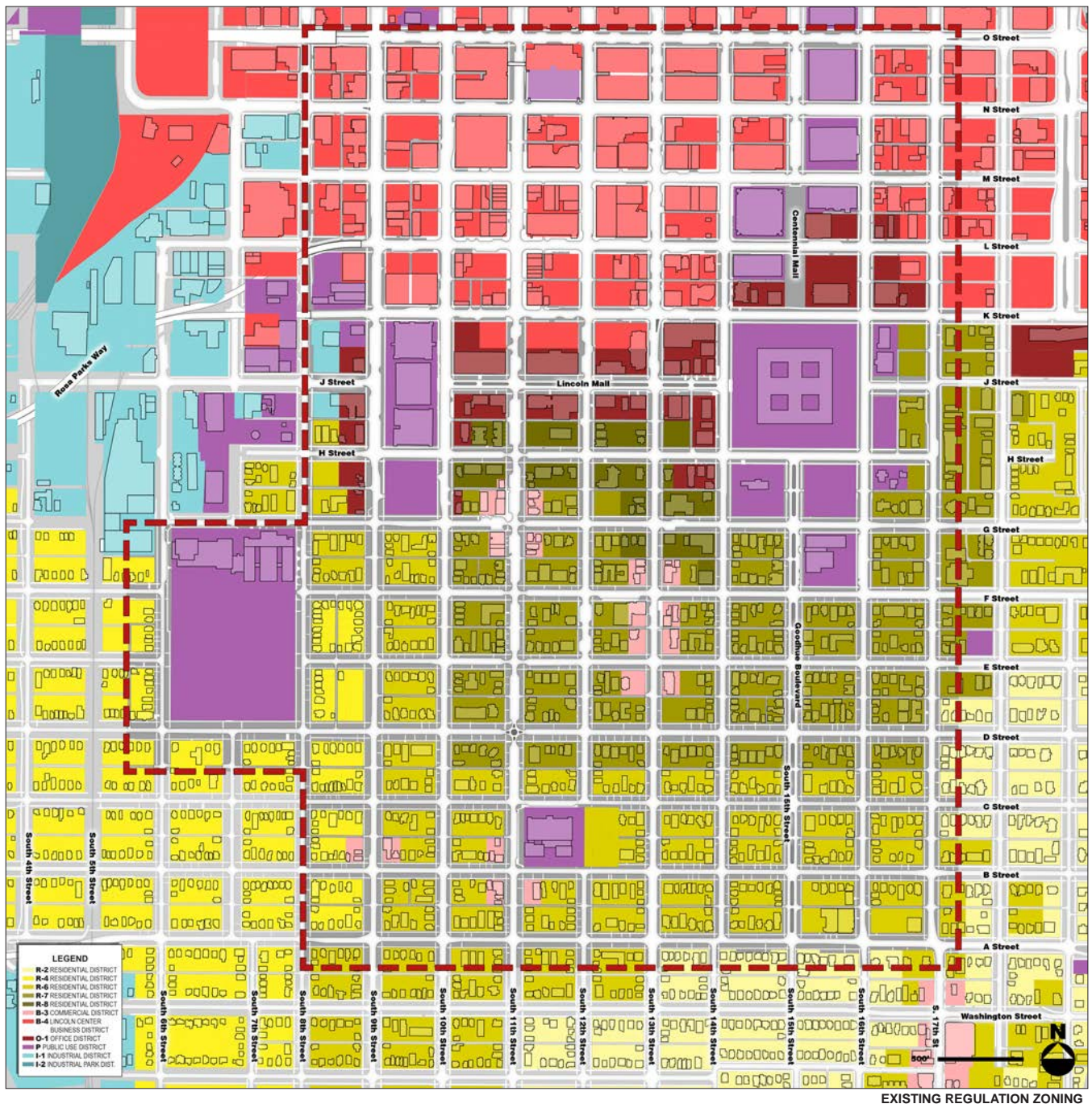
### Recommendation:

Consider developing a **Form-Based Code for the area** to align the Revitalization Plan with city codes, land-use and development plans, and to detail the development / preservation opportunities, adjust the parking requirements, and streamline the development review process.

Create a Form-Based Code to ensure that future development meets the aspirations of the Plan, program/use goals and recommendations. It ensures the preservation of the existing historical block structure and housing character.

The current codes do not meet the aspirations of the Revitalization Plan and need to bring the land use code and zoning into alignment with The Plan. The recommendation is for a Form-Based Code for the project area, which is defined by the Form-Based Code Institute as, “A land development regulation that fosters predictable built results and a high-quality public realm by using physical form (rather than separation of uses) as the organizing principle for the code. A form-based code is a regulation, not a mere guideline, adopted into city, town, or county law. It offers a powerful alternative to conventional zoning regulation. Form-based codes address the relationship between building facades and the public realm, the form and mass of buildings in relation to one another, and the scale and types of streets and blocks.”

The plan seeks to develop and implement a neighborhood housing code to have clear guidelines regarding demolition, rehabilitation, or infill of new housing in the project area to preserve the character of the existing neighborhoods. Ensure the best quality of life for residents through implementing and enforcing best management practices for reducing pollutants and requiring stormwater management standards. Expand current water reclamation programs and green infrastructure approach.



**LEGEND**

- R-2 RESIDENTIAL DISTRICT
- R-4 RESIDENTIAL DISTRICT
- R-6 RESIDENTIAL DISTRICT
- R-7 RESIDENTIAL DISTRICT
- R-8 RESIDENTIAL DISTRICT
- B-3 COMMERCIAL DISTRICT
- B-4 LINCOLN CENTER BUSINESS DISTRICT
- O-1 OFFICE DISTRICT
- P PUBLIC USE DISTRICT
- I-1 INDUSTRIAL DISTRICT
- I-2 INDUSTRIAL PARK DIST.

	R-2 Residential District
	R-4 Residential District
	R-6 Residential District
	R-7 Residential District
	R-8 Residential District
	B-3 Commercial District
	B-4 Lincoln Center Business District
	O-1 Office District
	P Public Use District
	I-1 Industrial District
	I-2 Industrial Park District

EXISTING REGULATION ZONING

**GOAL | *Build vibrant mixed-use districts and community centers to provide necessary retail, entertainment, and recreational services for residents, employees and visitors to ensure a diverse, multi-generational, and complete community that supports active, healthy and independent lifestyle choices.***

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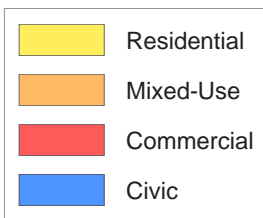
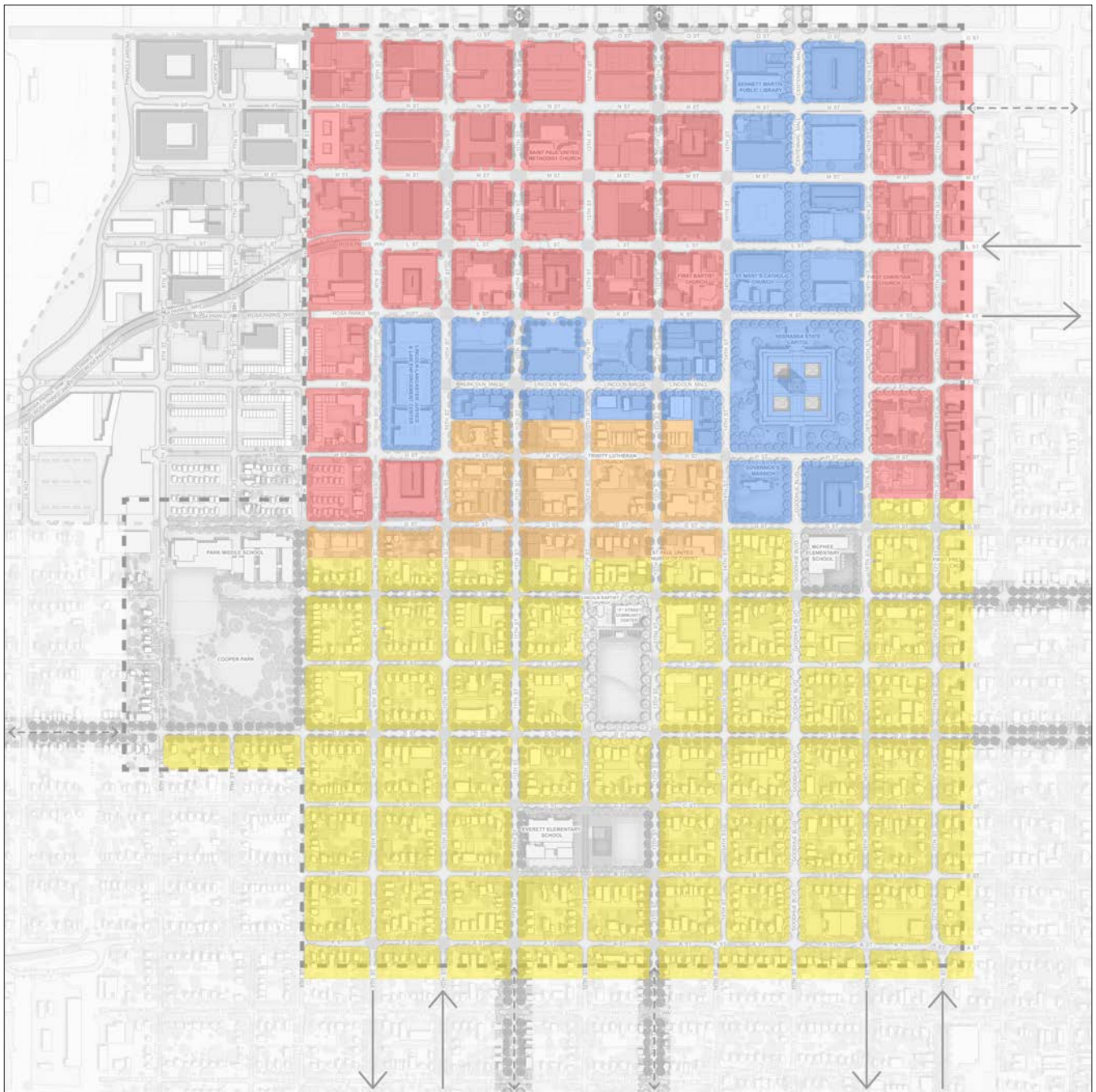
## INTRODUCTION

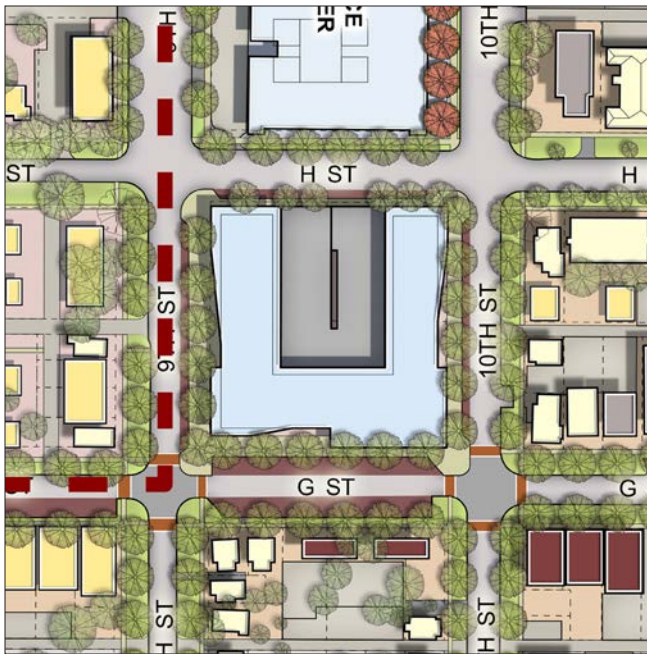
A strong, stable, and prosperous community is one that caters to the needs of residents and visitors for work, living, recreation, and entertainment. The project area currently has little retail, and the retail that is present is scattered and disconnected from the main corridors.

Through creating key commercial corridors and complete streets and concentrating amenities in certain nodes, there should be better accessibility and connections for residents and visitors to downtown, the university, and the amenities in the South of Downtown project area. In the project area certain streets play an important role as primary links between residents and amenities, and serve as the common space for public life and community interaction. These key streets should be redesigned and enhanced to meet the community's environmental, social, and economic goals, encourage community activity, create safety, uphold neighborhood identity, and connect residents with necessities and amenities. The Plan strives to create human-scaled, vibrant, and distinctive streets that enhance the character, navigability, safety, and accessibility of the South of Downtown area.

Another important aspect of the project area that needs significant improvement is the integration of all modes of transportation—including walking, biking, driving, and public transit. Mobility impacts individual economics, health, and quality of life and has a broader impact on the neighborhood environment, health, and economic prosperity.

*Section includes twelve (12) recommendations in no particular order.*





REVITALIZATION PLAN RENDERED PLAN | POTENTIAL GROCERY STORE



HAYMARKET



HAYMARKET

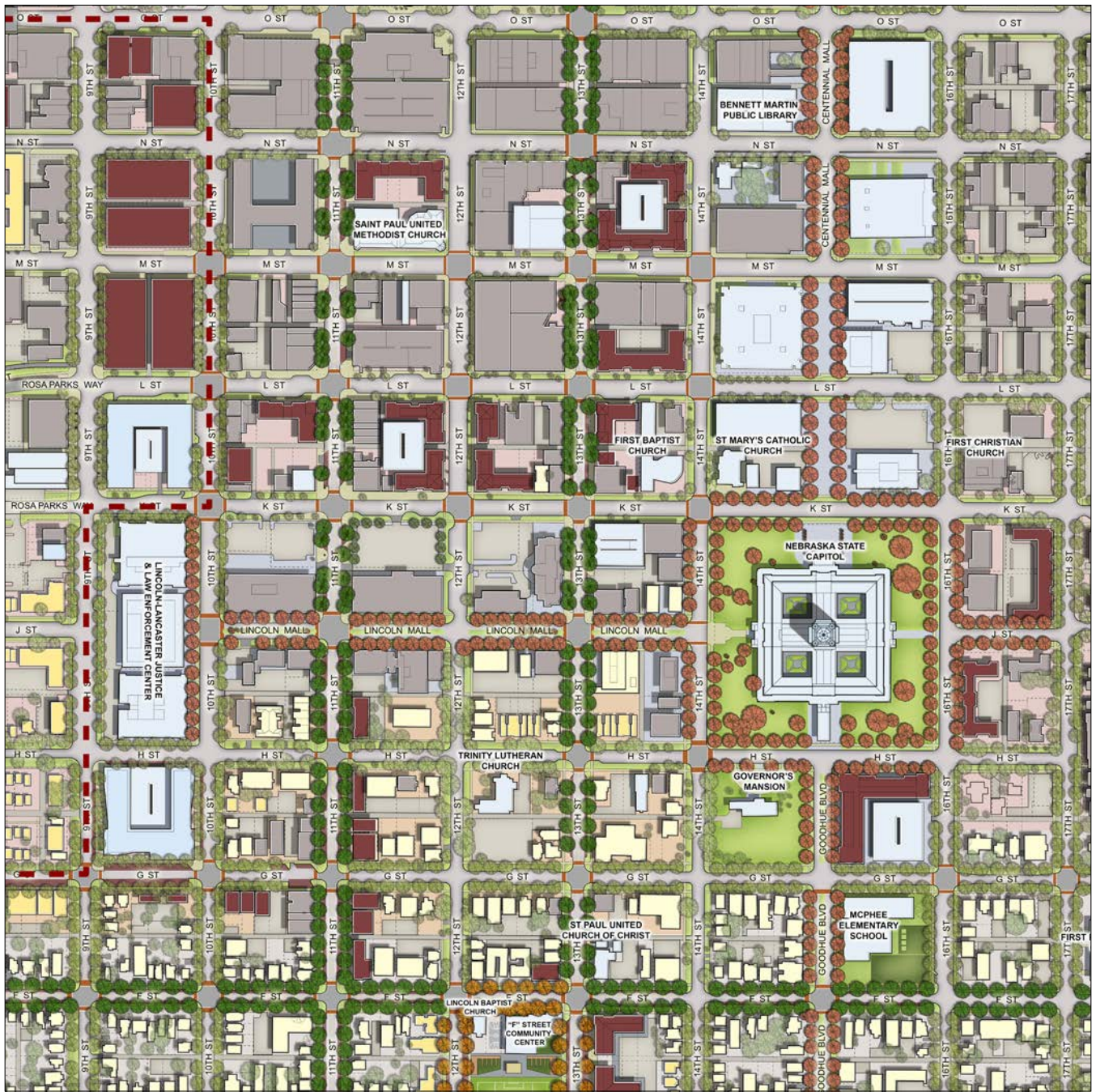
Recommendation:

**Expand the development of the Downtown area and the South Haymarket District with adjacent mixed-use development and an increase in the diversity of housing types and affordability.**

Infill downtown vacancy with mixed-use developments of 5+ stories that support the growing need of a greater variety of house types and lifestyle choices for the entire region. Infill development along G Street between 9th and 11th Streets that support mixed-use development on the south side of the street and a neighborhood grocery store on the corner. Over the redevelopment of 11th Street, transition the residential homes on the eastern side of the street into commercial between F Street and Lincoln Mall. Through having a variety of developments, there is the opportunity to use the block-by-block Housing Plan to allow for varied residential types and affordability. *(reference previous housing recommendation)*

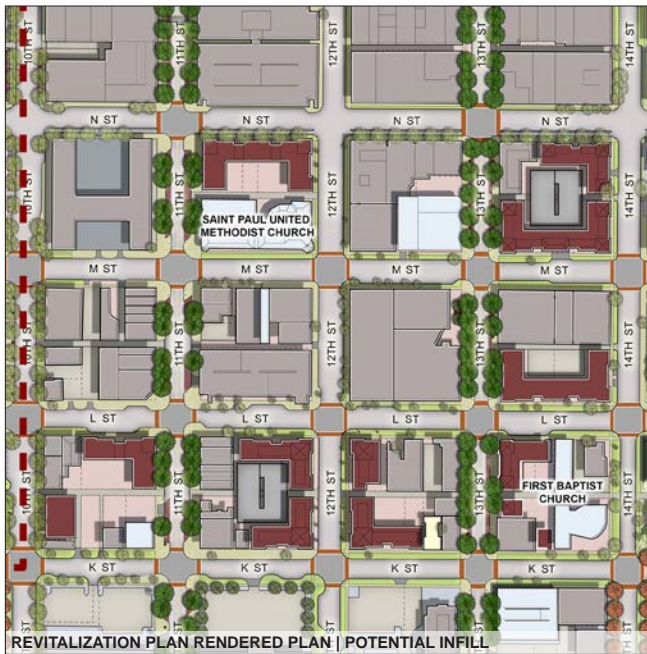
The proximity to the region's major employment, entertainment, and educational hub is a significant asset. The South of Downtown project area is positioned to potentially benefit from ongoing revitalization efforts Downtown. National trends suggest a growing segment of demand seeking urban living and housing within closer proximity to mixed-use areas.





SOUTH OF DOWNTOWN REVITALIZATION PLAN ZOOM SHOWING INFILL POTENTIAL

[Note] The above map depicts potential projects and area improvements based upon community needs and aspirations.



Recommendation:

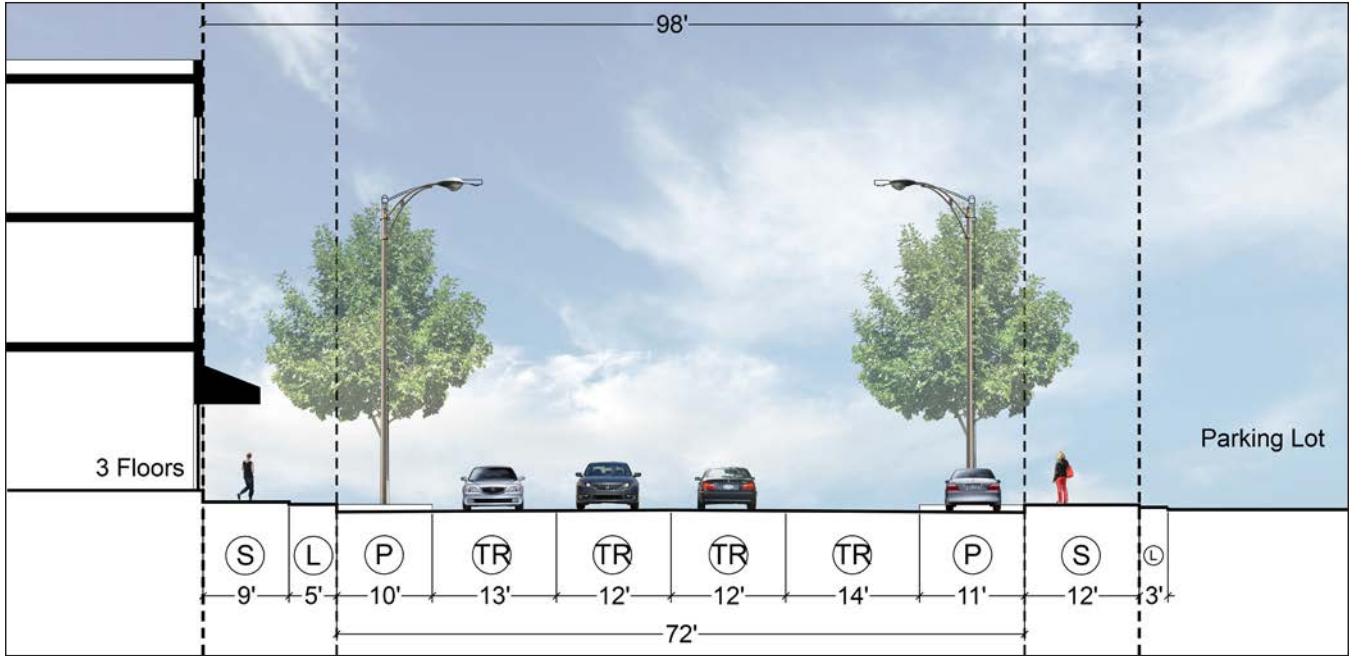
**Expand the vibrancy of** downtown by ensuring all new development north of Lincoln Mall has ground floor commercial / retail with a focus on creating great retail streets along 11th, 13th and G, L, M, N, and O Streets.

Throughout the planning process, one of the top issues raised by residents was a lack of a broad spectrum of amenities in the urban core. The Plan suggests two major retail streets along the entirety of 11th and 13th Streets. 11th Streets improvements include gradually replacing the housing between F and H Streets with mixed-use commercial development to better serve the needs of residents, and implementation of diagonal parking on both sides of the street to accommodate new commercial businesses. The recommended retail on 11th Street north of J Street should be done with consultation with the Downtown Lincoln Association and as a part of the Downtown Lincoln Master Plan to help facilitate the project's success. 13th Streets improvements include a mixed-use affordable housing development between D and F Streets to accommodate the housing being lost in the expansion of the F Street Community Center. The housing development should be between 3-5 stories to allow for a one-to-one replacement, together with ground floor retail to support the project area. By creating a continuous storefront of mixed-use development there should be ample space to ensure the character of the street allows for pedestrian scale retail with outdoor seating.

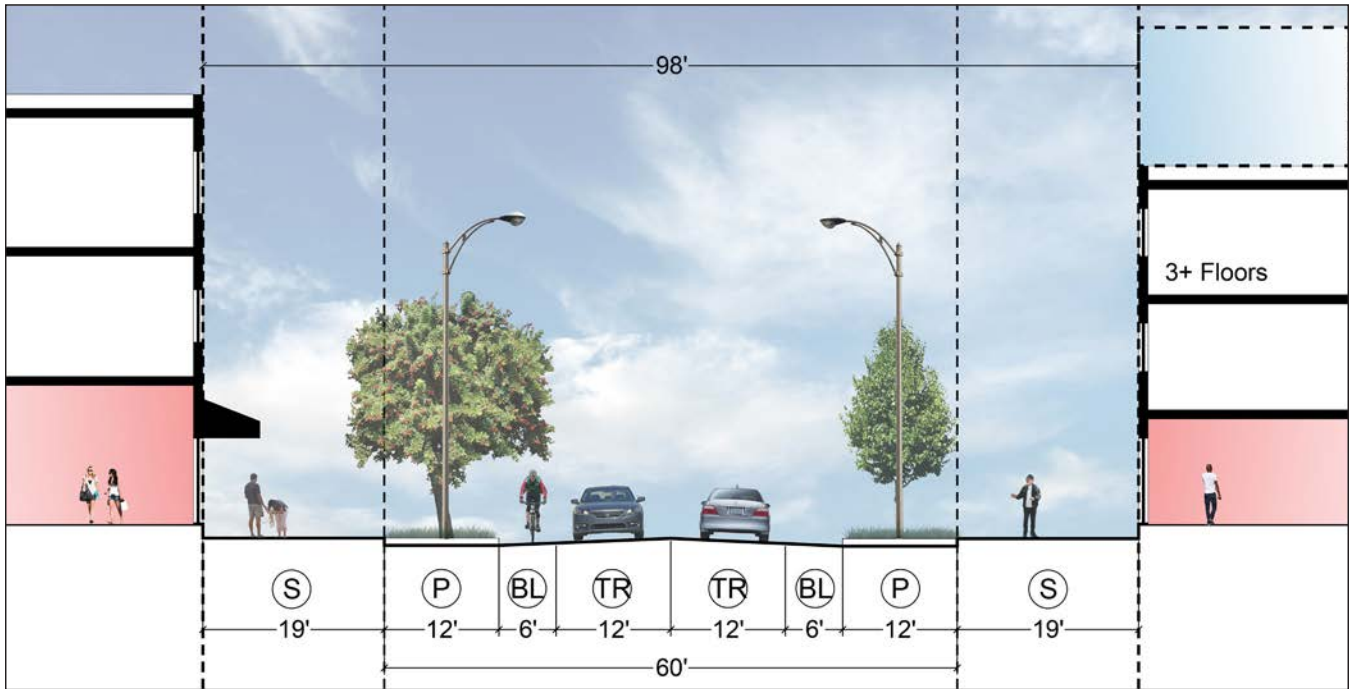
Implement wayfinding signage throughout that allows for easy connection of users throughout downtown and connecting to trails and paths to the residential district.



# Streetscape Improvements



**Existing Conditions:** 13<sup>th</sup> Street between L Street & K Street



**Proposed Enhancements:** 13<sup>th</sup> Street between L Street & K Street

- Ground floor retail
- Sidewalk improvements including increased width to allow for outdoor seating and street lighting
- Wider tree lawn
- Diagonal, permeable paved parking
- Northbound and southbound designated bike lanes
- Infill mixed-use, midrise building on east side street
- Upper floor residential units



REVITALIZATION PLAN RENDERED DETAIL

Recommendation:

Foster the ongoing development and **beautification of adjacent portions of the Capitol Environs District** (Lincoln Mall and Goodhue Boulevard) with civic buildings and mixed-use development supported with well-landscaped boulevards, plazas and parks.

In its current state, the Capitol District is lined with large residential buildings that are in need of repair and lack the proper street beautification measures to make it a desirable destination spot. The Capitol District requires the development and execution of a proper ongoing beautification and redevelopment strategy of both the civic and office environment along with street improvements to increase actual and perceived safety of the area.

Continue the Capitol District improvements with the infill of civic or office use building and parking structure at Goodhue Boulevard and H Street to serve the new and surrounding buildings.










LINCOLN MALL



WEST SIDE CAPITOL ENTRANCE



SOUTH OF DOWNTOWN REVITALIZATION PLAN ZOOM SHOWING INFILL POTENTIAL

	Existing Mixed-Use [5+ Floors]
	New Mixed-Use [3+ Floors]
	Existing Civic/Institutional/Office
	New Civic/Institutional/Office
	Existing Residential
	New Residential
	Industrial

[Note] The above map depicts potential projects and area improvements based upon community needs and aspirations.



MULTIPLEX RESIDENCE



SINGLE FAMILY HOME



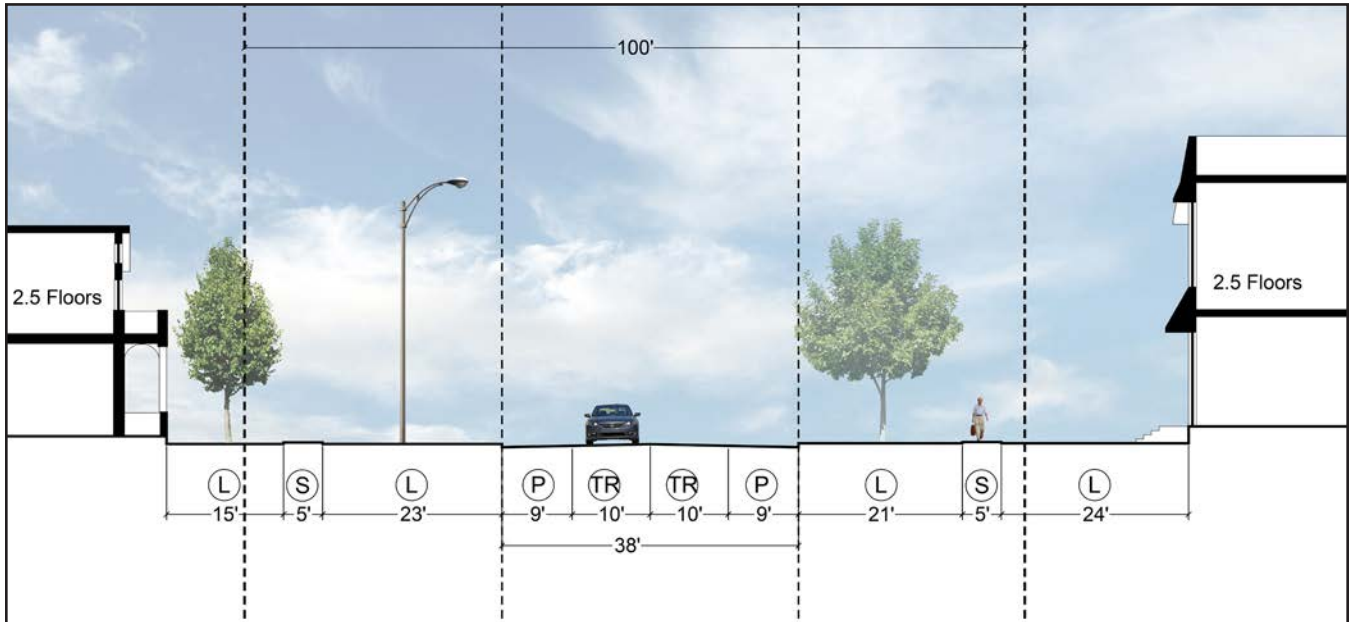
MULTIPLEX RESIDENCE

## Recommendation:

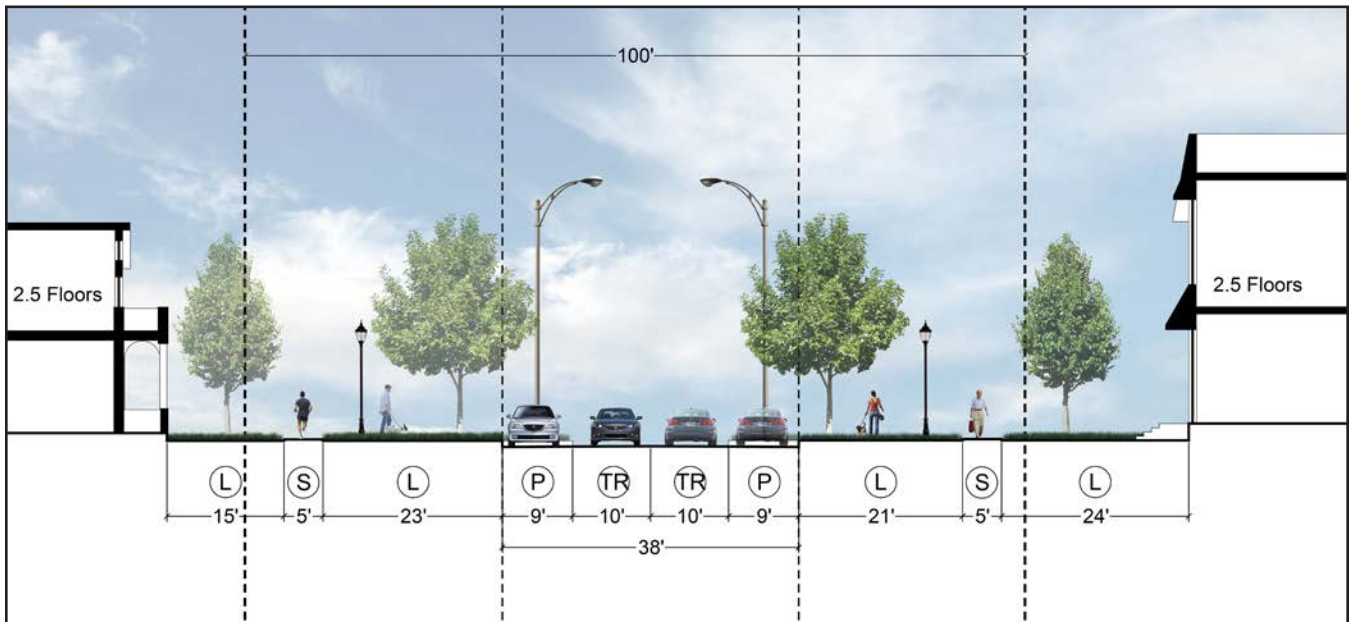
Improve the residential **neighborhood south of G** Street through preserving high-quality historic housing and infilling as needed with a diversity of housing types and affordability.

Ensure the preservation of the existing historical character of the area and require that new buildings are contextual and appropriate for the area in program, scale, and design. Continue to maintain and improve the street surface conditions, area signage, and visibility for pedestrians along 11th and 13th street in order to maintain a vibrant, safe, walkable residential community. Preserve the existing street grid, alley grid, tree lawn, sidewalk structure, historic homes. Provide new housing types compatible with the majority of the area with interiors that address the needs of a wide mix of unit types. Provide and enhance gradual transition northward from predominately single-family neighborhoods to mixed-use neighborhoods above F Street.

# Streetscape Improvements



**Existing Conditions:** F Street between 11<sup>TH</sup> Street & 12<sup>TH</sup> Street



**Proposed Enhancements:** F Street between 11<sup>TH</sup> Street & 12<sup>TH</sup> Street

- Streetscape improvements
- Increased pedestrian and street lighting
- Tree Canopy



DOWNTOWN CONNECTION



DOWNTOWN CONNECTION



9<sup>TH</sup> & G STREET INTERSECTION

Recommendation:

Improve the interconnection **of the neighborhoods with Downtown, the University, and adjacent recreational/entertainment amenities** along complete street corridors of 11th and 13th Streets and A, D, F, and G Streets.

Complete streets are those that play an integral role in shaping a livable, safe, attractive community for all people regardless of age, ethnicity, income, or ability by allowing convenient access throughout the community for all forms of transportation—including pedestrian, bicycles, cars, and public transit.

The Plan focuses improvements along key streets to ensure that they are designed and operated to enable safe access for multimodal use and multigenerational users. The focus on 11th, 13th, A, D, F, and G Streets is to ease and increase safety of connectivity to and throughout the project area.

Downtown mixed-use complete streets such as 11th and 13th past G Street serve a more diverse variety of land uses and users. These streets have to support a wide mix of retail, office, commercial, entertainment, and residential uses, and support a lively public realm with greenspace, street furniture, outdoor café and restaurant seating, plazas, and public art to active the space.

The function of these complete streets within the residential project area varies slightly throughout. 11th and 13th between and D and G Streets serve as both main streets and connectors. These streets are dominated with ground floor commercial/retail and utilize upper floor space for housing. The clustering of commercial allows for residents to stay within the community to get daily essentials. The new commercial space allows for local small business owners to stay within the neighborhood. Specifically on 13th Street between D and F and 11th Street between F and H Streets, the street is pedestrian-



friendly with wide sidewalks, street lighting, wide tree lawns, and permeable parking that caters to short-term local parking for the businesses. 11th and 13th Main Street sections are to be used as meeting space for residents by supporting gathering and community events (i.e. Art shows, festivals, concerts, farmers market). As connectors, 11th, 13th, A, and D Streets multimodal street network allows for ease of commute to and through the project area. Within the residential portion of the project area, the redesign of the streets is centered on pedestrian safety and contribute to a high quality of life through lighted sidewalks, tree lawns and ample trees, slower traffic, transit stops, access to community centers or hubs, well defined walking and bicycling trails, and nearby parks or plazas for people to play.



16<sup>TH</sup> STREET ONE-WAY CONNECTION



10<sup>TH</sup> STREET ONE-WAY CONNECTION



17<sup>TH</sup> STREET ONE-WAY CONNECTION

## Recommendation:

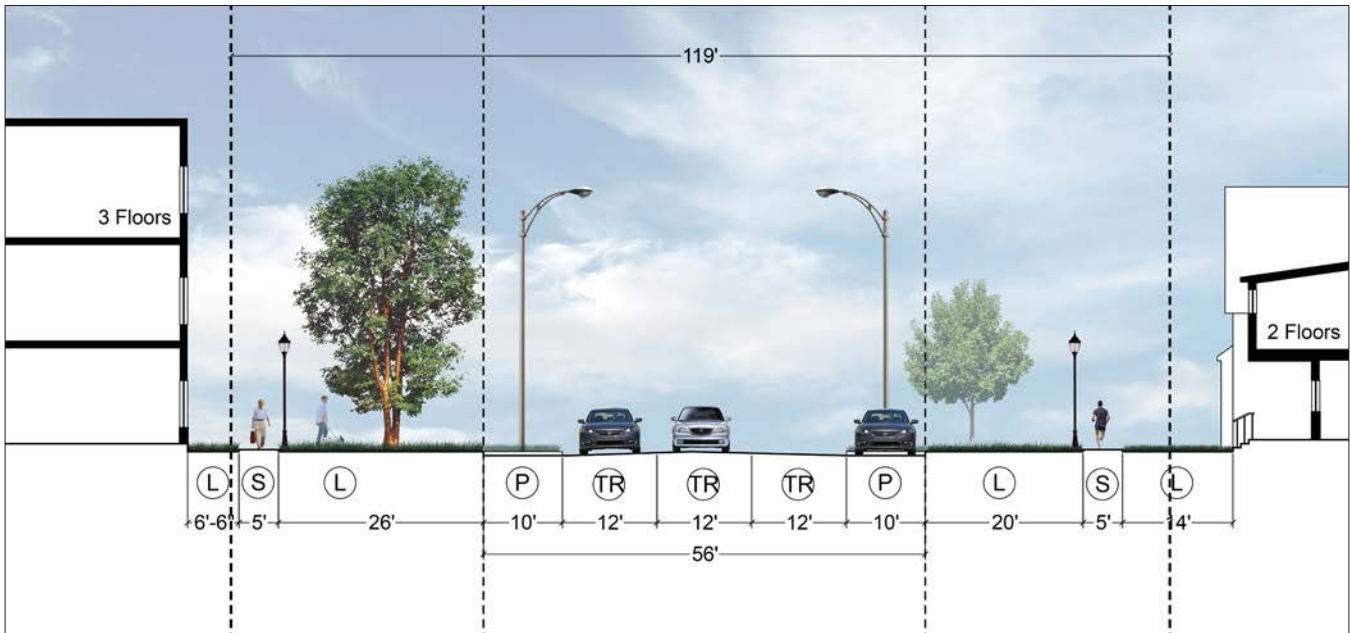
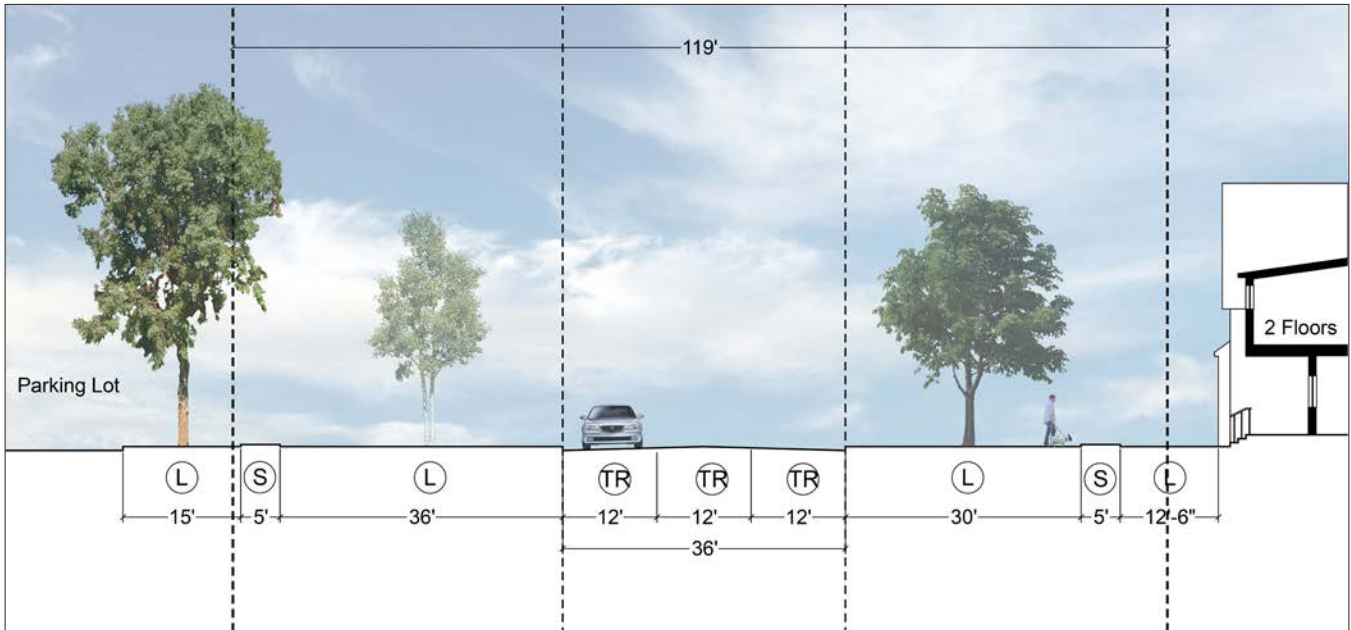
Maintain the one-way pair **system of 9th/10th and 16th/17th Streets** and provide safe pedestrian crossing points at key intersections and a flexible parking strategy.

The Plan calls for retaining 9th, 10th, 16th, 17th, K, and L Streets as one-way pairs but to focus on increasing safety for pedestrians and bicyclists along these streets. The safety measures being suggested include: improving traffic control; implementing signalized crosswalks at key intersections; and creating a parking strategy that caters to the fluctuation in traffic flow due to events.

Due to 9th and 10th streets servicing the stadium on games days, special traffic conditions should be created to support the influx of traffic going through the project area.

Work with the City, the streets department, traffic engineers, and pedestrian and bicyclist expert to transform the operations of important intersections to ensure the safety and comfort of pedestrians and bicyclist with longer signal timing, painted and lit crosswalks, and improved waiting areas.

# Streetscape Improvements



- Infill mixed-use, midrise development
- Sidewalk improvements including increased width and pedestrian and street lighting
- Street parking with raingarden bump outs
- Traffic calming measures
- Special game day traffic signs
- Ground floor retail
- Upper floor residential units

### Recommendation:

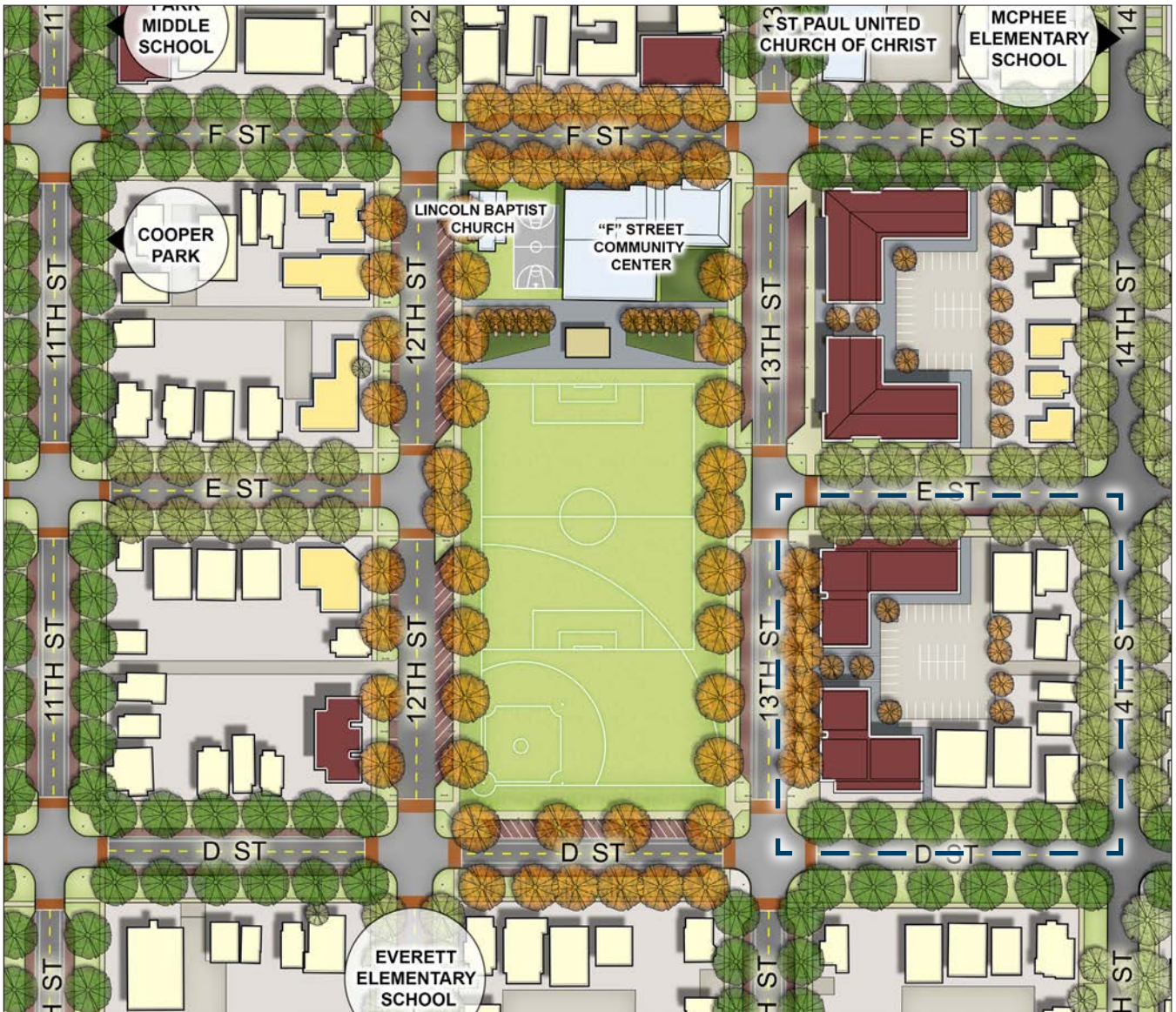
Expand the outdoor recreational, educational, and community program opportunities at the F Street Community Center by developing a multipurpose, programmed active recreational field, playground, community gardens, and community gathering space.

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Looking toward the future of the project area, the addition of more public and recreational spaces and neighborhood amenities are required to support the current and growing population. Residents expressed the need to increase neighborhood active recreational park space with enhanced programs, spaces for intergenerational activities, multisport fields, and multipurpose areas allowing for outdoor events that would serve the current and future needs of this growing community through incorporating a wide variety of uses, programs, and events to ensure activation throughout the day and year.

The Plan proposes to develop and expand the capacity of the F Street Community Center to have increased space for recreational fields and outdoor public activities and events, and through positioning it as a community hub for support and social services. Through increasing physical facilities held by the F Street Community Center it will be better positioned to increase the number and diversity of people participating in public events, outdoor festivals, etc. The value in increasing the available recreational space in the project area not only services the F Street Community Center but allows for greater collaboration between the F Street, the CLCs, and churches to expand available venues and create opportunities for community gathering and participation.

The expanded F Street Community Center should have baseball fields, soccer fields, basketball courts, amphitheater, playground, walking track, and a community garden. By increasing the public recreational space, there is community space to host



sports games, community leagues, public concerts, farmers markets, festivals, public art events, etc. that cater to the diversity of residents.

***[Note] The above map depicts potential projects and area improvements based upon community needs and aspirations.***



**Existing Conditions:** Expanded F Street Recreational Facilities



**Proposed Enhancements:** Expanded F Street Recreational Facilities



F STREET COMMUNITY CENTER EXPANSION RENDERING | INFRASTRUCTURE

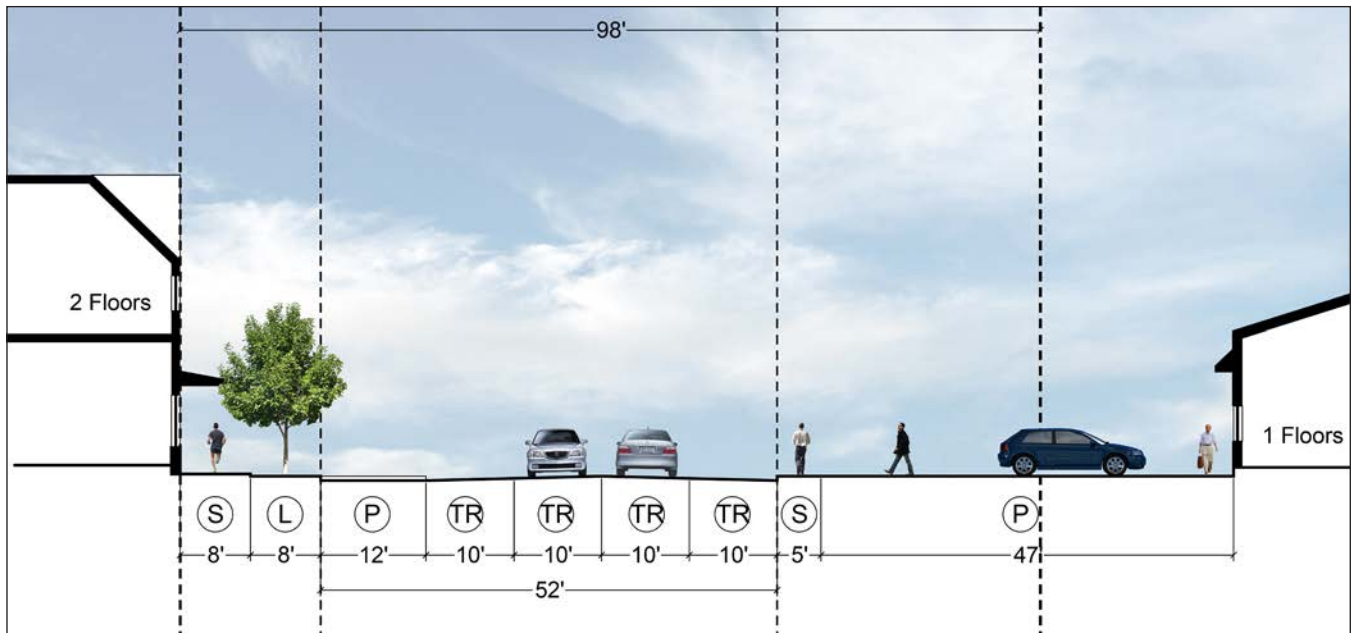


F STREET COMMUNITY CENTER EXPANSION RENDERING | DAILY USE

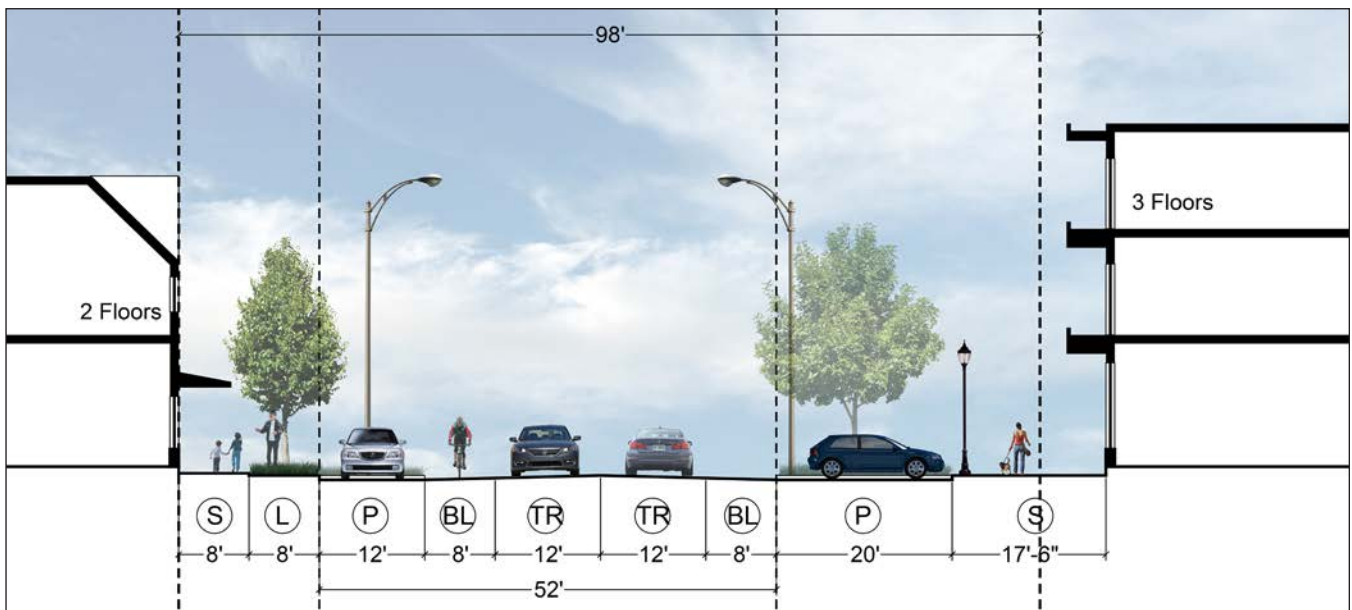


F STREET COMMUNITY CENTER EXPANSION RENDERING | SPECIAL EVENT STREET CLOSURE FOR FESTIVAL

### Option 1



**Existing Conditions:** 13<sup>th</sup> Street between F Street & E Street



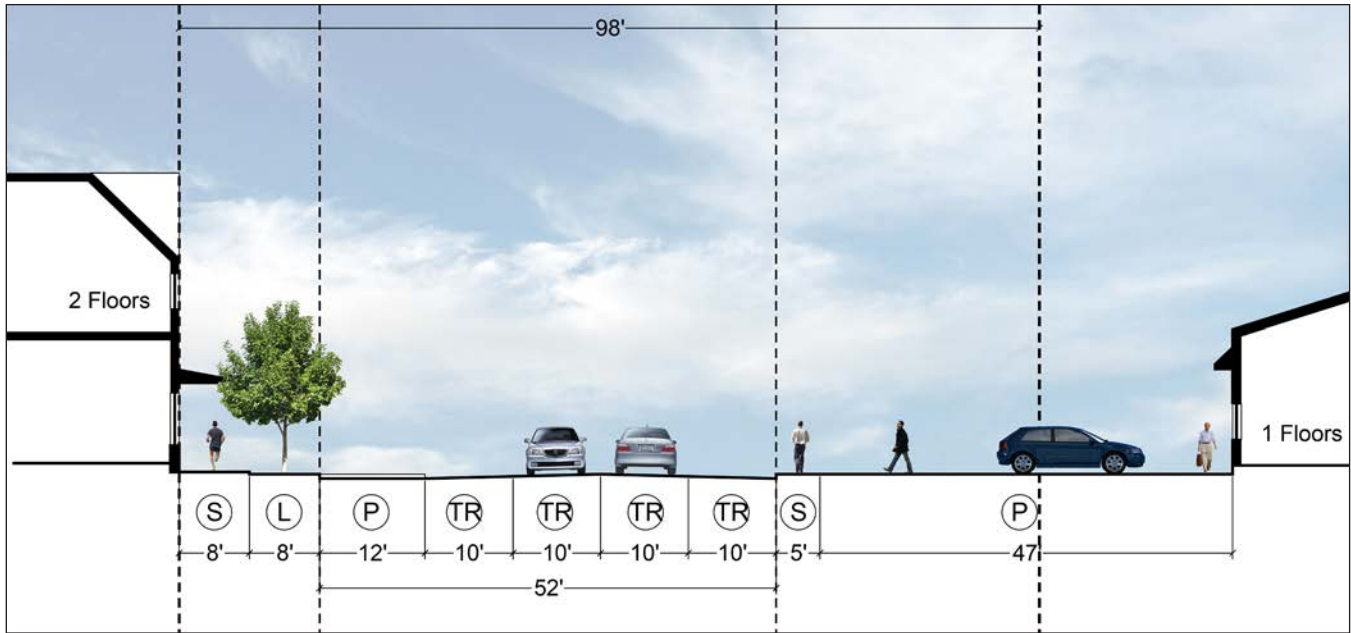
**Proposed Enhancements:** 13<sup>th</sup> Street between F Street & E Street

- F Street Community Center Expansion including: sports fields and courts, community garden, outdoor pavilion, playground, seating, and lighting.
- Sidewalk improvements including increased width and pedestrian and street lighting
- Diagonal, permeable paved parking for recreational park and commercial patrons
- Northbound and southbound designated bike lanes
- Wider vehicle travel lanes
- Ground floor retail
- Upper floor residential units
- New, increased residential housing

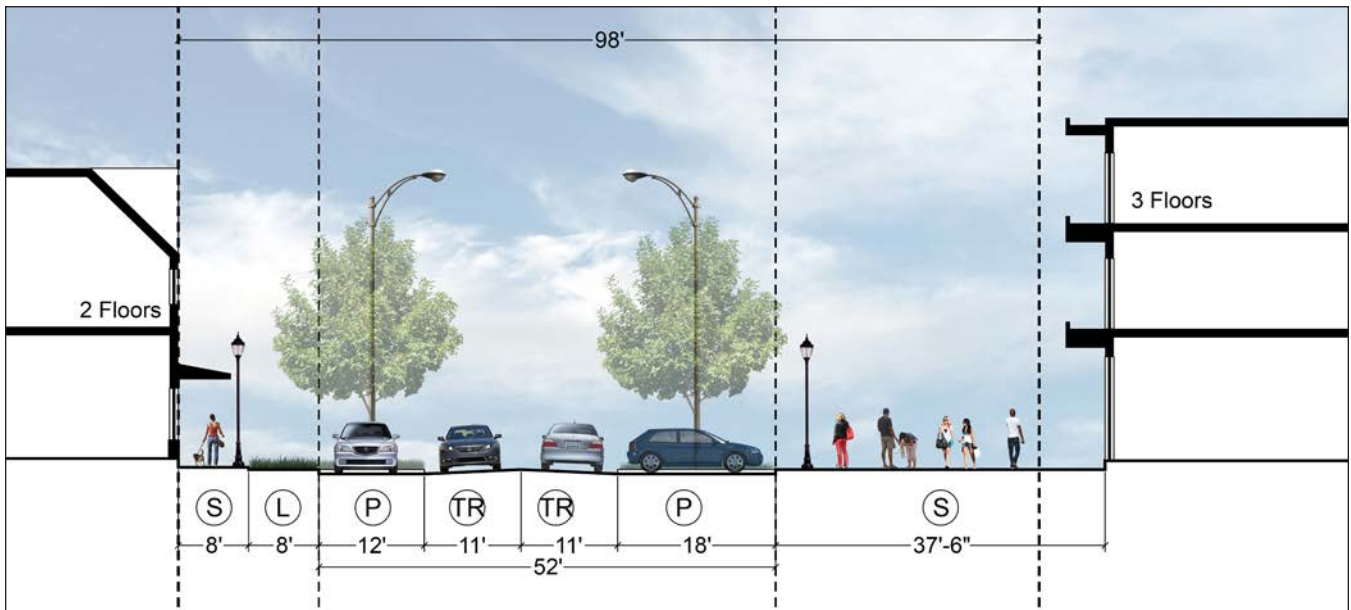


# Streetscape Improvements

## Option 2



Existing Conditions: 13<sup>th</sup> Street between F Street & E Street



Proposed Enhancements: 13<sup>th</sup> Street between F Street & E Street

- F Street Community Center Expansion including: sports fields and courts, community garden, outdoor pavilion, playground, seating, and lighting.
- Sidewalk improvements including increased width and pedestrian and street lighting
- Diagonal, permeable paved parking for recreational park and commercial patrons
- Wider vehicle travel lanes
- Ground floor retail
- Upper floor residential units
- New, increased residential housing

## Recommendation:

Develop a Great Streets and Public Places Program to maintain and improve walkability and pedestrian safety, bikeability, upgrade street lighting, improve alleys and street pavement, and the provision of green infrastructure, landscaping and street tree reforestation.

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Implement a Great Streets Program that should serve as a way of expanding the way that the community thinks about and uses their streets. Currently, the main arterial roads solely serve the purpose of moving cars quickly through the project area instead of acting as an opportunity to increase economic and social benefits within the community by serving as interesting, lively, and attractive streets that support all modes of transportation. The design of the residential streets should maintain historic characteristics, but include key improvements for walkability, bikeability, environmental health, issuing strategies such as improved sidewalks, bike lanes, permeable parking, improved street pavement, street trees, better lighting, green infrastructure etc.

As bicycling becomes a more common choice for daily transportation and recreational exercise, safe and user-friendly bicycle infrastructure is an essential aspect of the public realm. Improved bicycle infrastructure should link housing, jobs, transit, parks, and entertainment to make a more compact, accessible, and environmentally friendly area. The Plan looks to expand the dedicated bike lanes along 11th, 13th, and D Streets in both directions to allow for connection all the way to the university as well as to surrounding neighborhoods and amenities. In addition, designated safe routes to school and parks programs should be developed and implemented to connect the CLCs to both Cooper Park and the expanded F Street Community Center.

Due to the lack of a current up-to-date reforestation plan, a comprehensive plan is vital to ensuring that mature and dying trees are replaced cared for so

that they can grow over the life of the Plan to ensure that the current street character is not compromised, increase biodiversity and habitat, and increase street tree numbers and canopy coverage in parts of the project area where it is sparse. In the downtown district, the reforestation plan should extend the current planting system of placing larger trees in bump out planters, with pedestrian lighting, and angled parking. In the residential neighborhood, areas lacking complete streets should be modified by designing around the existing mature trees for infill permeable angled parking. Some additional measures include: repairing of alleyways, street and sidewalk pavement maintenance, placement of utilities below grade, and extending pedestrian and street lighting throughout.



LANDSCAPING

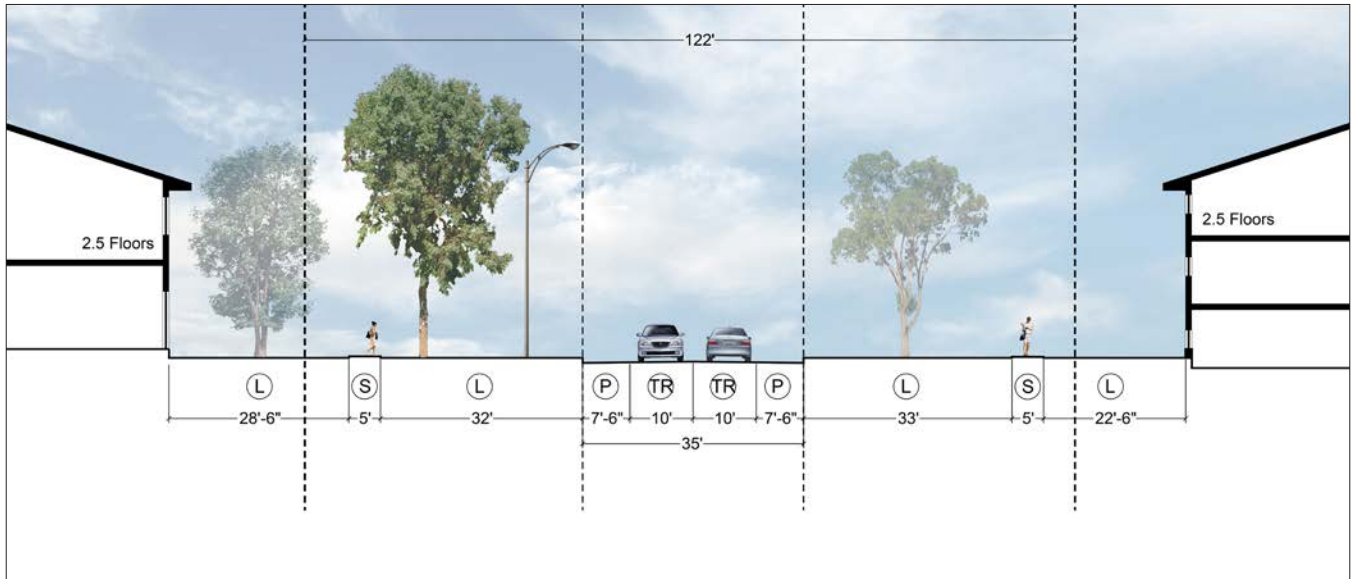


STREET FURNITURE

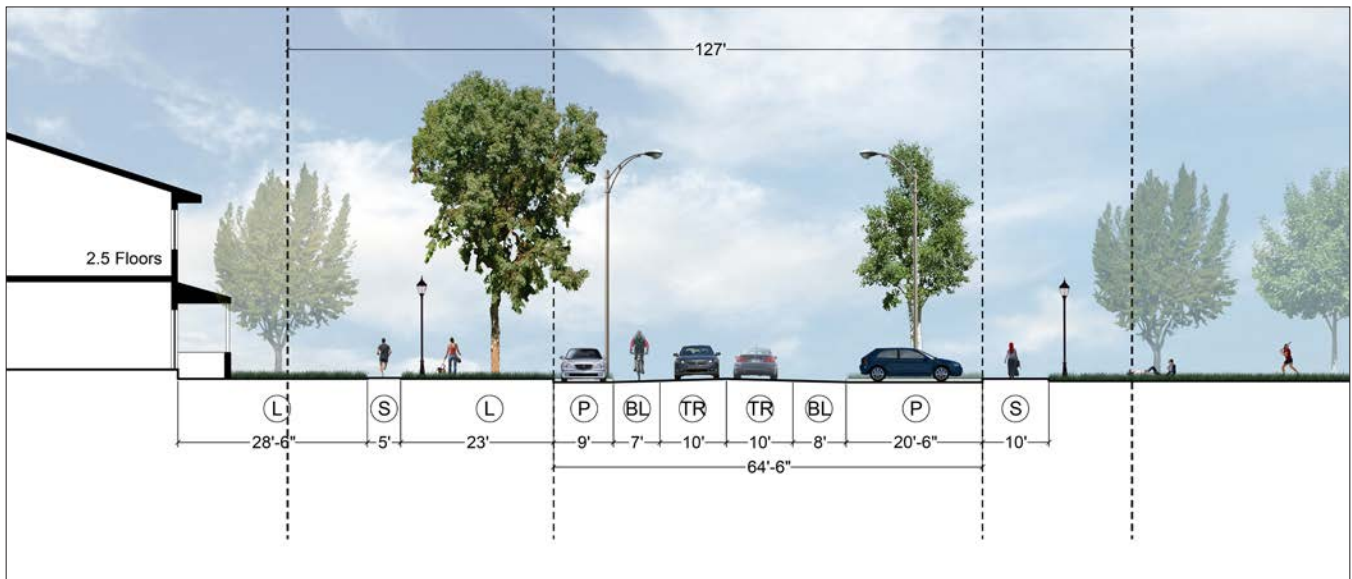


STREET IMPROVEMENTS

# Streetscape Improvements

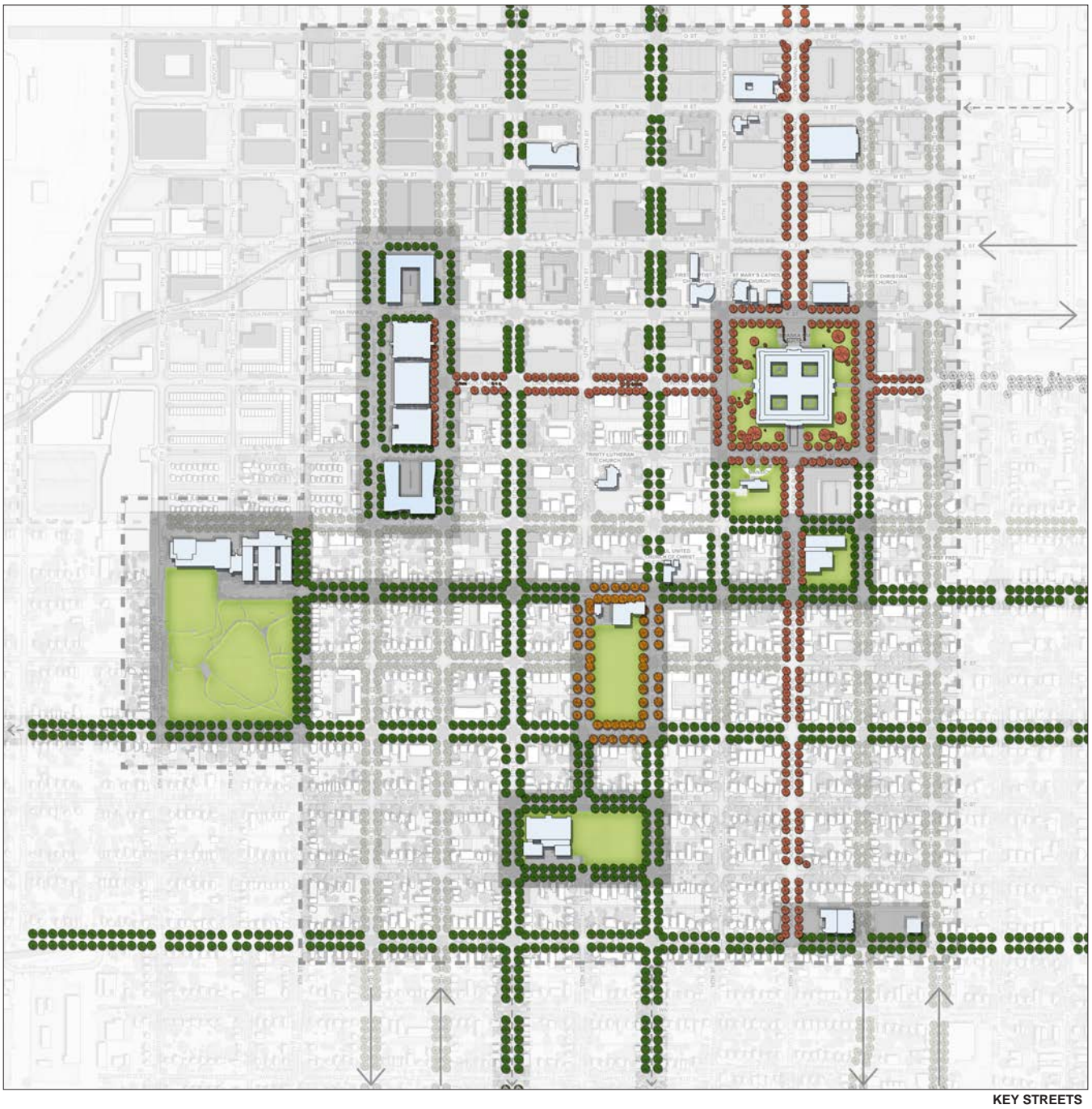


**Existing Conditions:** D Street between 12<sup>TH</sup> Street & 13<sup>TH</sup> Street



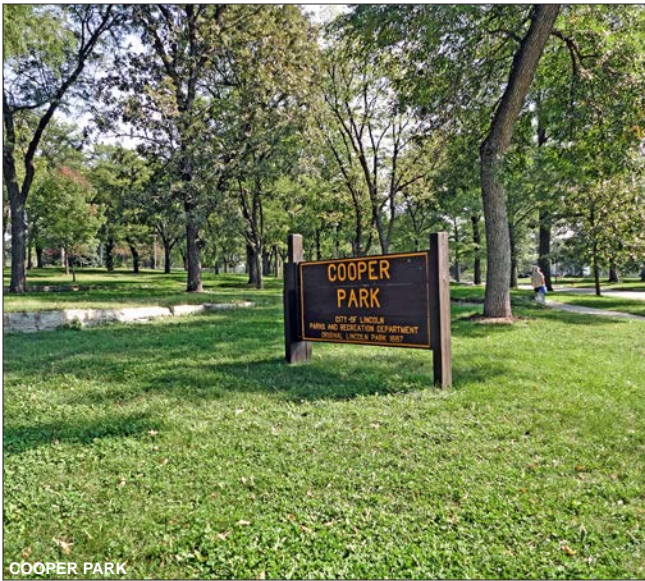
**Proposed Enhancements:** D Street between 12<sup>TH</sup> Street & 13<sup>TH</sup> Street

- F Street Community Center Expansion including: sports fields and courts, community garden, outdoor pavilion, playground, seat-ing, and lighting.
- Sidewalk and tree lawn improvements including tree canopy, pedestrian, and street lighting
- Diagonal and parallel permeable-paved parking for recreational park and commercial patrons
- Eastbound and westbound designated bike lane
- Wider vehicle travel lanes
- Ground floor retail
- Reuse of residential buildings for commercial uses to maintain neighborhood character



KEY STREETS

[Note] The above map depicts potential projects and area improvements based upon community needs and aspirations.



COOPER PARK



COOPER PARK



COOPER PARK

## Recommendation:

Maintain and improve the **facilities and landscapes in** Cooper Park to offer increased community gathering amenities and multicultural and intergenerational programming.

Due to 9th/10th Streets one-way pair, the project area is divided which prevents residents to the east of the division from seeing Cooper Park as a part of their neighborhood. In addition, residents said that Cooper Park doesn't currently meet the needs of the community.

To improve perception of safety and increase use, Cooper Park needs to have an active maintenance and improvement plan, have improved quality and quantity of facilities being offered, and cater to being a safe, multigenerational, multipurpose green space in the project area. All improvements to the park should be kept in line with the character of the project area through the use of native plantings and trees.

The plan suggests a design, implementation, and programming plan is created for Cooper Park that begins from suggestions collected from residents throughout the planning process so that the park better serves their needs. It is important that throughout the design process to ensure that the park fulfills ecological, environmental, social, and economic goals of the community, and works closely with the Parks and Recreation Department to ensure that there is adequate funding for the park renovations.

Recommendation:

Improve transit service within **the project area and provide effective connections** to Downtown, University of Nebraska-Lincoln, adjacent recreational amenities, regional job centers, and health care facilities.

The area currently suffers from a lack of public transit that adequately serves the typical employment schedules of those living and working within the project area. There is a need for services to run later, more frequently, with less transfers, and to more locations within the project area. The community would greatly benefit from extending the current internal shuttle services and better connecting the services to key public amenities which would foster the transit system's ability to grow as the community grows.



11<sup>TH</sup> STREET DESIGNATED BIKE LANES



DESIGNATED BIKE LANES



11<sup>TH</sup> STREET DESIGNATED BIKE RACKS



NEIGHBORHOOD PARKING STRATEGY



DOWNTOWN PARKING



DOWNTOWN PARKING

### Recommendation:

Develop a parking strategy to ensure that the residential neighborhood is not being overburdened with downtown parking spill over, especially when the state government is in session.

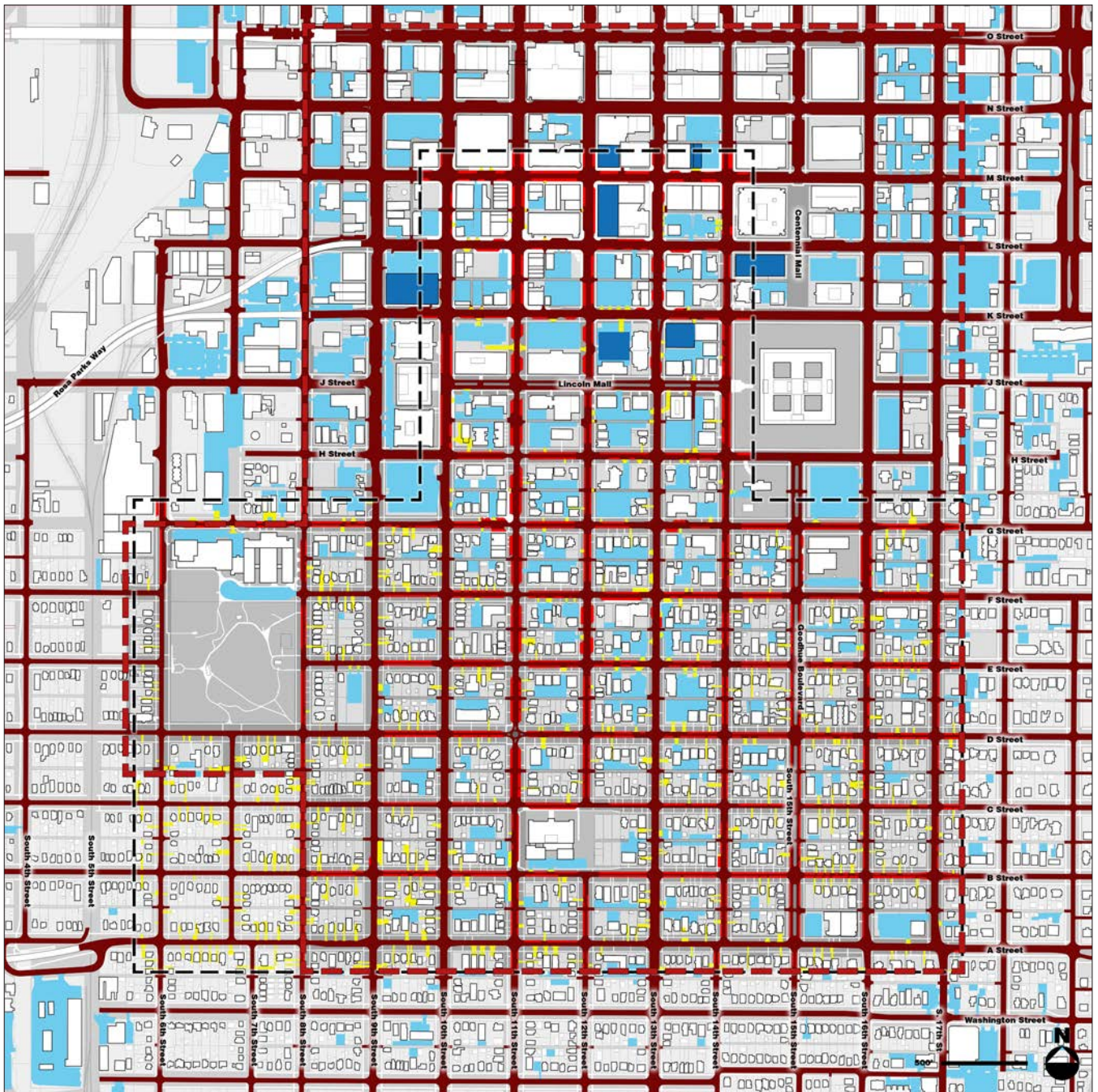
The close proximity of the project area to Downtown, The Capitol and government center, and the University results in a great deal of parking congestion. The development of a parking strategy would allow for more structured parking downtown and in the government center where high volumes occur and a permit district in the residential areas. The neighborhood parking strategy should be implemented through a multi-phased approach.

The parking requirements should include increased garages in the downtown district, permits for the residential, meters, public parking facilities, and a funding strategy to ensure that redevelopment has enough parking within the new strategy. Ensure the alleys are reconstructed and residential parking is provided off the alley.

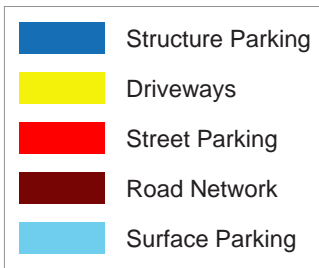
The road infrastructure should accommodate on-street parking such that it can be maximized in commercial areas. The Plan sees most streets as having a combination of angled and parallel on-street parking on both sides of the street in order to maximize available parking. In the residential portions of the project area, the plan suggests the parking remain parallel parking due to the nature of residential streets, their capacity, and their available right-of-way width. This parking strategy would call for the addition of stall stripping and added signage.

Implement a parking and permit program or parking management districts. Create a comprehensive parking strategy and work with the City to ensure that the parking needs do not disrupt or compromise the street character and urban form that is desired by the residents.





ACCESS & PARKING



## Recommendation:

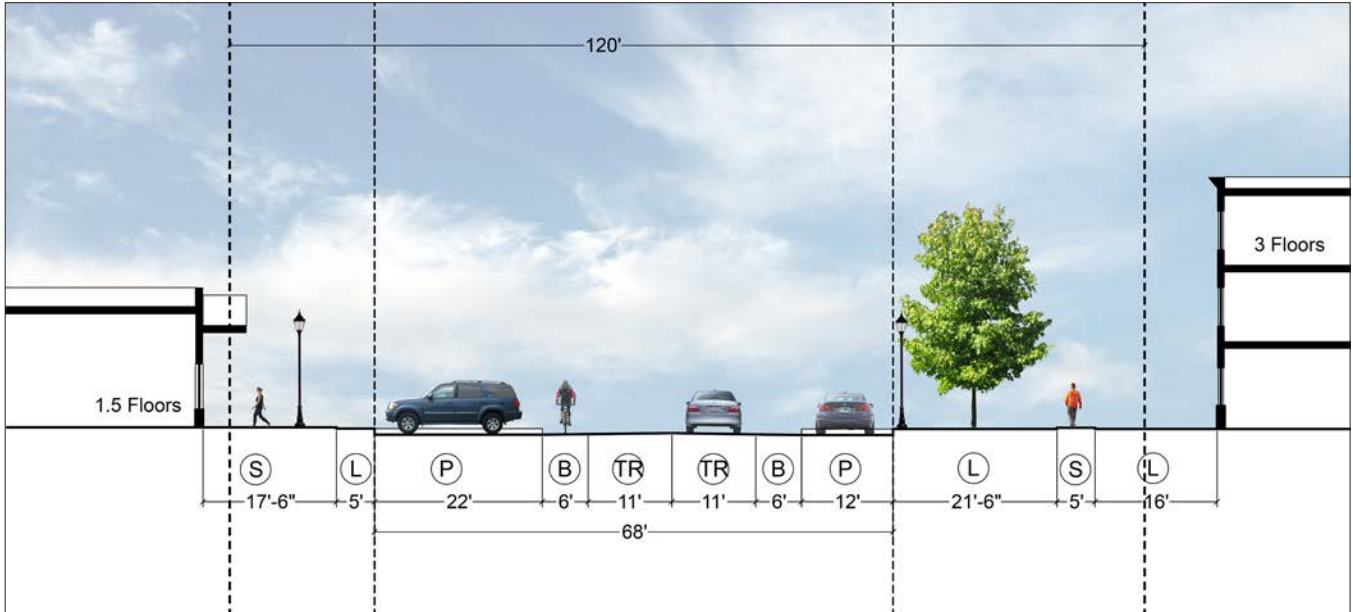
Improve the residential neighborhood by providing mixed-use neighborhood service areas at 11th/G Streets, 14th/B Streets, and 11th/B Streets.

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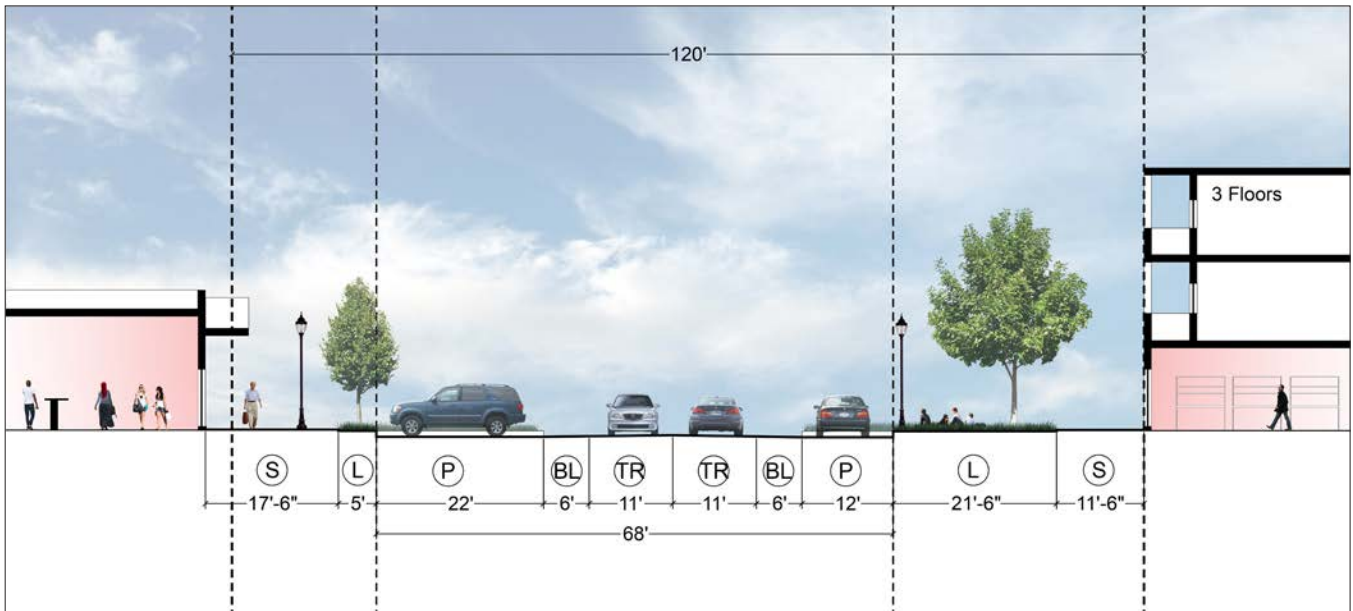
Work with the property owners and other stakeholders to create a timeline for redevelopment of these service areas to infill more mixed-use commercial into the neighborhood.

There is a need to increase commercial and retail along with improving the current and future retail environment. Currently the South of Downtown area is primarily occupied by residential, but there is a need for smaller-scale retail that serves the local community. The Retail Market Gap Analysis for the South of Downtown area indicates preferences for grocery stores, general merchandise, hardware, and other retail need based stores. These results are likely effected by the large student population and younger households living in the area. From stakeholder interviews, focus group meetings, public meetings, public engagement, social media, etc. we have also documented the need for grocery stores, restaurants, varied retail options, general goods stores, and art galleries.

# Streetscape Improvements

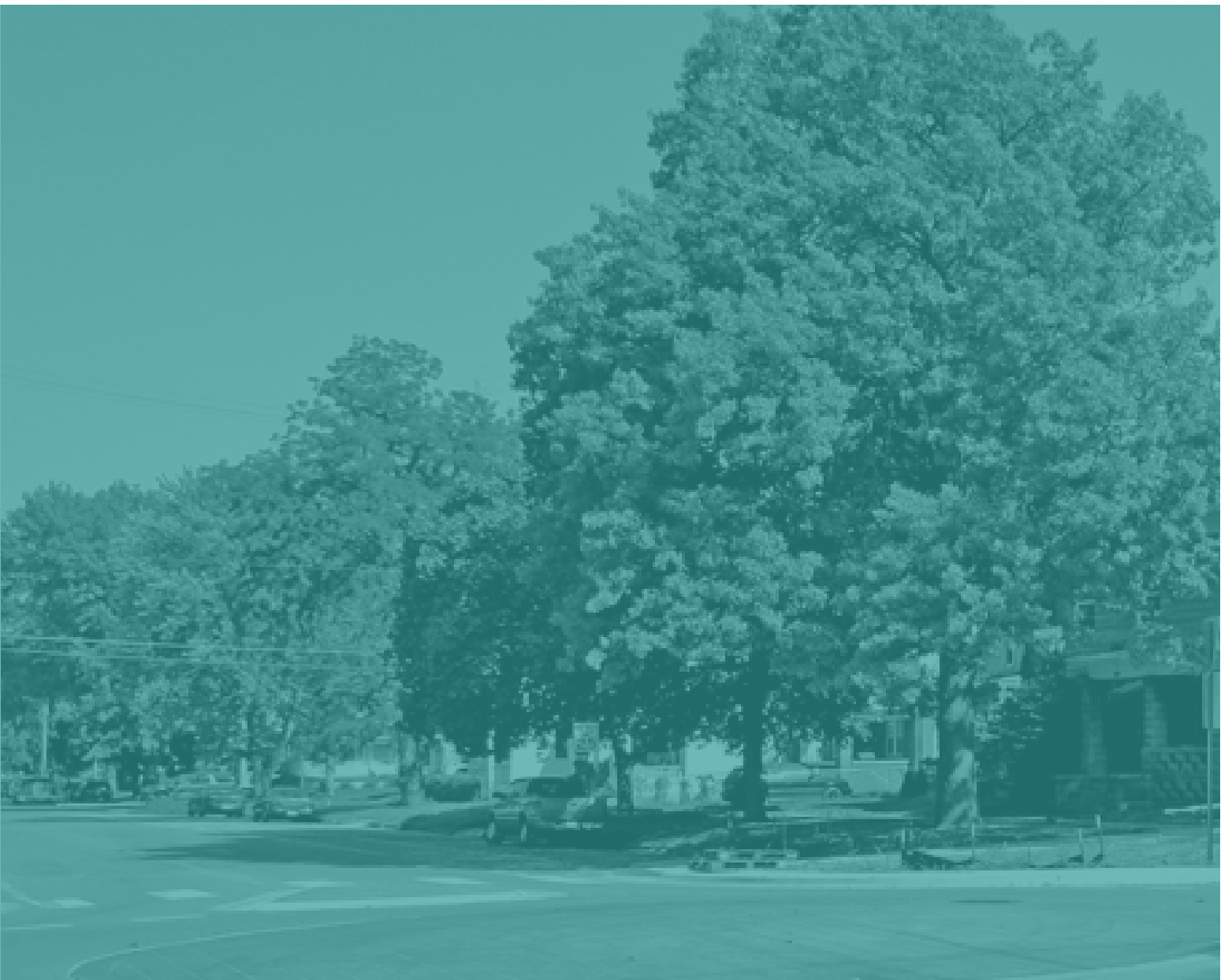


Existing Conditions: 11<sup>th</sup> Street between H Street & G Street



Proposed Enhancements: 11<sup>th</sup> Street between H Street & G Street

- Mixed-use infill with ground floor retail, upper floor residential
- Sidewalk and tree lawn improvements including pedestrian and street lighting
- Diagonal and parallel permeable-paved parking for recreational park and commercial patrons
- Northbound and southbound designated bike lanes
- Façade improvements





05

IMPLEMENTATION



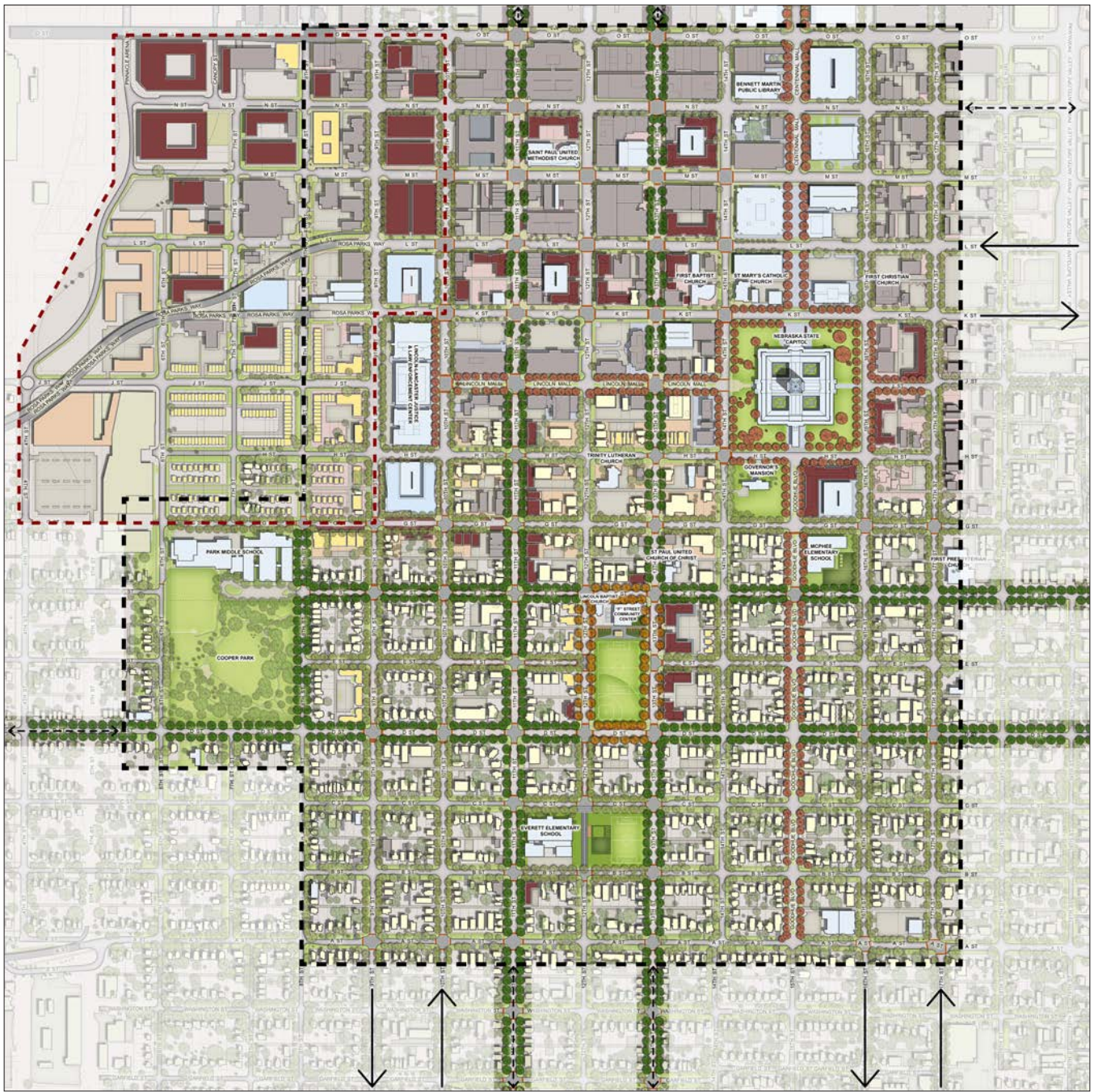
# IMPLEMENTATION

The South of Downtown Revitalization Plan is an ambitious vision encompassing an area of approximately 500 acres, the coordination of several entities, and the creation and restructuring of several social services and programs. The successful implementation of the Plan is dependent on a combination of private development and focused public investment—however, it all starts with the development of a Community Development Organization (CDO) to properly orchestrate implementation on a day-to-day basis.

The importance of the CDO is as a result of the area facing a few challenges to implementation of this plan, including:

- » Currently, there is a disconnection between all the entities necessary in to implement a comprehensive plan;
- » The perceptions of this area not being safe and actual safe concerns;
- » Lack of public investment and incentives to facilitate private investment; and
- » Poor code enforcement and lack of consistent design standards.

Implementation Phasing identifies and prioritizes social and economic programs, capital improvement projects and funding programs, establishes



SOUTH OF DOWNTOWN REVITALIZATION PLAN

required policies and partnerships, and targets private development in strategic ways to maximize incremental financing and investment leverage potential. Implementation is divided into four (4) key Phases: Immediate and Ongoing Activities (those activities which have already been identified); Short-Term (0-5 years); Medium-Term (6-10 years); Long-Term (10+ years).

This phasing strategy is a recommendation only; it is non-binding and does not prohibit existing or

future development projects from occurring outside of specific phases. It should be understood that all recommendations of the South of Downtown Revitalization Plan are non-binding and are subject to additional review and approval by the appropriate entities. Implementing the CDO would work with the community to refine these recommendations.

**[Note] The above map depicts potential projects and area improvements based upon community needs and aspirations.**

## IMMEDIATE & ONGOING

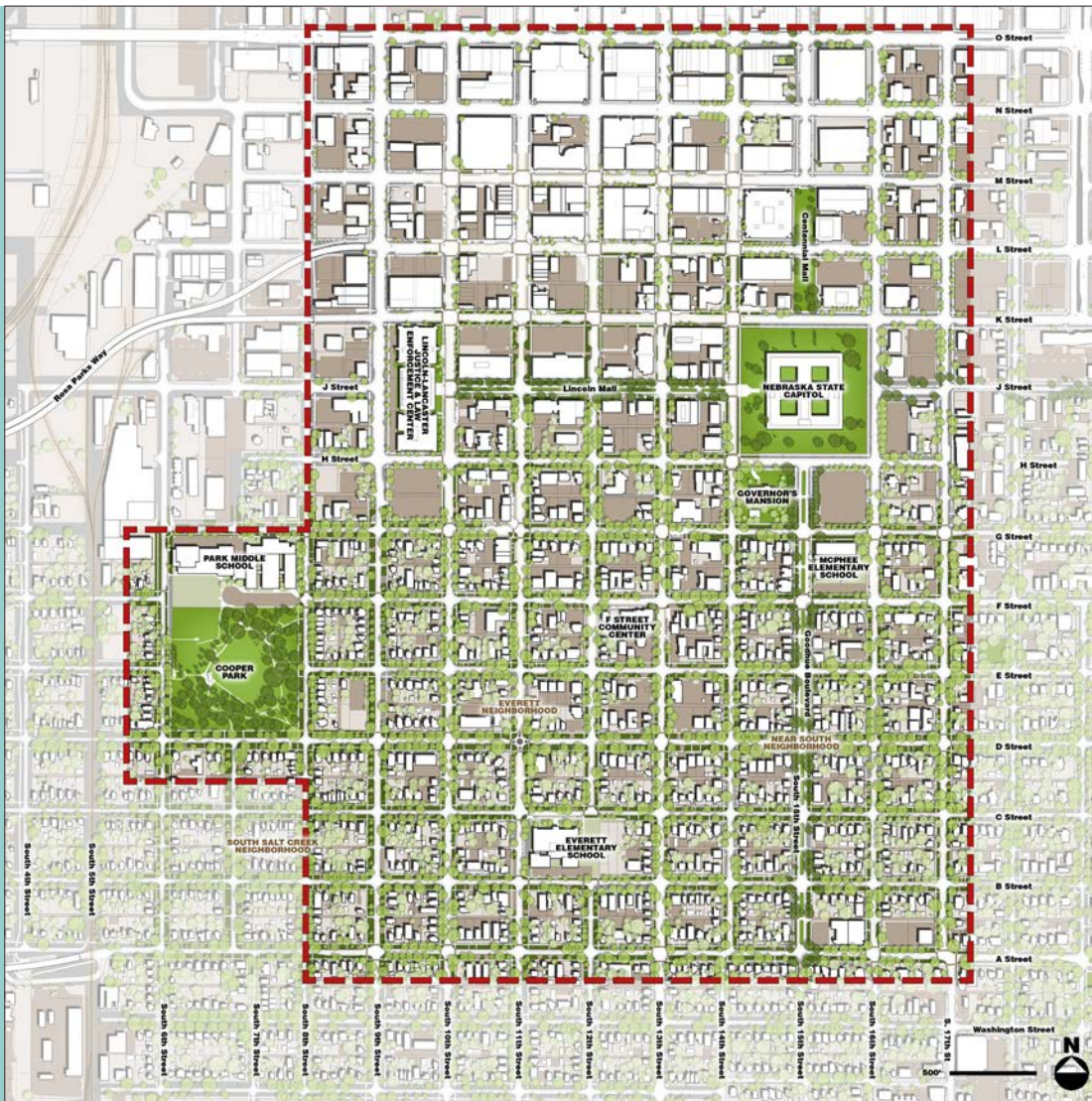
Successful implementation of the Revitalization Plan is dependent on a locally-accountable entity whose sole goal and focus—the thing that they wake up every morning and think about—is achieving the Revitalization Plans' goals and recommendations. This role is best filled through a specific South of Downtown Community Development Organization.

A CDO is a nonprofit corporation with staff, operating under a representative neighborhood governing body or board. CDOs are empowered to receive funding from a variety of sources, including membership and developer fees, sponsoring organizations, and grants. Upon meeting certain requirements, CDOs are eligible to receive jurisdictionally specific funds and grants.

In order to minimize start-up and build-upon existing organizational experience and capacity, the South of Downtown CDO should work with the Lincoln Community Foundation, NeighborWorks, the F Street Community Center, the CLCs, Neighborhood Associations, and other institutions in the project area.

The CDO needs to ensure current and ongoing efforts to revitalize the project area should continue together with the addition of new efforts for community development and programming. These ongoing projects intend to continue the stabilization and advancement of the project area. New policies, programs, and projects that are immediately achievable should be started as soon as the CDO is in place. These new initiatives are the foundation for future implementation projects, catalyze further development, and are visible physical and service

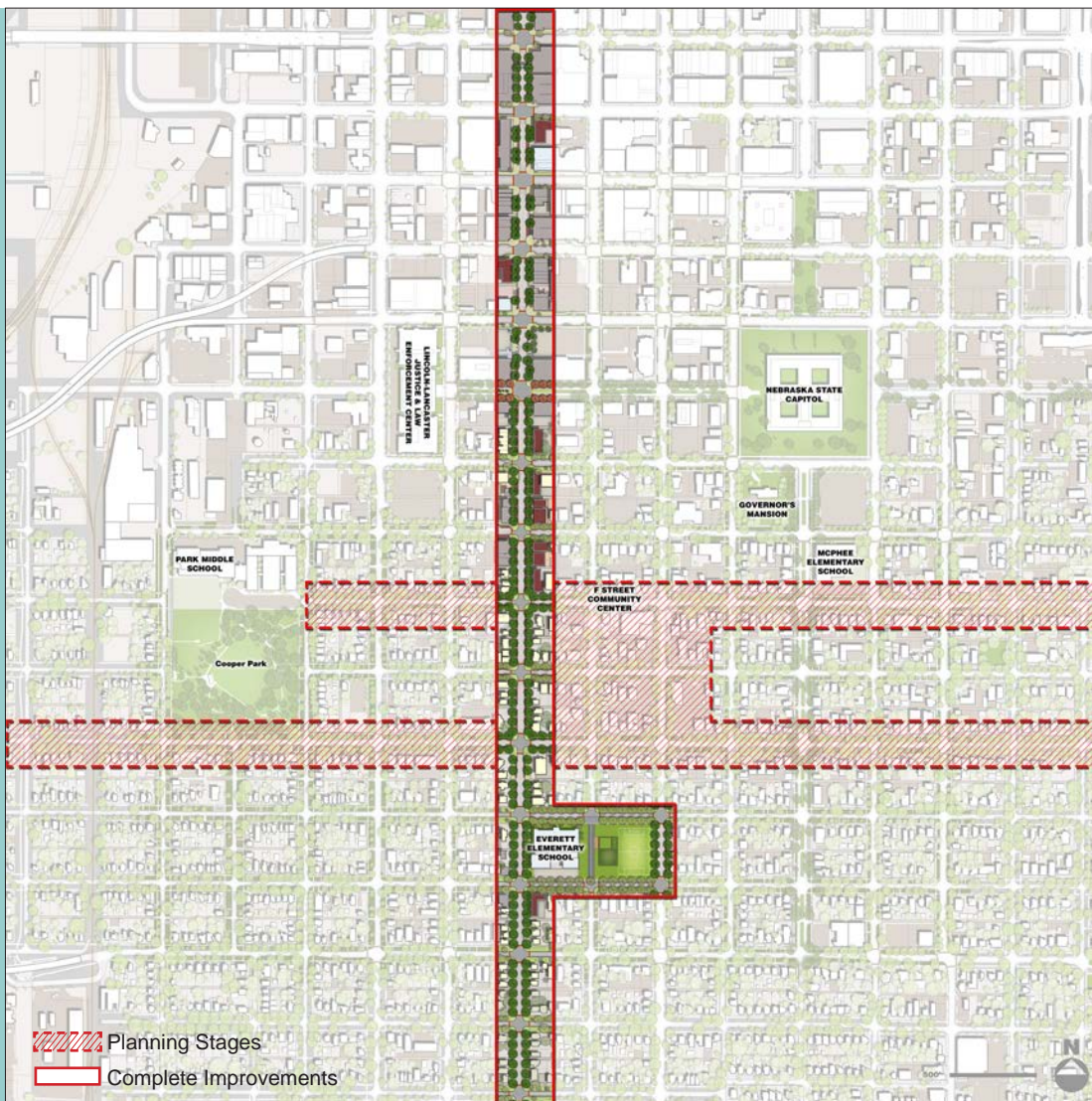




SOUTH OF DOWNTOWN BASE MAP

transformations bringing progress to the South of Downtown project area throughout the life of the plan. Implementation of the CDO which will be charged with setting the following into motion, but not limited to:

- » Adding a community development specialist as a full-time staff person located at the expanded F Street Community Center.
- » Neighborhood Greening & Beautification Committee
- » Community Safety Task Force
- » Work Development Officer & Program
- » Youth Career- and Job-Ready Program
- » Fiber Network
- » Block-by-block Housing Plan
- » Parking Strategy
- » F Street Community Center Hub
- » Great Streets Program
- » Arts/Festivals/Public Events
- » Economic Development
- » Existing Housing Improvements and Blight Removal
- » Enhanced Supportive Services
  - » F Street expanded role as hub for services
  - » Support for CLCs
  - » Job training, readiness, and placement
  - » Supplemental health services
  - » Enhanced transportation access



## SHORT-TERM (0-5 YEARS)

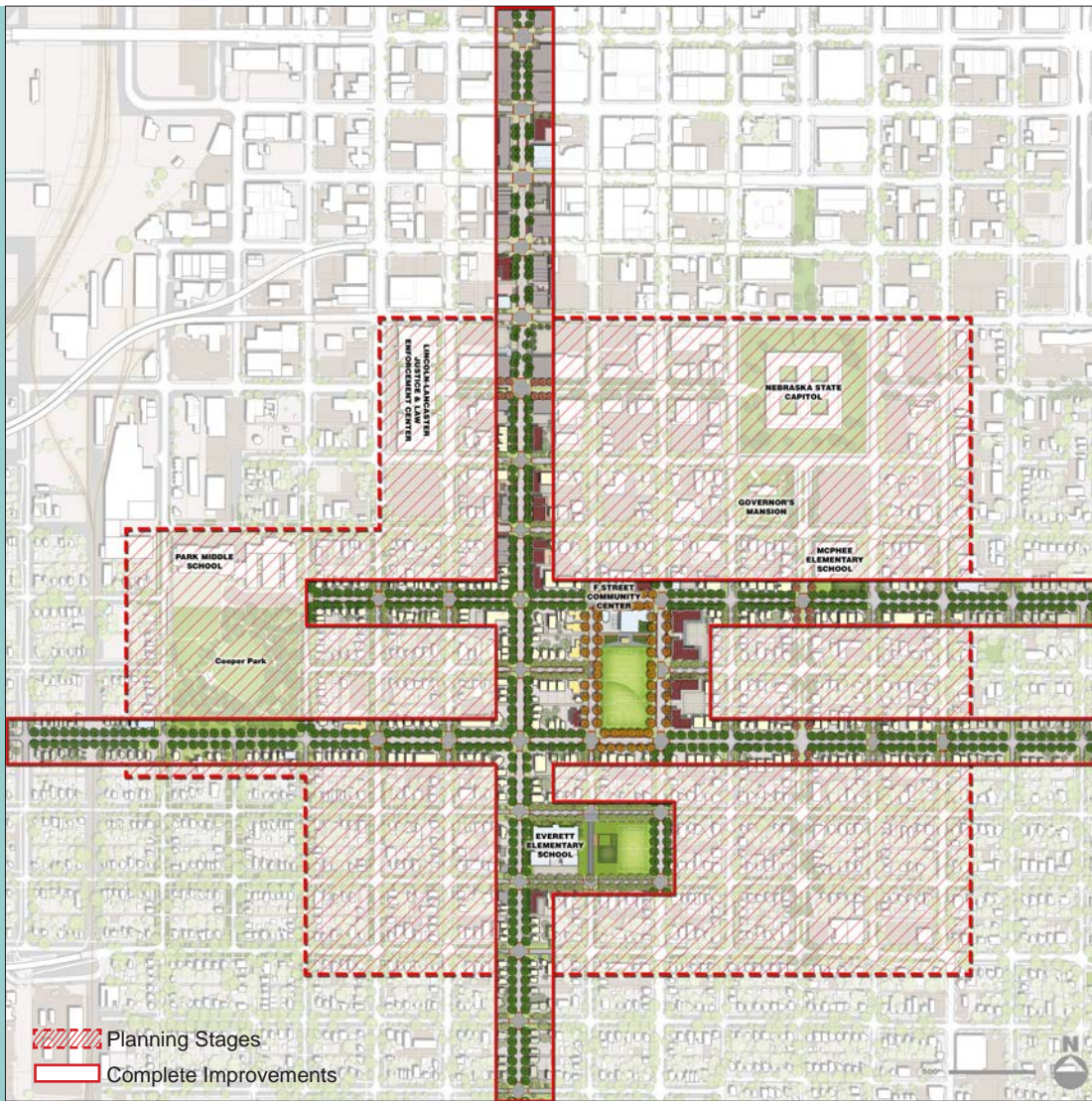
The short-term projects scheduled to be implemented within 5 years are smaller scale attainable projects that should create significant momentum and positive change in the project area. They are projects, programs, and policies that the community has indicated are high priority. Priority areas include the Expanded F Street Community Center, 11th Street improvements, Great Streets, and neighborhood and downtown housing:

### **Complete Improvements**

- » 11th Street Improvements
  - » The continuation of 11th Street all the way to the University of Lincoln-Nebraska
- » Form-Based Code
- » Everett Elementary School Recreational Field Expansion

### **Planning**

- » Expanded F Street Community Center
  - » Planning and land acquisition
- » Great Streets
  - » Planning and budgeting
- » Block-by-block housing and parking strategy

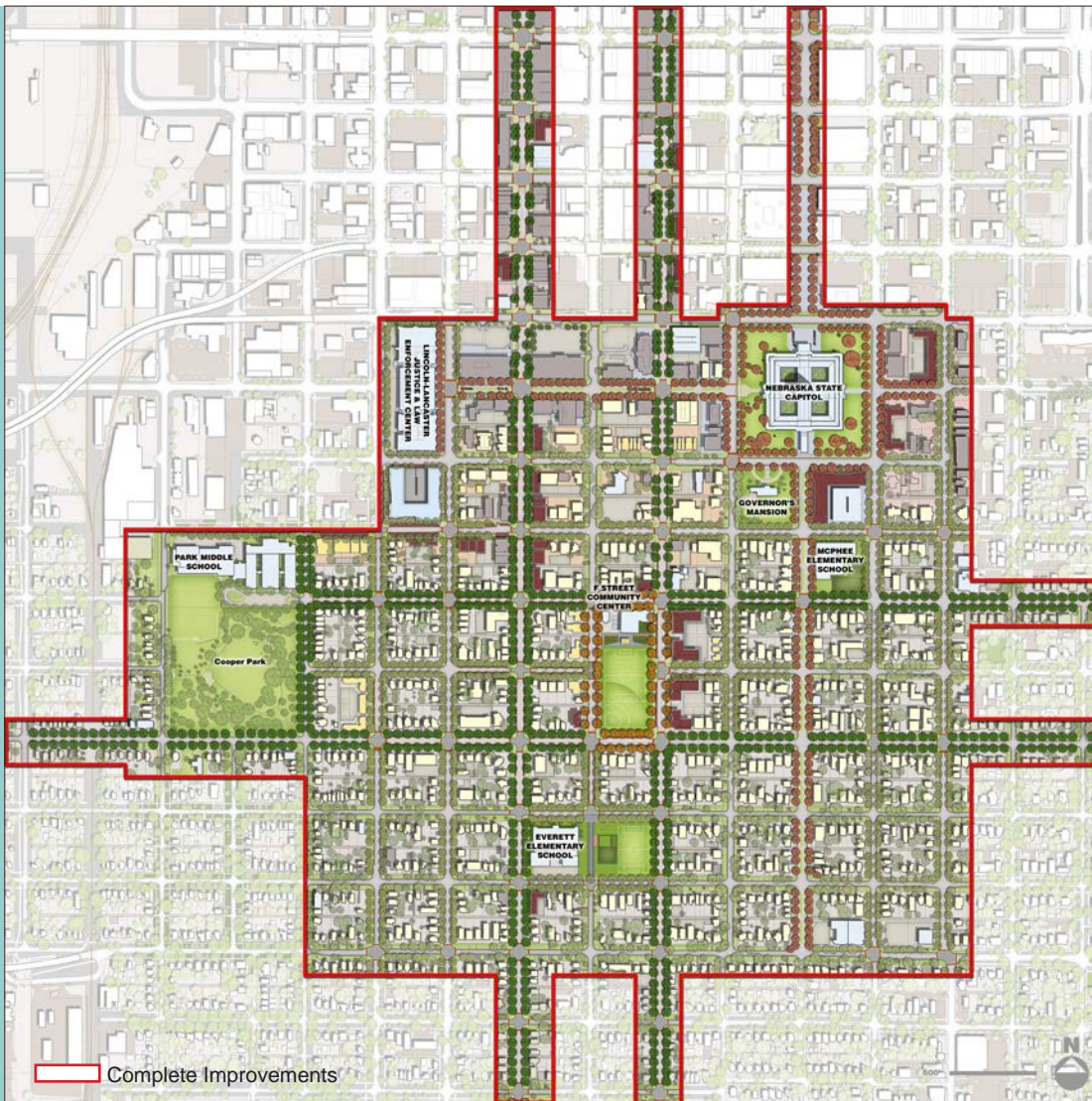


**MEDIUM-TERM (6-10 YEARS)**

These medium-term projects, programs, and policies are feasible between 6-10 years because they require more coordination, acquiring or amassing parcels, likely public/private partnerships, and coordination with the City.

- » Expanded F Street Community Center
- » 13th Street continuation to Downtown
- » Great Streets
- » F Street complete street redevelopment
- » D Street complete street redevelopment
- » Capitol Infill Building & Parking

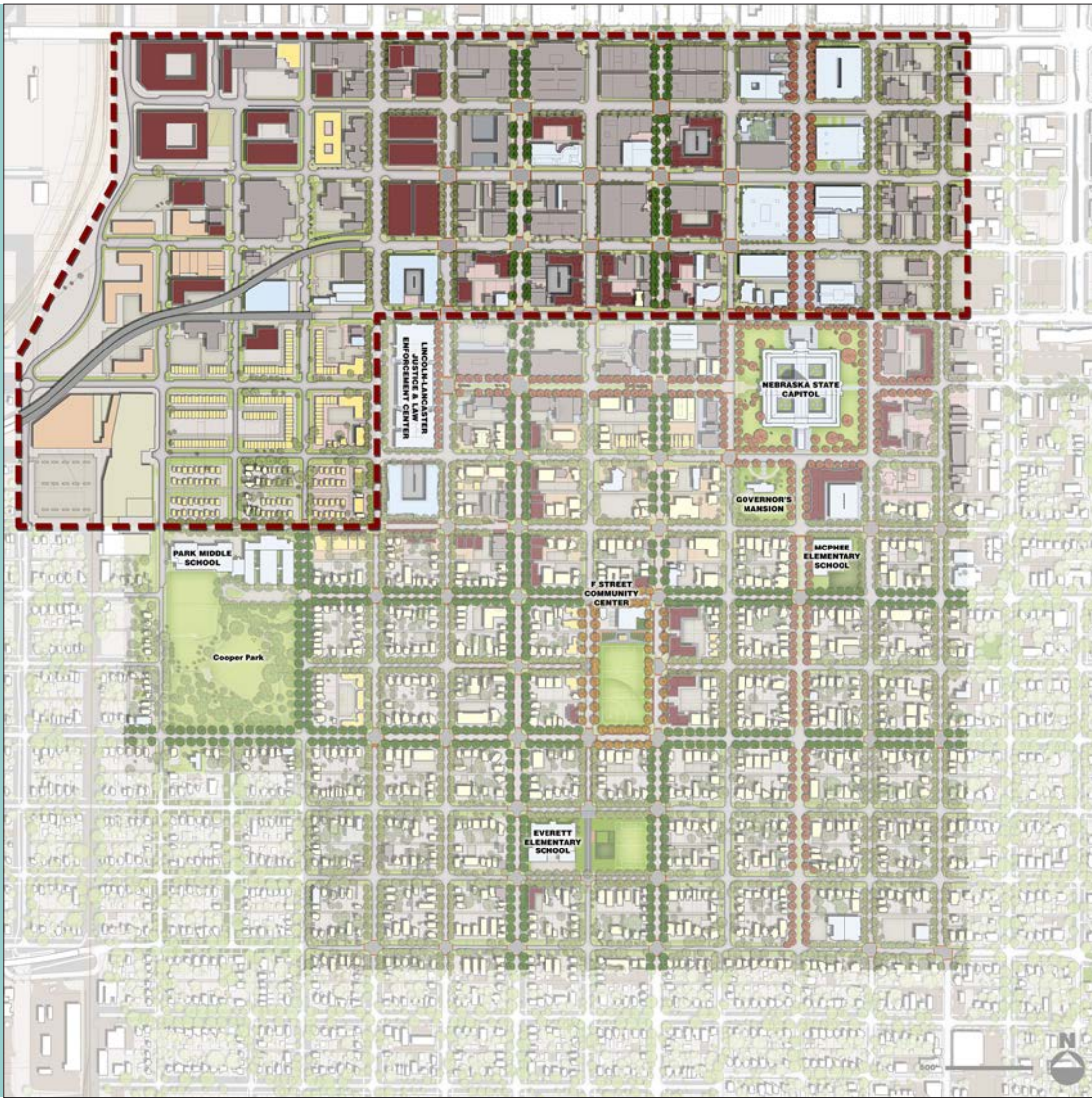
*[Note] The above map depicts potential projects and area improvements based upon community needs and aspirations.*



### LONG-TERM (10+ YEARS)

The final stages of implementation should be on-going throughout the life of the project and will be key in maintaining a sustainable future for the South of Downtown project area.

*[Note] The above map depicts potential projects and area improvements based upon community needs and aspirations.*



CONCURRENT & ONGOING DEVELOPMENT

[Note] The above map depicts potential projects and area improvements based upon community needs and aspirations.

