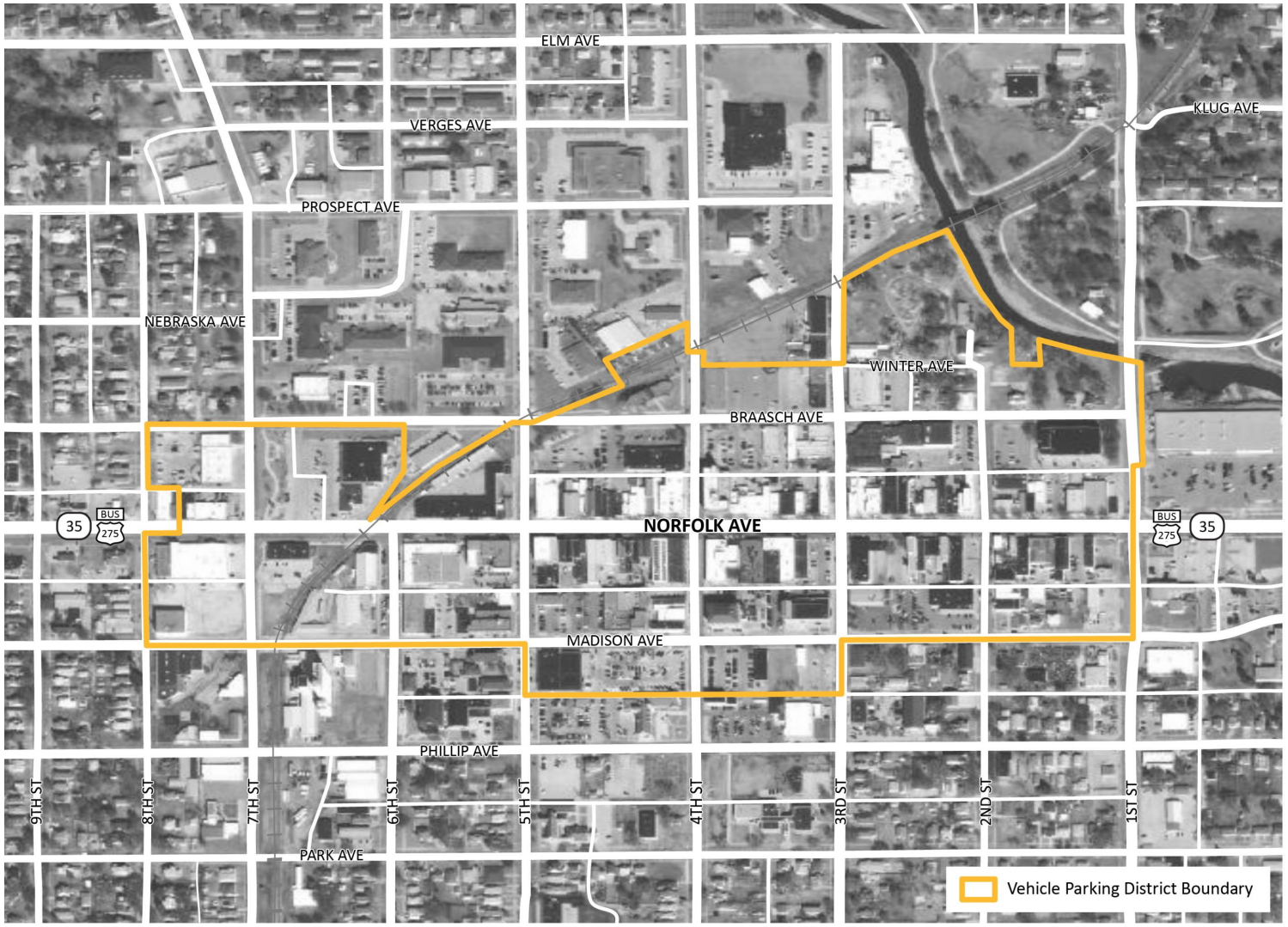
DOWNTOWN MANAGEMENT PLAN

Norfolk, Nebraska

November 2022

AGENDA

- Process Overview
- Community Outreach Overview & Themes
  - Preliminary Survey Results
- District Management & Governance Options
- Next Steps



PROCESS OVERVIEW

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- Step 1: BID Feasibility & Management Plan
  - Past plan review
  - Stakeholder outreach
  - Best practice research
  - Management Plan
    - District rationale and objectives
    - Boundaries
    - Service plan
    - Budget
    - Assessment methodology
    - Governance structure
- Step 2: Legal Process to form BID

COMMUNITY OUTREACH OVERVIEW & THEMES

COMMUNITY OUTREACH - **OVERVIEW**

Received inputs through various formats:

- Downtown Stakeholder Engagement
  - Individual Interviews
  - Roundtable Meetings
  - Working Group Meeting
- Online survey – **611 responses** as of 11/8
  - ***Open until November 18th***

DOWNTOWN STAKEHOLDER THEMES – **STRENGTHS**

- Revitalization over the last several years
- Mix of businesses, engaged owners
- Public art
- Regional destination
- Improving pedestrian-friendliness
- Events and things to do Downtown
- Swapping out stop lights for stop signs along Norfolk Avenue
- Forklift transit system
- Riverfront improvements, proximity to Downtown

DOWNTOWN STAKEHOLDER THEMES – **CHALLENGES**

- Empty and underutilized storefronts off of Norfolk Avenue
- Attracting and retaining younger demographics
- Lack of lighting in some areas, safety
- Parking experience
- Affordability
- Lack of cohesive and centralized voice and services
- Business hours/staffing challenges

DOWNTOWN STAKEHOLDER THEMES – **PRIORITIES**

Physical Improvements:

- Increase lighting
- Optimize the parking experience
- Improve streetscape along Madison Avenue, streets intersecting Norfolk Avenue, alleys
- Continue converting stop lights to signs to slow traffic
- Add more wayfinding signage
- Continue enhancing physical environment
- Continue incorporating public art
- Add public restrooms

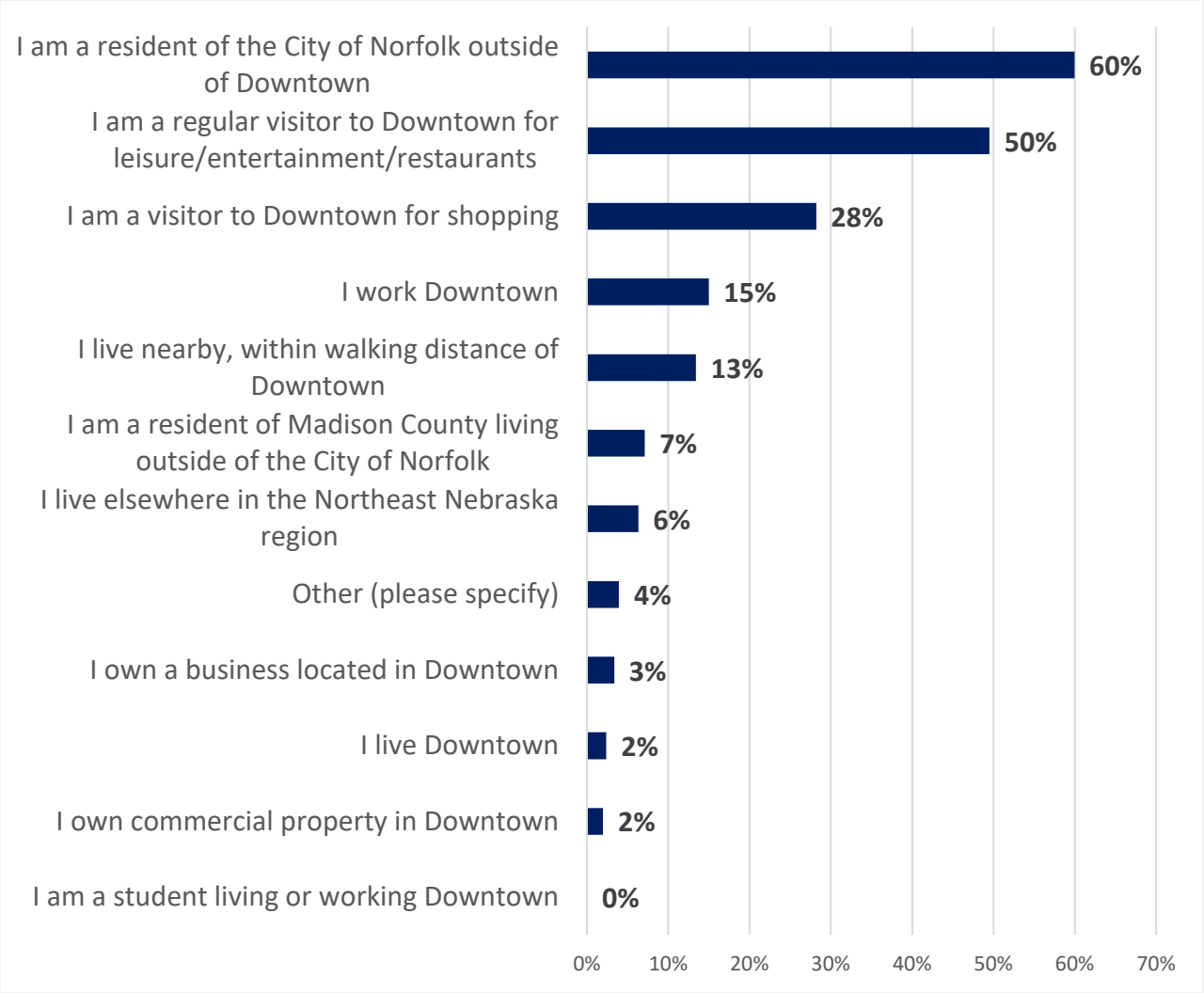
DOWNTOWN STAKEHOLDER THEMES – **PRIORITIES**

Services and programs:

- Ensure Downtown is welcoming and inclusive to all
- Hire a dedicated Downtown manager
- Think about Downtown improvements wholistically, cohesively
- Improve marketing of Downtown
- Continue to create reasons for younger population to move to Norfolk – jobs, amenities, recreation, entertainment

WHO WE HEARD FROM – **ONLINE SURVEY**

- Survey respondents represented a cross-section of Norfolk stakeholders.
- Respondents were most commonly 35-64 years old (67%), white (95%), female (64%), and representing a range of household incomes.
- The majority of respondents identified as local residents, with 15% living in or within walking distance of Downtown, 60% in the City Norfolk, and 7% elsewhere in Madison County.

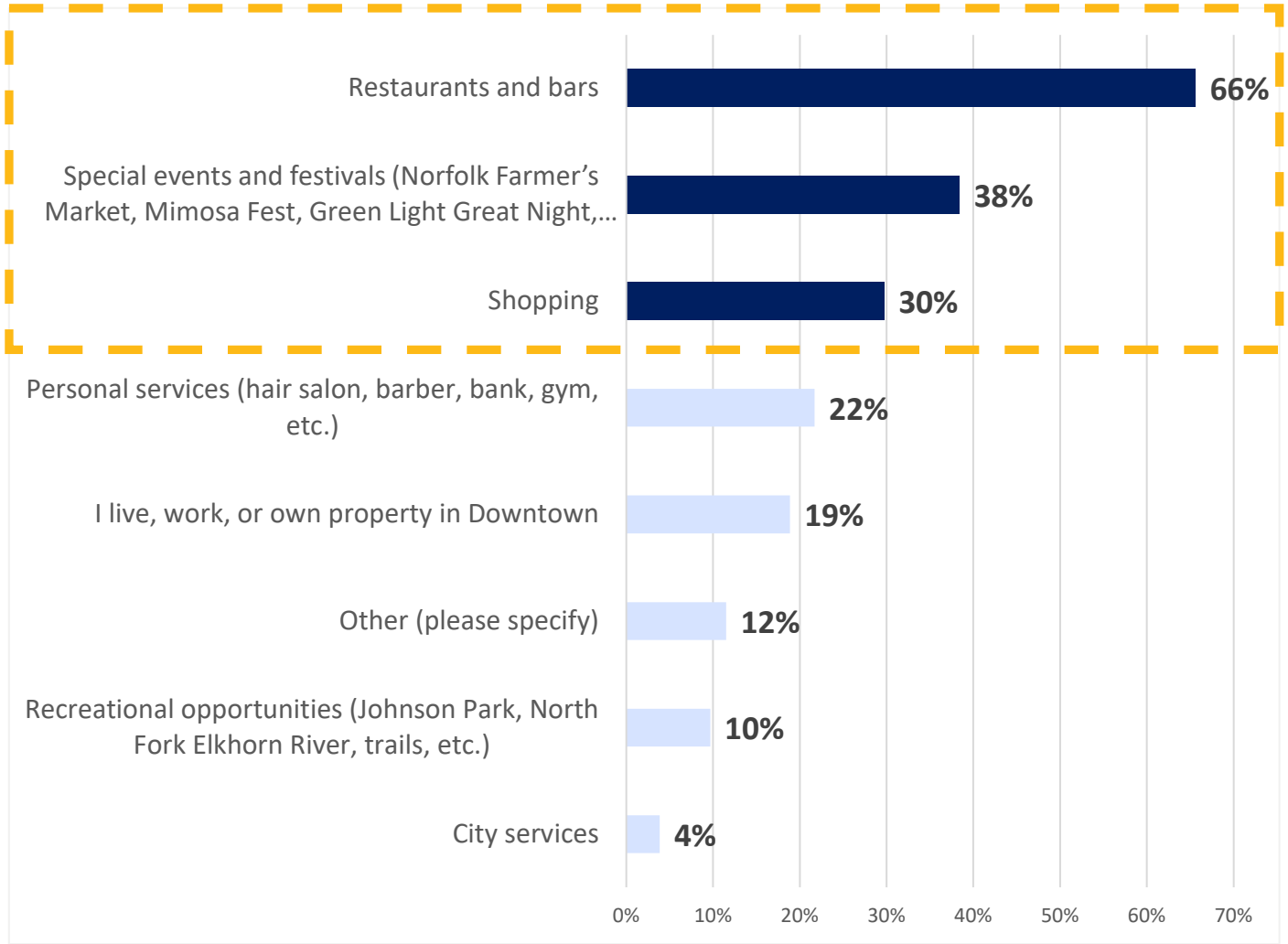


COMMUNITY OUTREACH THEMES – **ONLINE SURVEY**

Please select the top three things that bring you to Downtown.

Top 3 responses:

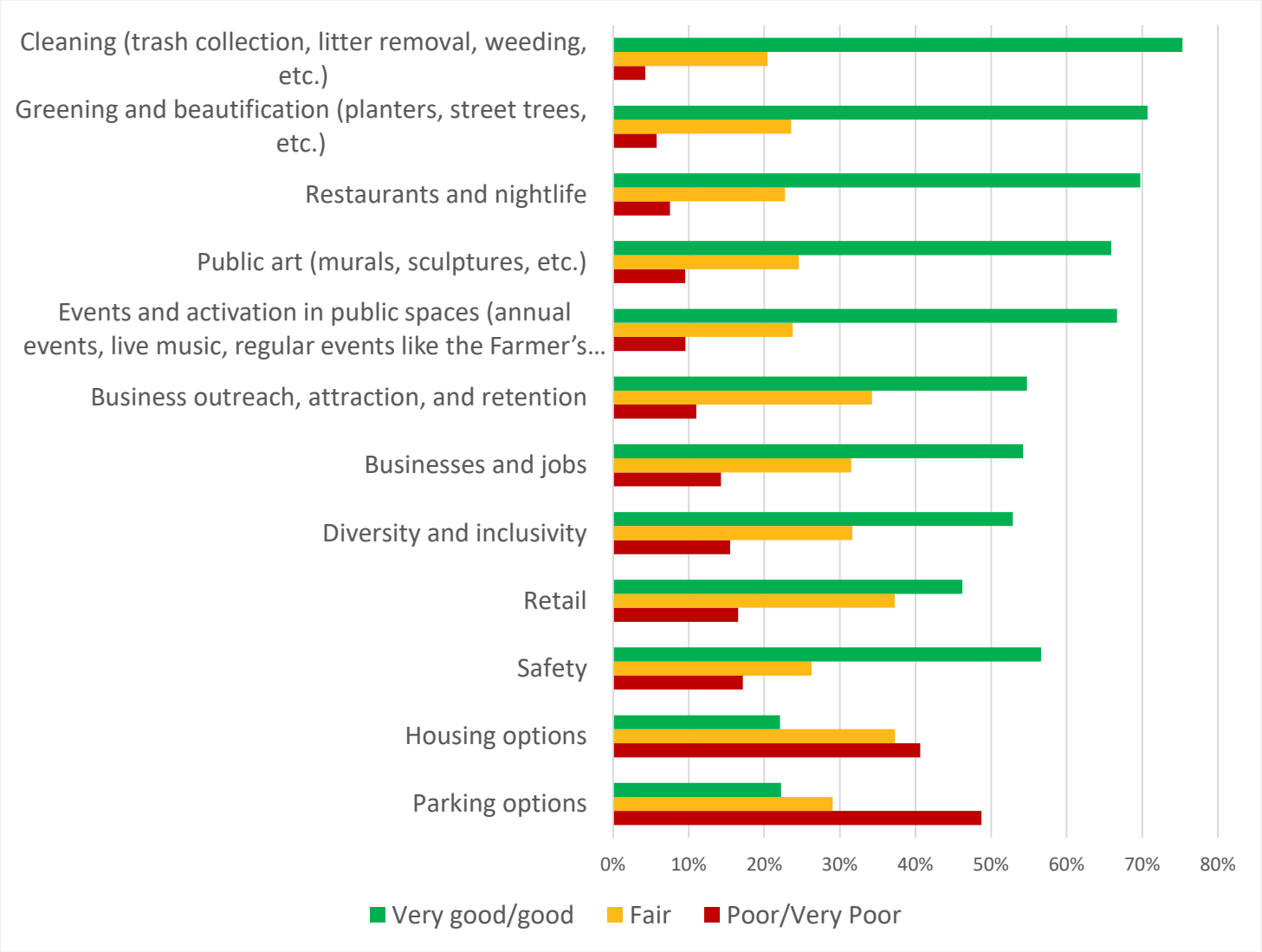
1. Restaurants and bars **(66%)**
2. Special events and festivals **(38%)**
3. Shopping **(30%)**



COMMUNITY OUTREACH THEMES – **ONLINE SURVEY**

How would you rate the following services and programs provided in Downtown?

- ***Very good/good*:** cleaning, greening and beautification, restaurants and nightlife, public art, events and activation, business outreach, attraction, and retention, businesses and jobs, diversity and inclusivity, retail, safety
- ***Very poor/poor:*** housing options, parking options



COMMUNITY OUTREACH THEMES – **ONLINE SURVEY**

What three words come to mind when you think of Downtown Norfolk today?

Top responses:

1. Parking (97)
2. Growing (76)
3. Improved (63)
4. Fun (59)
5. Food (57)
6. Expensive (57)

COMMUNITY OUTREACH THEMES – **ONLINE SURVEY**

Looking to the future, what three words best capture your vision for Downtown in the year 2030?

Top responses:

1. Parking (70)
2. Friendly (47)
3. Family (46)
4. Retail (40)
5. Safe (29)

PARKING
FRIENDLY
FAMILY
RETAIL
SAFE
FUN
DIVERSE
INCLUSIVE
ENTERTAINMENT
LIVELY
BUSY
STREETS
CLEAN
NO
VARIETY
COMMUNITY
GATHERING
BUSINESSES
NIGHTLIFE
WALKABLE
RESTAURANTS
LIGHTING
DESTINATION
LIVE
ENTERTAINING
SAFER
EXCITING
VIBRANT
AFFORDABLE
GROWTH
EVENTS
HUB
LESS
BARS
STOP
LOCAL
OPEN
THE
YOUNG
DIRTY
UNIQUE
IDEA
UPDATED
PRETTY
WEATHER
OMAHA
ACTIVE
BEAUTIFUL
TREES
GOOD
FOOD
WELCOMING
BRIGHT
LIGHTS
HOPE
SPACES
ALIVE
MONEY
ACCESSIBLE
IMPROVED
NIGHT
TOURISM
TAXES
LODGING
MODERN
INVITING
FESTIVALS
MUSIC
FESTIVE
RIVERWALK
COFFEE
PEACEFUL
LIFE
HIGH
OF
NEW
FULL
PARKS
SOCIAL
EASY
HOURS
DRINKING
BUSTLING
ATTRACTION
BIKEABLE
ATTRACTIVE
OVER
IT
PET
ART
NOT
SPEND
CARS
SIDE
WATER
JOBS
PUBLIC
OPPORTUNITY
INNOVATIVE
HOUSING
SAFETY
CITY
GROWING
ADULT
THRIVING
HIPSTER
EYE
BUSINESS
OPTIONS
ACCESSIBILITY
YOUTHFUL
PROGRESSIVE
MAINTAIN
RECREATION
STORES
WASTE
EVENT
WELL
PARTY
JOB
FOCUSED
EXPENSIVE
STREET
PLACE
NON
RESOURCES
CONSISTENT
PRUDENCE
PEOPLE
FREEDOM
EVENTFUL
GENTRIFY
CONVENIENT
FIXED
ENERGETIC
CLEANER
SHOPS
MALL
CLUB
PRIDE
TRUCKS
QUAINT
BEAUTY
FUNDING
UPSCALE
BREWERY
EXCITED
ACTIVITY
BYPASS
EXPANDED
CATCHING
SCRAP
OUTDOOR
REVITALIZED
DOWNTOWN
TRAFFIC
AVAILABILITY
HOTELS
TAXED
TEEK
VARIED
OTHER
CLEAR
ABOUT
RIVERFRONT
INTERACTIVE
INTERSECTION
CONTROL
ROUNDABOUTS
INTERSECT
ROUNDED
KAYAKING
CLOSED
BUILDINGS
SIMPLE
SUPPORTIVE
MONETARY
VISITORS
VALUES
FIRE
FOCUS
ENGAGING
INCLUSION
RUN
WHITE
EQUALITY
TRAILS
WAGE
UGLY
PRIVATE
SPACE
ACTIVITIES
ARTSY
DOWN
ALECTRICAL
CHRONOGRAPHS
OPPORTUNITIES
RISING
MALL
IMPROVED
DON'T
ORIENTED
ABANDON
CHRISTMAS
MIXED
WALKING
FAST
ROUNDED
STORES
MAGNETIC
BOUNDING
DOMESTIC
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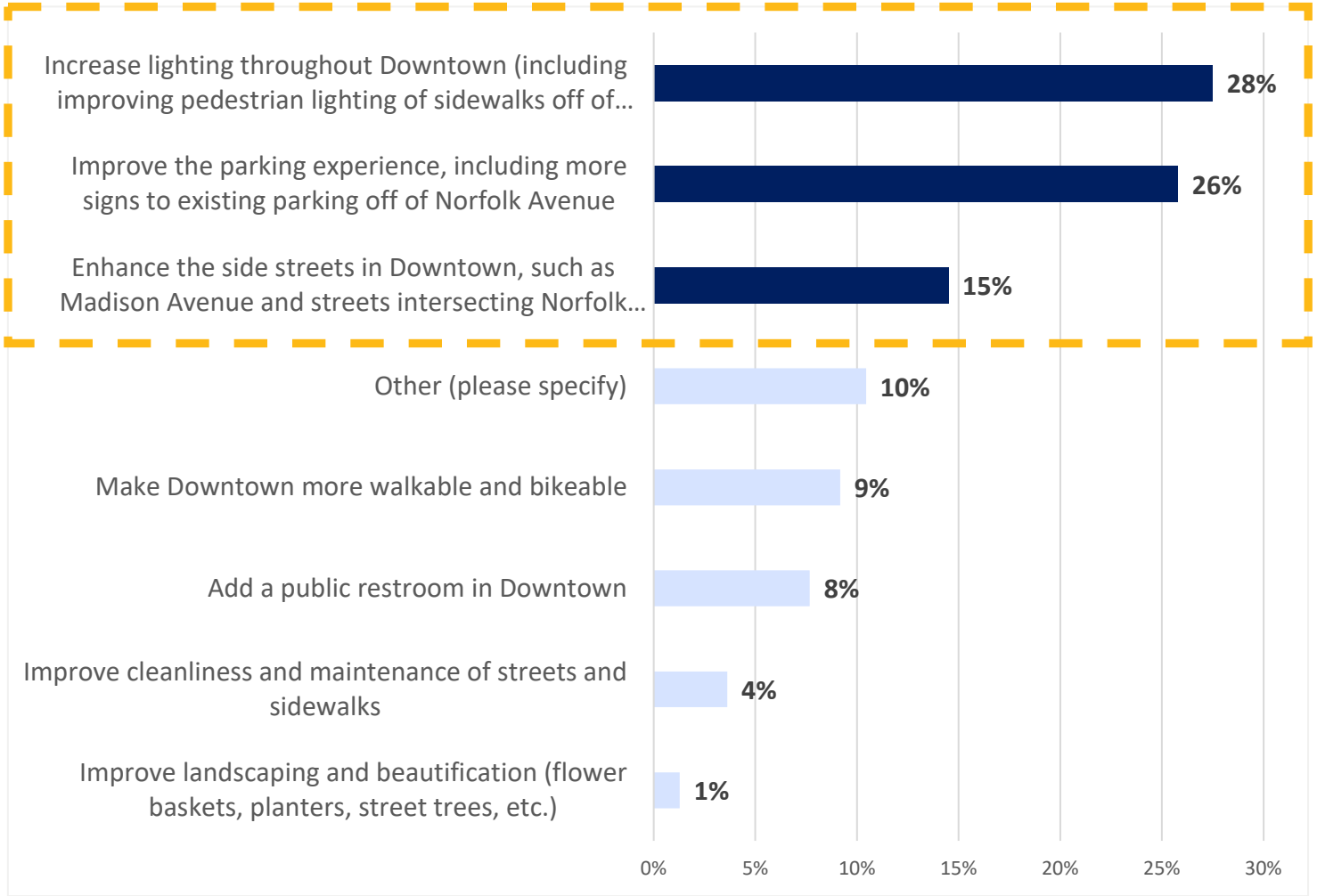
COMMUNITY OUTREACH THEMES – **ONLINE SURVEY**

*Of the **physical improvements** listed, which ONE action will be MOST important?*

MOST important actions:

1. Increase lighting throughout Downtown **(28%)**
2. Improve the parking experience **(26%)**
3. Enhance the side streets in Downtown **(15%)**

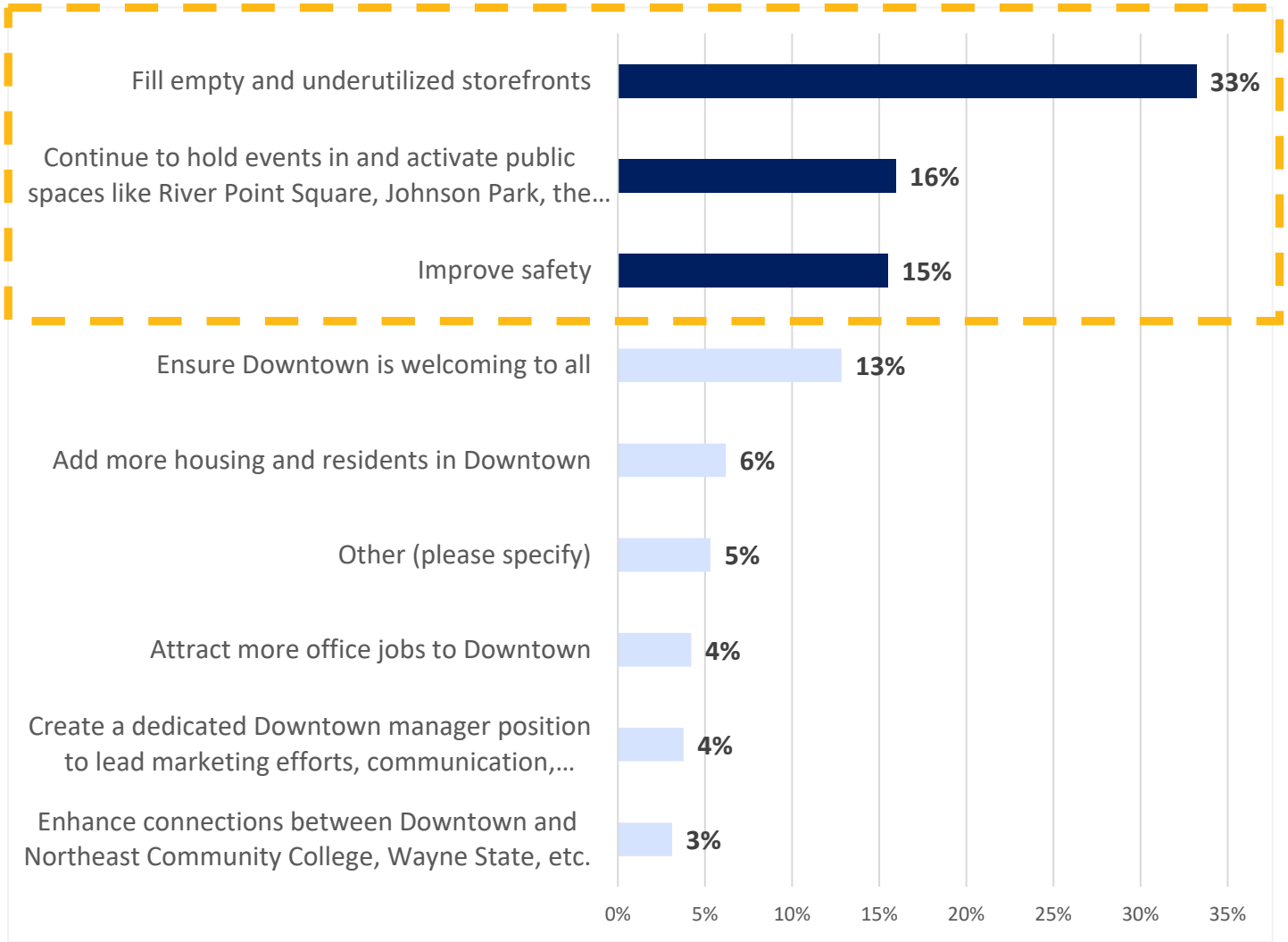


COMMUNITY OUTREACH THEMES – **ONLINE SURVEY**

*Of the **programs and services** listed, which ONE action will be MOST important?*

MOST important actions:

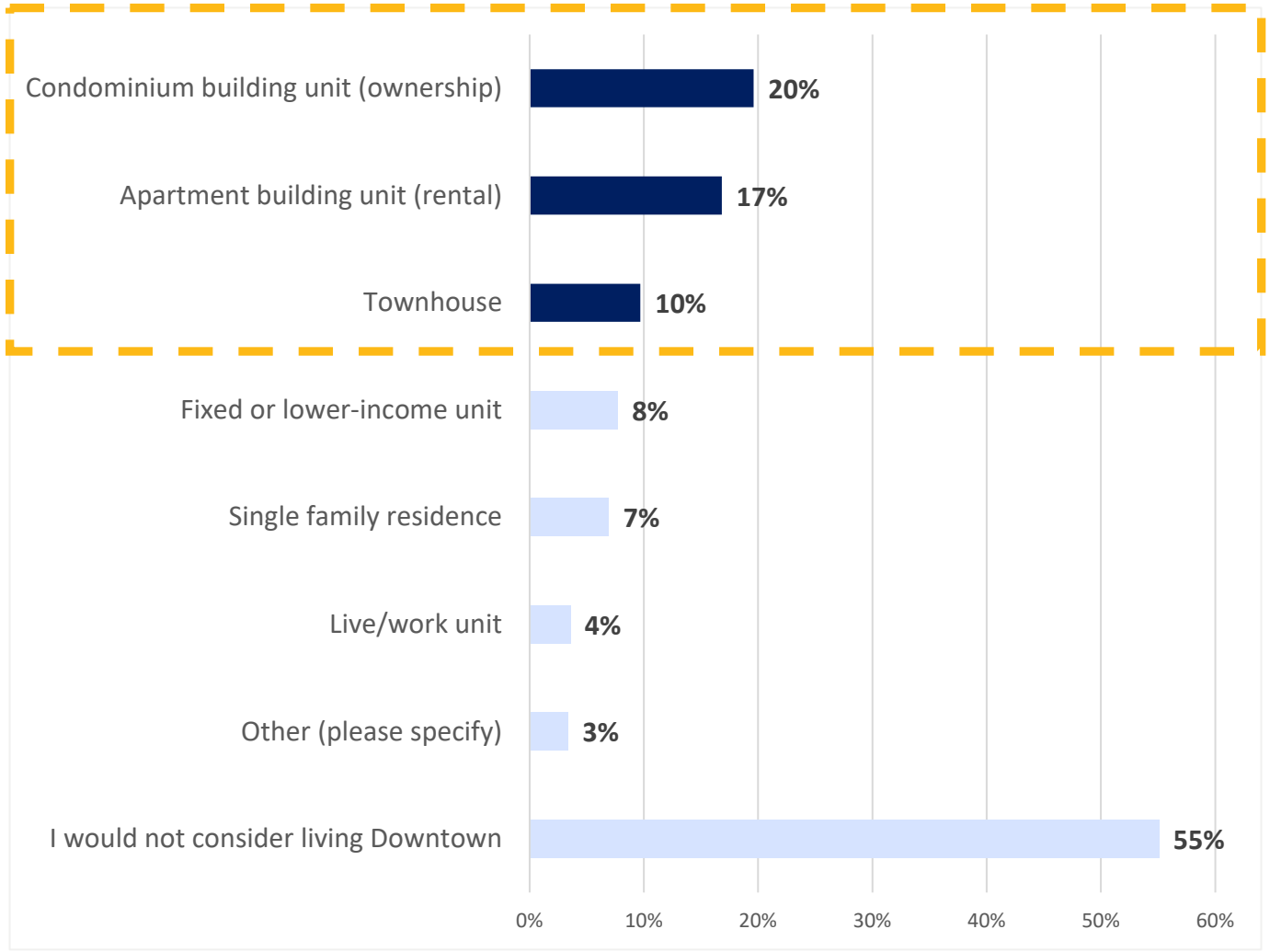
1. Fill empty and underutilized storefronts **(33%)**
2. Continue to hold events in and activate public spaces **(16%)**
3. Improve safety **(15%)**



COMMUNITY OUTREACH THEMES – **ONLINE SURVEY**

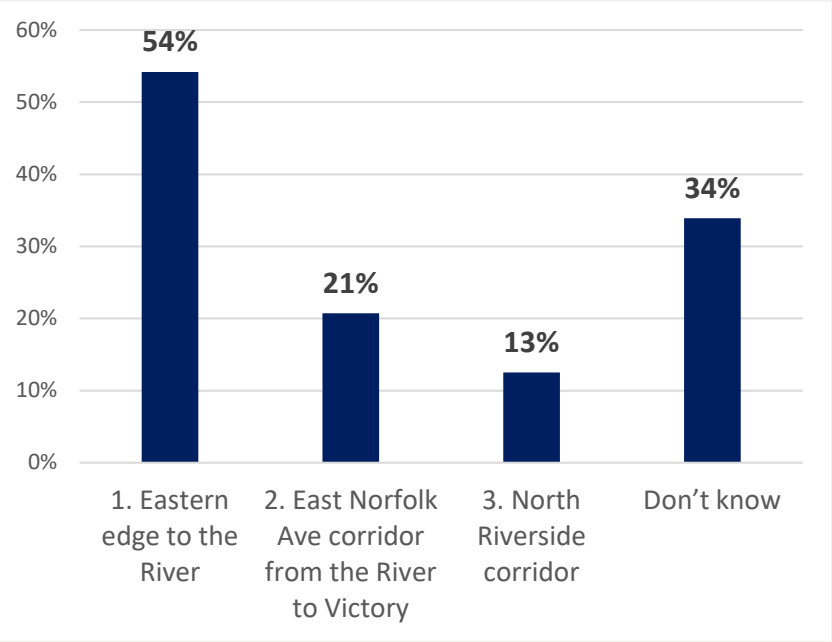
If you were to consider living Downtown, what type of housing would you most desire?

- 45% of respondents **would** consider living Downtown
- Top housing types:
  1. Condominiums (20%)
  2. Apartments (17%)
  3. Townhouse (10%)



COMMUNITY OUTREACH THEMES – **ONLINE SURVEY**

To the right is a map of the current boundaries of downtown Norfolk. When you think of "downtown Norfolk" do you include any of the following circled areas?



DISTRICT MANAGEMENT & GOVERNANCE OPTIONS

DISTRICT OPTIONS

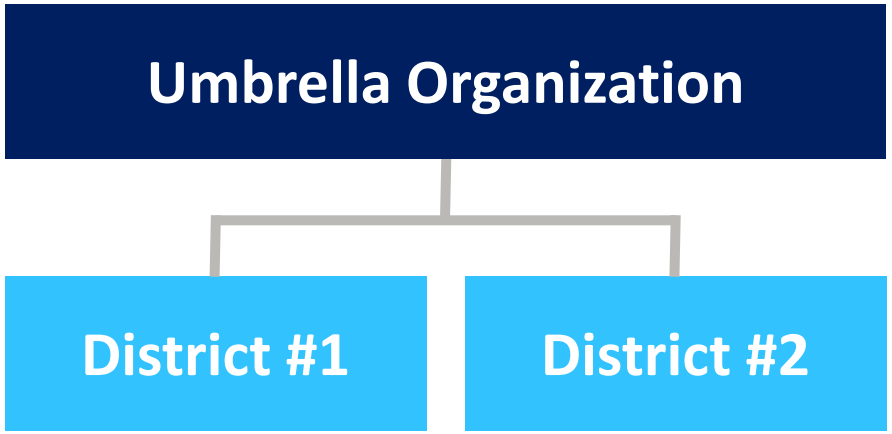
	Vehicle Parking District (VPD)	Business Improvement District (BID)	Riverfront Development District	Creative District
Overview	Quasi-municipal organization is a subdivision of the state. Allows for property assessments.	Quasi-municipal organization is a subdivision of the state. Allows for property assessments.	Quasi-municipal organization is a subdivision of the state, boundaries must be within a half-mile from a river. Allows for property assessments.	Certification program run by the Nebraska Arts Council for an area with a high concentration of creative resources and activities. No assessment power.
Focus	Providing and maintaining off-street parking lots, parking place like alley and street improvements, promotions, and beautification.	Management, maintenance, marketing, advocacy, economic development, physical improvements, and parking management.	Management, support for redevelopment, events, physical improvements, and parking management.	Promoting and preserving arts and cultural facilities through programming, physical enhancements, marketing, and operational support.
Formation Steps	A petition signed by the owners representing 55% of total taxable valuation of all real properties in the district or by City Council ordinance.	A petition signed by the owners of 30% of frontage or by the users of 30% commercial square footage, or by City Council ordinance.	City council ordinance.	Application by an arts organization to the State of Nebraska Arts Council.

DISTRICT OPTIONS

	Vehicle Parking District (VPD)	Business Improvement District (BID)	Riverfront Development District	Creative District
Assessment Method	A property tax not to exceed 35 cents on each $100 of taxable valuation of taxable property, option for an additional special assessment on property.	Special assessment based on property, or general business occupation based on square footage of a business.	Special assessment based on property, or general business occupation based on square footage of a business. Cannot layer assessment on top of a BID, but boundaries can overlap.	No assessment power, but eligible for two state grant programs.
Pros/cons	Flexible entity that can finance improvements and provide services, originally intended to finance parking services and infrastructure. Can issue City-backed bonds and create a loan fund.	Very flexible entity that can finance improvements and provide services. Can issue City-backed bonds.	Very flexible entity that can finance improvements and provide services. Can issue bonds. Can support redevelopment in conjunction with public and private entities. Can issue authority-backed bonds.	Focused entity that supports the arts as an economic development tool. Limited funding resources as it is not an assessed district.
Governance	Can be governed by an Advisory Board and/or City Council.	Minimum 5-member Board appointed by the Mayor with approval by City Council.	Minimum 5-person Board appointed by the Mayor with approval by City Council.	Must have a District Administrator organization to coordinate with the Nebraska Arts Council to meet eligibility requirements.

GOVERNANCE OPTIONS

- Opportunity for more than one district governed by one umbrella organization
  - Could be a non-profit or the City
  - If the umbrella is a non-profit, it can leverage resources such as grants and contracts
- Another option is to retain existing structure with one entity and one board



NEXT STEPS

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- Online survey open until **November 18th**
- Develop a management plan that includes district options, addressing:
    - District rationale and objectives
    - Boundaries
    - Service plan
    - Budget
    - Assessment methodology
    - Governance structure

PLEASE SCAN TO TAKE THE SURVEY

IN ENGLISH:

EN ESPAÑOL:

THANK YOU!