

Omaha Inland Port Authority

Annual Report – Fiscal Year 2025

Date: January 7, 2026

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Submitted To: Urban Affairs Committee

1. Executive Summary

2025 marked a pivotal transition for the Omaha Inland Port Authority (OIPA) from statutory establishment and concept development toward operational readiness and long-term execution of work in North and East Omaha. While much of the Authority's early work occurred behind the scenes, this year laid the foundation necessary to responsibly steward public resources, attract investment, and deliver measurable community benefits in future years.

OIPA's primary focus during 2025 was organizational build-out and strategic alignment. With pre-development funding approved early in the year, OIPA initiated the foundational work required to prepare complex, multi-phase development projects. This included site assessments, early feasibility analysis, stakeholder coordination, and the development of internal systems needed to support future capital deployment.

A major milestone occurred in July 2025 with the hiring of the Authority's first Executive Director. This marked the formal transition from start-up governance to professional management and accelerated the Authority's ability to move projects forward. Throughout the fall and winter, OIPA expanded its senior leadership capacity, established committee workflows, and strengthened internal controls related to finance, real estate, and project oversight. These steps were essential to ensuring accountability, transparency, and readiness as OIPA moves into implementation.

In parallel, OIPA began addressing the financial architecture required to support transformative development. Establishing banking relationships, fiscal controls, and Board-directed distinctions between reserves and new funding sources were critical steps. Attention was given to interest earnings and interest fund strategies, recognizing their importance in sustaining operations, leveraging grants, and supporting future programmatic investments without undue reliance on new public appropriations.

Community engagement and data-informed decision-making were also prioritized. Partnering with the University of Nebraska at Omaha's Center for Public Affairs Research to launch OIPA's first community outreach survey represents an intentional commitment to transparency and public input. While results will be finalized in early 2026, this effort sets the groundwork for ongoing engagement and accountability as projects advance.

OIPA moved decisively from formation toward execution. Leadership was in place, governance systems were functioning, financial readiness had been established, and multiple projects had advanced into early planning phases. The work completed this year positions OIPA to enter 2026 prepared to transition from planning into action deploying capital, advancing development, and delivering on its mission to foster sustainable economic growth for North and East Omaha and the surrounding region.

Purpose of Report

The purpose of this report is to provide the annual update required under **A.R.S. §13-3306.01**, documenting the activities, progress, and strategic direction of the Omaha Inland Port Authority (OIPA) during Fiscal Year 2025.

Overview of Key Yearly Highlights

Fiscal Year 2025 represented a foundational year for OIPA, marked by organizational build-out, early project planning, and strategic alignment with local, state, and regional partners.

Key milestones include:

- **January 2025:** Pre-development funding approved, allowing for site assessment, early planning, and project scoping across priority areas.
- **July 2025:** Garry Clark hired as Executive Director, initiating formal organizational leadership and acceleration of project development.
- **Fall–Winter 2025:** Expansion of senior leadership team, establishment of committee workflows, advancement of real estate strategy, and initiation of Innovation District and Creative Housing Campus planning efforts and first annual public stakeholder briefing.

Key Metrics or Milestones

- Executive leadership and senior staff onboarding completed

- Multiple real estate proposals and land acquisition strategies advanced
 - Airport Business Park and Innovation District planning underway
 - Federal and State iHub grant application submitted
 - Banking, legal, and financial governance infrastructure established
-

2. Vision and Current Overview

Mission Statement

The Omaha Inland Port Authority is dedicated to fostering sustainable economic growth through strategic development projects. We are committed to creating infrastructure and opportunities that enhance regional connectivity, attract investment, and generate long-term prosperity. Our work prioritizes innovation, equitable development, and partnerships that position North and East Omaha as a key player in the national and global marketplace.

Current Overview

OIPA concluded Fiscal Year 2025 in an active development and organizational growth phase. The Authority focused on aligning governance, staffing, and strategic initiatives while advancing early-stage planning for real estate, housing, innovation, and economic development projects. Strong emphasis was placed on transparency, inter-agency collaboration, and readiness for future capital deployment.

3. Survey Overview

Purpose and Scope of Survey

During FY 2025, OIPA's Community Advisory Committee began planning for data collection efforts intended to inform future development, community benefits planning, and economic impact analysis. The CAC partnered with the University of Nebraska at Omaha's Center for Public Affairs Research (UNO CPAR) to conduct its initial community outreach survey. This effort represents the first step in establishing an

annual survey to support meaningful community engagement and ensure OIPA's work aligns with public understanding and priorities.

Methodology

The survey consisted of ten substantive questions along with basic demographic measures and was administered online using UNO-provided Qualtrics survey software. Survey content was informed by prior input gathered by OIPA and included introductory information and branding to help respondents better understand the Authority's role and activities.

To promote accessibility and inclusivity, the survey was offered in both English and Spanish. Additional participation options were made available through a dedicated assistance phone number for individuals requiring language support, printed surveys, or the ability to complete the survey by phone. The survey was supported by a coordinated outreach and communications effort that included materials and messaging for social media, news media, intermediary organizations, and key stakeholders

Key Findings

Full report expected early 2026.

4. Housing Summary

Executive Overview

OIPA views housing not only as a basic community need, but as a critical tool for economic stability, innovation, and long-term wealth building for North Omaha residents. Housing is a central pillar of the Omaha Inland Port Authority (OIPA) Innovation District Vision and Business Plan. All housing strategies are explicitly designed to ensure existing residents can remain in place and benefit from new investment.

Existing Housing Conditions in North Omaha

The HRA Innovation District Plan identifies significant housing challenges that shape OIPA's investment and policy approach:

- **Aging Housing Stock:** Approximately 60% of homes were built before 1960, creating concerns around quality, safety, and maintenance costs.
- **High Vacancy and Disrepair:** More than 2,000 homes are vacant, with many off-market due to disrepair, foreclosure, or speculation.
- **Renter Affordability Crisis:** Nearly 58% of renter households are cost-burdened, and the supply of units affordable under \$800 per month has declined sharply over the last decade.
- **Declining Homeownership:** Homeownership rates are significantly lower than the citywide average, and most households cannot afford newly constructed homes.
- **Development Barriers:** Zoning constraints, infrastructure limitations, and lack of access to capital hinder local and small-scale housing development.

These conditions underscore the need for both new housing development and preservation of existing affordable homes.

Housing Development in the OIPA District

OIPA is committed to expanding access to quality, attainable housing while preventing displacement of current residents and supporting pathways to homeownership and intergenerational wealth. Housing stability is framed as a prerequisite for economic participation, workforce development, and community-led growth. OIPA created the framework for the Impact Fund, funded through the interest dollars allocated to OIPA through the State of Nebraska. The Impact Fund guidelines, once funding is received will:

- Provide low interest rehab financing and grants for low- to moderate-income homeowners.
- Support the restoration of vacant or blighted properties through land acquisition.
- Encourage workforce housing development for residents employed in OIPA's innovation, logistics, and manufacturing sectors.
- Leverage public-private partnerships to multiply investment and impact.

OIPA has identified twenty Omaha Municipal Land Bank properties within the District boundaries and is moving forward with partner identification and due diligence in first Quarter of 2026.

Housing as an Innovation and Workforce Opportunity

The HRA Innovation District Plan is grounded in three interconnected priorities: **innovation, anti-displacement, and wealth building**. These priorities were identified by the community through multiple outreach planning efforts. Housing is embedded in

each of these priorities. The plan identifies housing and construction innovation as a priority industry focus for the district. Based on the identified priorities, OIPA engaged with multiple start-up companies and partners interested in locating to the Innovation District. Those industries focus on the following:

- Advancing modular, prefabricated, and green construction methods.
- Creating workforce training programs tied directly to housing production and skilled trades.
- Using demonstration projects and living labs to test innovative housing technologies.

This approach links housing production with job creation, skills development, and economic opportunity, and new and upcoming methods of creating quality and affordable housing for our area and beyond.

Housing Capital Investments

Housing is a major component of OIPA's capital investment strategy, supported by the initial state allocation. Key commitments include:

- At least 170 new housing units in the early phases of the Innovation District.
- A mix of multifamily rental housing and for-sale townhomes.
- Emphasis on mixed-income and attainable housing, aligned with community income levels.
- Infrastructure investments to unlock housing development sites.

These investments are designed to meet statutory requirements while advancing affordability and community benefit goals. In 2025, OIPA identified three areas of impact for the implementation of capital housing investment. Due diligence is being conducted in these areas and acquisition of properties will be undertaken in first Quarter of 2026.

Housing Programs and Anti-Displacement Strategies

Anti-Displacement was another priority during the HRA planning process. OIPA's programmatic investments prioritize housing stability and resident protections, including:

- Homebuyer assistance for down payment and closing costs.
- Emergency rental assistance and rent stabilization programs.
- Eviction prevention, including landlord-tenant mediation and legal support.
- Strengthened housing quality enforcement and rental registry improvements.
- Strategic use of publicly owned land to support affordable housing outcomes.

Housing as a Wealth-Building Tool

The HR&A plan and community outreach explicitly frames housing as a pathway to long-term wealth for residents through homeownership, and new job creation in the research and development, manufacturing, and creation of innovative housing construction careers. In 2025, OIPA collaborated with Metro Community College and UNL College of Architecture, Heartland Workforce Solutions, and will continue to develop and implement strategies for workforce development and job training.

Current Housing Inventory

OIPA does not directly own or operate residential housing units as of FY 2025. Housing initiatives are being pursued through development partnerships and strategic planning.

Housing Market Trends

Regional housing demand, workforce housing needs, and affordability considerations continue to influence OIPA's development strategy, particularly within the Creative Housing Campus and Innovation District concepts.

Future Housing Plans

- 150 Unit Multifamily Rental
- 20 Single Family Attached Townhomes
- Continued planning for mixed-use and housing-related components within priority development areas

Board Review or Discussion

The Board and Real Estate Development Committee have supported continued housing-related planning tied to workforce development, innovation, and equitable economic growth.

5. Financial Overview

Financial Position and Readiness

Fiscal Year 2025 focused on establishing the financial foundation of the Omaha Inland Port Authority, including banking relationships, fiscal controls, and Board oversight

processes. Entering FY 2026, OIPA is well positioned with reserves and anticipated funding to move from planning into implementation.

The FY 2026 budget was developed with clear Board direction to distinguish between existing reserves and new funding sources, ensuring transparency and responsible stewardship of public resources.

Available Financial Resources

At the start of FY 2026, OIPA held carryover reserves across its core funds:

- **Operating Fund:** \$2.5 million
- **Innovation District:** \$29.3 million
- **Airport Business Park:** \$83.9 million

In addition, OIPA anticipates new funding during FY 2026, including:

- An estimated **\$40 million federal PIDP grant**
- **Brownfield remediation funds** to support redevelopment
- **Interest earnings** across all funds
- **Lease revenue** supporting operations

Together, these resources provide more than **\$158 million** available to support operations, planning, and capital investment.

Planned Use of Funds

FY 2026 expenditures reflect the Authority's transition into active development and execution, including:

- Staffing and operations, supporting a full leadership and professional team
- Professional services, including legal, accounting, and strategic consulting
- Property acquisition and major capital deployment, particularly within the Airport Business Park

All expenditures follow established approval thresholds, with Finance Committee and Board oversight for major commitments.

Fiscal Responsibility and Oversight

The FY 2026 budget incorporates Board recommendations and emphasizes flexibility as projects advance. While allocations reflect current best estimates, the Authority will continue to adapt spending based on project readiness, grant outcomes, and Board guidance.

This financial framework positions the Omaha Inland Port Authority to responsibly advance transformative projects that support economic growth, innovation, and long-term community benefit.

6. Complete and Current Projects

Airport Business Park

- **Status:** In Progress
 - Fund agreement and property acquisition underway.
- **Timeline:** Planning initiated FY 2025; phased development forthcoming
- **Funding Source:** \$90 million projected investment
- **Outcomes / Benefits:**
 - Industrial and logistics development
 - Job creation and regional economic growth

Innovation District

- **Status:** In Progress
- **Timeline:** Planning initiated FY 2025
- **Funding Source:** \$30 million projected investment
- **Outcomes / Benefits:**
 - Innovation-driven economic development
 - Entrepreneurship hub, skills training and pathways to business ownership
- **Board Notes or Approvals:**
 - Approval to pursue State iHub designation

Housing Improvement & Ownership

- **Status:** In Progress
- **Timeline:** Early planning phase
- **Funding Source:** \$1.5 million projected investment
- **Outcomes / Benefits:**
 - Workforce housing and community stability

- **Board Notes or Approvals:**
 - Continued planning supported

Entrepreneurship Funding

- **Status:** In Progress
 - **Timeline:** Program design phase
 - **Funding Source:** \$1.5 million projected investment
 - **Outcomes / Benefits:**
 - Funding businesses and startups to create jobs and build community wealth
 - **Board Notes or Approvals:**
 - Program concept acknowledged and supported
-

7. Future Projects and Other Areas of Opportunity

Future Projects

- **Creative Housing Campus** – Workforce and modular housing development
- **City and Land Bank Acquisitions** – Strategic property acquisition within OIPA boundaries
- **Impact Fund** - Housing Rehab Fund & Entrepreneurship Fund

Strategic Priorities

- Equitable economic development
- Site readiness and land control
- Innovation-based growth
- Public-private partnerships

New Initiatives Under Consideration

- State and federal innovation funding
- Conduit bonding and interest fund efforts
- Expanded real estate partnerships
- North Omaha Epicenter

9. Notes on Progress and Board Actions

Summary of Key Progress Indicators

- Organizational leadership established
- Committees actively supporting governance
- Multiple projects advanced into planning phases

Board Actions Taken During the Year

- Approval to pursue iHub designation
- Authorization of grant support services
- Real estate acquisition strategies endorsed

Outstanding Tasks / Follow-Up Items

- Finalization of design plans
- Grant submission and review
- Board consideration of land acquisitions

10. Appendices

- **Appendix A:** HR&A Innovation District Vision & Business plan
- **Appendix B:** OIPA 2025 Budget
- **Appendix C:** October 2nd Minutes with Budget Amendment
- **Appendix D:** November 6th Minutes with Approval for Oct 2nd Minutes.

Certification

This report fulfills the annual reporting requirements as outlined in **A.R.S. §13-3306.01** and accurately reflects the activities, financial posture, and strategic direction of the Omaha Inland Port Authority.

Prepared By: 
Date: 12/29/2025

Approved By Chair: 
Date: 1/25/2026

Omaha Inland Port Authority Innovation District

Vision and Business Plan

December 2025

HR&A



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Executive Summary

EXECUTIVE SUMMARY

The Omaha Inland Port Authority (OIPA) Innovation District Vision and Business Plan establishes a roadmap for creating a vibrant, inclusive innovation ecosystem in North Omaha.

Grounded in extensive community engagement and existing conditions analysis, the plan seeks to catalyze economic growth while preventing displacement and fostering wealth-building opportunities for residents.

North Omaha has experienced decades of underinvestment rooted in a legacy of racial segregation. As a result, it faces distinct housing and economic challenges. While new investment presents exciting opportunities to address these challenges, this plan recognizes that **this strategy must not only prevent displacement but also expand community ownership, entrepreneurship, and other means of building intergenerational wealth within the community.**



EXECUTIVE SUMMARY

This plan is rooted in community goals and values. The community was engaged in three public workshops, stakeholder focus groups as well as senior and youth engagement events.



EXECUTIVE SUMMARY

North Omaha can build from existing strengths to create an Innovation District that serves the community. The following opportunities were identified through market research and community engagement.

Industry & Economic Opportunities

- Leverage regional growth: Omaha's economy is expanding, with jobs projected to grow by 3% in the next five years.
- Tap into fast-growing sectors: Construction, healthcare, and accommodation services have grown by 10%+ since 2015.
- Focus on innovation industries: Manufacturing and construction innovation, media and entertainment, ag-tech, and renewables industries are supported by the community.

Entrepreneurship & Workforce

- Expand access to capital: Address gaps in early-stage funding for entrepreneurs.
- Invest in workforce training: Implement upskilling programs aligned with technology needs.
- Build regional innovation leadership: Create coordinated infrastructure for small businesses, including legal, accounting, and mentorship services.

Commercial & Physical Development

- Create flexible spaces: There is demand for office layouts suited to small businesses and retail spaces that facilitate community gathering.
- Room to grow: North Omaha contains many vacant and underutilized parcels that can be leveraged for new development.

EXECUTIVE SUMMARY

The OIPA Innovation District is grounded in the following **vision statement**, developed through input from North Omaha community members.

VISION STATEMENT

The Omaha Inland Port Authority Innovation District will be a **thriving, empowered, and welcoming** ecosystem in North Omaha—a historic and culturally rich community—where community members leverage creativity and technology to collaboratively design and build a stronger and more **vibrant environment and economy while actively preventing displacement**.

EXECUTIVE SUMMARY

The OIPA Innovation District is grounded in the following **guiding principles**, developed through input from North Omaha community members.

- **Foster and promote local innovation** in entrepreneurship, job training, upskilling, and skill sharing, that benefits North Omaha residents.
- **Prevent resident and business displacement**, ensuring the district is strong, affordable, and responsive to community needs.
- **Leverage existing and emerging industries** to put the district on the leading edge of community-driven innovation while **creating opportunities to retain young professionals**.
- **Empower the district's multi-generational community**, especially its youth, to **thrive** and **shape** the future of North Omaha.
- **Celebrate the area's cultural legacy**, family-oriented quality of life, and unbound potential.



EXECUTIVE SUMMARY

Investment and growth in North Omaha will be inclusive, supporting those who live and work in North Omaha today.

WEALTH BUILDING

Long-term economic vitality for families and communities through quality jobs, small business, and access to homeownership.

ANTI-DISPLACEMENT

Access to quality, attainable housing and commercial space, and other programs that protects existing residents and businesses from displacement.

INNOVATION

The development and expansion of industries that build on North Omaha's history of innovation and entrepreneurship.

EXECUTIVE SUMMARY

OIPA has clear business plan focus areas to guide the development of the Innovation District and investment of funds.

CAPITAL INVESTMENTS	PROGRAMMATIC INVESTMENTS	SUPPORTING POLICIES
<ul style="list-style-type: none">Innovation space (~100,00 SF including commercial & retail space)Housing (early District investments will include at least 170 new homes)Infrastructure (e.g., roads, utilities, parking)Open space and public realm improvements	<ul style="list-style-type: none">District activation (e.g., professional and community events)Wealth-building (e.g., small business support, workforce training)Housing & Anti-Displacement (e.g., homebuyer assistance, rent relief, landlord/tenant mediation)	<ul style="list-style-type: none">Zoning and land useCode enforcement & housing qualityUse of publicly-owned landLandlord/tenant rightsAnti-displacement & eviction prevention

EXECUTIVE SUMMARY

To translate this vision into reality, OIPA and its partners must make critical decisions in the following areas:

A. Development Strategy & Infrastructure Investment

1. Approve development phasing and preferred OIPA role in real estate delivery.
2. Secure funding partnerships for district infrastructure.

B. Capital Allocation and Development Strategy

1. Balance real estate investments with programmatic funding for wealth-building and anti-displacement initiatives.
2. Determine specific allocation of the \$30M initial state allocation among housing, innovation space, community programs, and district operations.

C. Operating Budget

1. Finalize operating budget allocations.
2. Identify sustainable revenue streams (e.g., rents, sponsorships, value capture mechanisms) to meet the goal of long-term self-sufficiency.

D. Governance & Operations

1. Establish a governance framework for phasing, partnerships, and KPI monitoring.
2. Build capacity for district activation, program delivery, and property and program management.



1. Introduction

INTRODUCTION | WHAT IS THE OIPA INNOVATION DISTRICT STUDY?

Informed by community input, the **Omaha Inland Port Authority (OIPA) Innovation District Study** sets forth a bold vision and a business plan to guide the creation and operations of an Innovation District in North Omaha.

VISION PLAN

Community Goals and Priorities

Challenges and Opportunities

Aspirational and Attainable Vision

BUSINESS PLAN

Project Costs and Revenues

Future Operations

Funding Sources

COMMUNITY ENGAGEMENT

Public Meetings and Workshops

Community Advisory Committee

Focus Groups and Interviews

INTRODUCTION | VISION AND BUSINESS PLAN COMPONENTS

This vision and business plan is the final report for the OIPA Innovation District Study, building off the previously published existing conditions analysis.

VISION PLAN

- **Innovation District Vision**
- **Existing Conditions**
- **Anti-Displacement and Wealth Building Opportunities**

BUSINESS PLAN

- **Real Estate Investment**
- **Site and Infrastructure Analysis**
- **Investment and Partnership Strategy**
- **Ongoing Programs and Operations**
- **Operating Revenue and Financial Review Process**
- **Governance Framework**
- **KPI Evaluation and Monitoring**

INTRODUCTION | KEY DEFINITIONS

The Innovation District Study is grounded in wealth building, anti-displacement, and innovation.

WEALTH BUILDING

Long-term economic vitality for families and communities through quality jobs, small business, and access to homeownership.

ANTI- DISPLACEMENT

Access to quality, attainable housing and commercial space, and other programs that protects existing residents and businesses from displacement.

INNOVATION

The development and expansion of industries that build on North Omaha's history of innovation and entrepreneurship.

INTRODUCTION | COMMUNITY ENGAGEMENT

Over the course of the study, three workshops were held to engage the community and get their input on the vision and business planning aspects of the Innovation District. Additional feedback was gathered through focus groups, interviews, and youth and senior events.

Project Kickoff (May 2025)

Identified opportunities and challenges, and goals to guide district planning.

Public Visioning (August 2025)

Determined guiding principles and gathered feedback on different potential scenarios for the district.

Participatory Budgeting (November 2025)

Workshopped near-term and long-term investments and priorities, including anti-displacement and wealth building programs.

+ Throughout the plan process, we held numerous focus groups with residents, City officials, and housing and economic development stakeholders, held one-on-one interviews, and hosted youth and senior events.

INTRODUCTION | MAY COMMUNITY WORKSHOP

The May workshop gathered over 100 residents to share hopes, ideas and priorities for a future Innovation District, informing the District's vision statement and guiding principles.



KEY THEMES:

- **Inclusive Economic Growth:** Support local and Black-owned businesses, expand access to capital, and grow jobs through incubation, training, and youth talent retention.
- **Equitable Housing:** Provide mixed-income housing, prevent displacement, and support rehab and homelessness solutions.
- **Education & Innovation:** Create pathways in trades, tech, and creative industries to help local talent grow and stay.
- **Community & Culture:** Celebrate North Omaha's history and creativity with events, art, and inclusive public spaces.
- **Sustainability & Quality of Life:** Prioritize green space, environmental sustainability, and transparent, community-led planning.

INTRODUCTION | AUGUST COMMUNITY WORKSHOP

During the August workshop, residents provided input on the District's identity, uses, and development model, including what an innovation district could look like in the community.



KEY THEMES:

- **Community-Driven Development Model:** Strong preference for a community-led, mixed-use approach to development.
- **Economic Stability & Equity:** Priorities included supporting minority and women-owned businesses, local hiring, and anti-displacement strategies.
- **Desired Business Types:** High interest in STEM and tech industries, healthcare, arts and entertainment, food access and production, trades and construction and incubators.
- **Community & Innovation Activities:** Residents want youth programs, arts/cultural events, and public gathering spaces.
- **Infrastructure & Sustainability:** Emphasis on multimodal transportation, walkability, and green infrastructure.
- **Key Assets to Build Upon:** Protect and enhance cultural landmarks, parks and green spaces, and existing businesses.
- **Community Identity & Representation:** Preserve North Omaha's cultural legacy, elevate community voices, and ensure development is led by local residents and businesses.

INTRODUCTION | NOVEMBER COMMUNITY WORKSHOP

At the final workshop in November, the community engaged in a participatory budgeting exercise on how OIPA should allocate its funds towards ongoing programmatic investments.



Community's Top Three Priority Programmatic Investment Areas:

- **Priority 1** - Wealth building via a local entrepreneur loan fund, with down payment and closing costs assistance, and through community ownership of real estate projects.
- **Priority 2** - Use of anti-displacement programs that focus on affordable and mixed-income housing investment and home repair support.
- **Priority 3** - District operations tied to arts, history, and culture and shared through pop-up markets and festivals.

INTRODUCTION | INNOVATION DISTRICT MODELS

Community conversations indicated a design for the District to follow a “re-imagined urban area” model for growth and investment.

A Re-Imagined Urban Area in North Omaha: A redeveloped industrial and warehouse district that becomes a vibrant, mixed-use space with strong transit connections. This approach embraces the reuse of existing buildings, preserving the neighborhood's historic architecture while creating new investment opportunities. By uniting dispersed sites under an intentional, cohesive vision, the district will celebrate North Omaha's character and deliver inclusive growth.

Example: Overtown Innovation District, Miami, FL



Miami's Overtown neighborhood centers culture, innovation, and anti-displacement strategies to foster its innovation ecosystem.

- **Arts & Culture:** Reclaiming Overtown's legacy as the “Harlem of the South” through music, food, and performance venues.
- **Entrepreneurship & Innovation:** Supporting Black-owned businesses and startups through small-scale development and local investment.
- **Smart City & Sustainability:** Incorporating green infrastructure, walkability, and resilience planning.
- **Tourism & Entertainment:** Creating a cultural destination with museums, theaters, and public art.

INTRODUCTION | INNOVATION DISTRICT VISION

The community workshops, stakeholder focus groups and conversations, and existing conditions analysis, all contributed to a distinct vision for the District.

INCLUSIVE ECONOMIC GROWTH	EDUCATION AND WORKFORCE DEVELOPMENT	INNOVATION AND INDUSTRY FOCUS	COMMUNITY IDENTITY AND CULTURAL LEGACY
<ul style="list-style-type: none">Preference for community-driven mixed-use development.Create good-paying jobs and career pathways.Support entrepreneurship and local hiring.Expand access to capital for small businesses, especially micro-scale investments.	<ul style="list-style-type: none">Build an intergenerational learning hub with apprenticeships and micro-credential training.Support for youth-focused programs including apprenticeships and internships.Foster upskilling and entrepreneurship for local talent retention.	<ul style="list-style-type: none">Prioritize sectors like innovations in housing, clean energy, ag-tech, and creative industries.Create flexible spaces for co-working, makerspaces, and startups.Align with regional institutions for research and workforce pipelines.	<ul style="list-style-type: none">Celebrate and preserve North Omaha's history, arts, and multicultural heritage.Design spaces that feel familiar, family-centered, and rooted in local culture.Ensure development is "for us, by us" with spaces that facilitate gathering and community building.

INTRODUCTION | NORTH OMAHA IDENTITY AND INNOVATION ASSETS

In addition, engagement with North Omaha stakeholders, residents, and business owners surfaced the existing assets that pertain to industry and innovation in the community.

- Culture of **entrepreneurship**, presence of **legacy businesses**
- **Strong educational anchors** such as Metro Community College and Omaha North High School's STEM curriculum
- Engagement of **youth and young professionals**
- Neighborhood history of innovation in sectors like **music, sports, and news media**
- Planned infrastructure projects and proximity to downtown position the **neighborhood as a central location**

INTRODUCTION | VISION STATEMENT

The OIPA Innovation District is grounded in the following **vision statement**, developed through input from North Omaha community members.

VISION STATEMENT

The Omaha Inland Port Authority Innovation District will be a **thriving, empowered, and welcoming** ecosystem in North Omaha—a historic and culturally rich community—where community members leverage creativity and technology to collaboratively design and build a stronger and more **vibrant environment and economy while actively preventing displacement**.

INTRODUCTION | GUIDING PRINCIPLES

The OIPA Innovation District is grounded in the following **guiding principles**, developed through input from North Omaha community members.



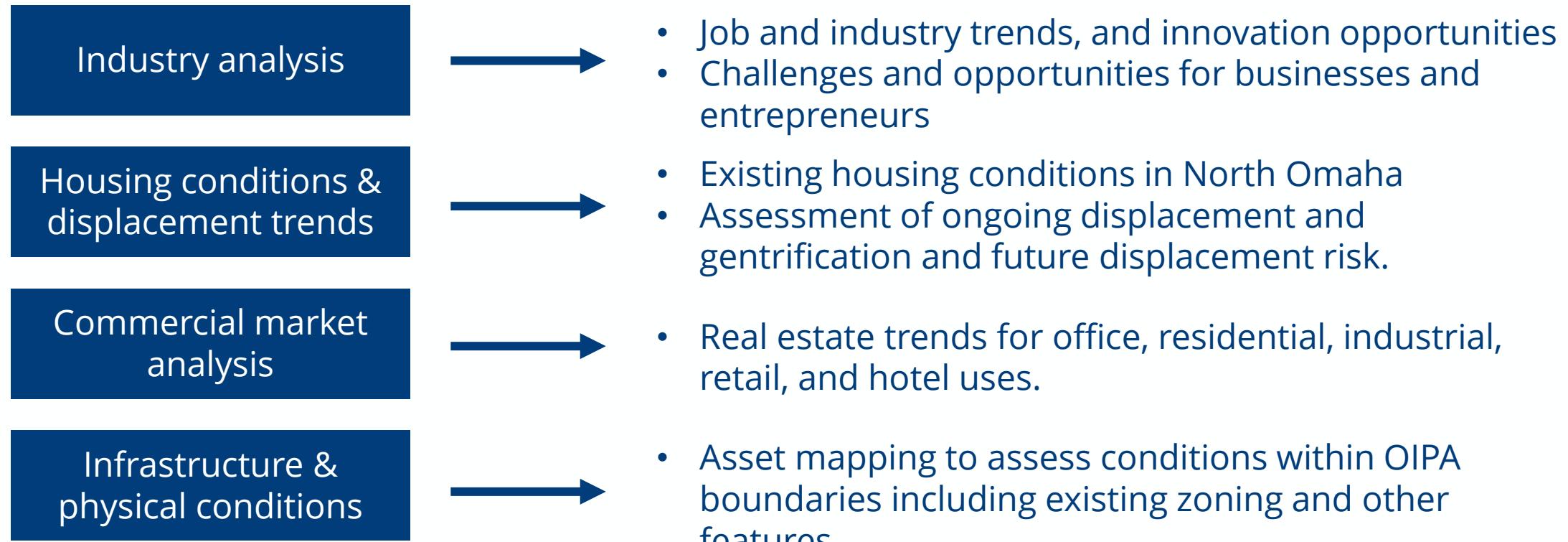
- **Foster and promote local innovation** in entrepreneurship, job training, upskilling, and skill sharing, that benefits North Omaha residents.
- **Prevent resident and business displacement**, ensuring the district is strong, affordable, and responsive to community needs.
- **Leverage existing and emerging industries** to put the district on the leading edge of community-driven innovation while **creating opportunities to retain young professionals**.
- **Empower the district's multi-generational community**, especially its youth, to **thrive** and **shape** the future of North Omaha.
- **Celebrate the area's cultural legacy**, family-oriented quality of life, and unbound potential.

A large, diverse crowd of people of various ages and ethnicities is gathered at an event. In the background, a large, colorful mural on a building wall features the words "LULU COURSE" in a stylized, bubbly font. The crowd is dressed in a variety of colorful, casual, and有些正式的 clothing. Some people are looking towards the camera, while others are looking away or interacting with each other. The overall atmosphere appears to be lively and social.

2. Existing Conditions

EXISTING CONDITIONS | PURPOSE AND OBJECTIVES

The initial phase of the OIPA District Study was an existing conditions analysis that provided OIPA with a baseline understanding of the conditions that foster a vibrant innovation district.



EXISTING CONDITIONS | METHODOLOGY

The existing conditions analysis draws from quantitative data analysis, stakeholder and community engagement, and past North Omaha plans and studies, ensuring a strong understanding of community needs and opportunities.



May Public Meeting

Over 100 community residents gathered and shared their ideas, and priorities around economic growth, education, and innovation.



Stakeholder Focus Groups

Focus groups were held with resident leaders, community organizations, local businesses, and local education institutions.



Existing Ecosystem Analyses

Previous reports include Silicon Prairie Rising and Greater Omaha Chamber's 2025-2027 Economic Development Strategy.



Quantitative Evaluation

Data was sourced from ACS, Lightcast, and CoStar to capture demographic, housing, industry, and real estate trends.

EXISTING CONDITIONS | INNOVATION OPPORTUNITIES

The following sectors were identified as possible **areas of innovation opportunity** in Omaha, and North Omaha specifically, by neighborhood residents, stakeholders and research conducted by Omaha's startup community.



Agriculture Technology: Nebraska is a global leader in irrigation and ag innovation, with growth in precision farming and automation.



Financial Technology: With Omaha's strong finance sector, the district can foster fintech startups focused on AI, blockchain, and access-oriented solutions.



Health & Life Sciences: Connecting with major institutions like UNMC and Nebraska Medicine, the district could support biotech, diagnostics, and health innovation.



Construction Innovations: Given the significant demand for housing production, the district could lead in construction technology and skilled trades innovation.



Renewables & Bio-Based Manufacturing: Nebraska's growing bioeconomy and state support create strong potential for sustainable manufacturing and clean tech innovation.



Media & Entertainment Technologies: Building on its cultural legacy, North Omaha can emerge as a hub for creative technologies, connecting to a growing creative tech sector (music tech, sports tech, etc.)

EXISTING CONDITIONS | POTENTIAL INDUSTRIES – MEDIA AND ENTERTAINMENT

The OIPA Innovation District can help expand the **media and entertainment industries** in North Omaha, building off history and connecting to emerging fields and technologies.

Connection to North Omaha

Arts, entertainment, and recreation make up about 800 jobs in North Omaha and is one of the fastest growing industries in North Omaha (30% increase since 2015) and the MSA (20% increase).

There is a long legacy of media and entertainment industries in North Omaha, from the jazz history of the 24th and Lake Historic District to the Lincoln Motion Picture Company.

The community has expressed the importance of supporting industries that can support jobs in technology, innovation, and creativity.

Programmatic and Physical Needs

Incubators and accelerators for creative startups in film, gaming, music, and digital media.

Support for businesses, which could include mentorship, business-plan development, and access to investment opportunities, and other business development resources.

Flexible workspaces with production and music studios, and other media equipment.

National Examples



Industry City Studios (Brooklyn, NY)

Local Assets



Open Mic Night at Culxr House

EXISTING CONDITIONS | POTENTIAL INDUSTRIES – INNOVATIONS IN HOUSING AND MANUFACTURING

Recent innovations in housing construction and growth in construction and manufacturing industries could support a focus related to housing innovation.

Connection to North Omaha

Construction and manufacturing are two of the largest and fastest growing industries in the Omaha region.

Local institutions are currently supporting these innovation efforts including:

- MCC's programs in construction technology
- UNL's FACT Studio's recent design of prefabricated housing project in North Omaha called "Our Story"
- OPS' partnership with Blair Freeman Group teaching students housing construction.

Programmatic and Physical Needs

Dedicated workforce training space for programs that support micro credentialing and other skill building programs in housing and construction innovations.

Living labs for testing new innovative technologies related to modular housing, 3D printing, and green construction.

National Examples



Mare Island Innovation Hub (Mare Island, CA)

Local Assets



Metro Omaha Trades Invitational, 2025

EXISTING CONDITIONS | INDUSTRY CHALLENGES AND OPPORTUNITIES

The Omaha region has a strong economy and is projected to grow in coming years. North Omaha can capitalize on growing industries as part of the Innovation District.

Regional Industries and Employment Trends

- The Omaha region reflects a growing economy. Jobs have increased by 1.5% in the last five years and are **expected to grow by 3% in the next five years.**
- Total jobs in **construction, manufacturing, accommodation and food services, and healthcare** industries all **grew by at least 10%** between 2015 and 2024.
- **Existing regional employment hubs are outside of North Omaha**, driven by the data centers in Papillion, malls in Regency and Westroads, and University of Nebraska Medical Center, and businesses in Midtown and Downtown.
- Of these fast-growing regional industries, community members expressed particular interest in expanding industry opportunities in **manufacturing and construction innovation**.
- In addition, focus groups surfaced a desire for investment in **media and entertainment industries**, creating jobs at the intersection of creative and trade-based pursuits, while honoring North Omaha history.
- The Silicon Prairie Rising report and Greater Omaha Chamber of Commerce highlight other emerging Omaha **including agriculture technology, financial technology, and renewables.**

Innovation District Industries

EXISTING CONDITIONS | INDUSTRY CHALLENGES AND OPPORTUNITIES

Businesses and entrepreneurs identified access to capital, need for workforce programs, and a lack of a regional innovation vision as current challenges.

Access to Capital

- North Omaha businesses emphasized that **funding sources like Nebraska Enterprise Fund or Invest Nebraska are out of reach**, with funding investments in general targeted at West Omaha.
- Local entrepreneurs pointed to a gap in available **early-stage capital opportunities**, especially micro-scale investments (up to \$100,000).
- There is not enough private capital flowing to businesses in North Omaha. Nonprofits have played a role in providing some funds but not to a sufficient level.

Workforce and Upskilling

- There is not enough access to good quality, well-paying jobs in North Omaha to create economic stability and wealth building opportunities.
- There is a need for **investments in workforce training and upskilling programs**, especially those that can bring the local workforce current with the technology skills employers are looking for.
- Future workforce training and upskilling programs should leverage the **existing network of programs** through institutions like Omaha Public Schools and Metropolitan Community College.

Regional Leadership

- The 2024 Silicon Prairie Rising report found that the Omaha region lacks a unified and well managed regional innovation economy organization.
- Small businesses indicated a need for coordinated infrastructure that helps them access service, such as legal, accounting, and mentorship.

EXISTING CONDITIONS | HOUSING CONDITIONS AND NEEDS

North Omaha has an aging housing stock with high vacancy rate. The majority of renters are cost-burdened, and homeownership is out of reach for most existing households.

Housing Quality & Access

- **60% of homes were built pre-1960 compared to 30% of homes citywide.** Older homes are a critical source of lower-cost housing but raise concerns about housing quality.
- **Over 2,000 homes are vacant**, with half off market due to **disrepair, foreclosure, or speculation**.
- Residents reported source-of-income discrimination, and challenges tied to investor ownership.
- Current tools to ensure housing quality, like the **rental registry**, lack enforcement mechanisms.

Renter Affordability

- The neighborhood has seen a **significant loss of lower-cost** homes renting for less than \$800 per month, the price affordable to the neighborhood's median renter household—**20% of rental homes in 2023 compared to 57% in 2013**. Meanwhile, **58% of renter households are cost-burdened**, spending over 30% of their income on rent.

Homeownership Access

- **Homeownership in North Omaha is significantly lower than Omaha overall** (44% compared to 58%) and has declined over the past decade, driven by a shift towards more renter households.
- The typical existing household can afford a max home price of \$150,000, yet **83% of homes built since 2020 sold for over \$200,000**.

Barriers to Development

- Developers indicated that **aging infrastructure, zoning and code constraints restrict the types of housing that can be built** in the neighborhood.
- Small-scale local developers face challenges accessing capital and require more support to scale.

EXISTING CONDITIONS | DISPLACEMENT AND GENTRIFICATION

North Omaha is beginning to experience renewed growth after decades of underinvestment. While this growth brings opportunity, it also raises concerns about affordability and long-term community stability. Signs of residential displacement are already evident, particularly for low-income households and Black residents.

Early Signs of Displacement and Vulnerability

- Since 2013, North Omaha has seen a **decline of approximately 1,000 Black households**, including 300 Black homeowners.
- **Nearly 70% of renters and 30% of owners are cost burdened**, making them vulnerable to displacement if faced with rising rents and/or property taxes.
- **The number of rental homes priced below \$800**, the rent affordable to the typical North Omaha household, **has declined by 2,400 units since 2013**.
- The 2010s saw a significant uptick in housing construction in North Omaha after years of limited development. While some developments are affordable, **most new homes are priced out of reach for the median North Omaha household**.
- Over the past decade, **the number of White households increased by 2,000, and households earning more than \$75,000 doubled**. These changes are likely driven by **households moving into newly developed apartment buildings**; the number of renter households increased by more than 2,000 during this period.

Increased Investment & Gentrification

EXISTING CONDITIONS | COMMERCIAL MARKET TRENDS

New commercial space in North Omaha has been very limited outside of developments in Millwork Commons and the Builder's District.

Office

- There has been **limited new office developments in North Omaha**, which has kept vacancy rates for these uses below that of the city and MSA.
- Office developments in **Millwork Commons and the Builder's District** represent a lot of the new development in North Omaha and make up almost a quarter of North Omaha's office space.

Industrial

- There are a lot of industrial properties in North Omaha, particularly **warehouse and manufacturing spaces**. Much of the spaces fall within the OIPA boundary, but there are clusters of industrial space south of the boundary closer to Downtown.
- In Millwork Commons, there has been **conversion of industrial properties into mixed-use developments** like the Aston and Mastercraft.

Retail

- Only 3% of retail space in the Omaha-Council Bluff region is found in North Omaha. The most common retail spaces are restaurants, beauty salons and barber shops, and convenience stores.
- As a result of **limited new supply in the past 10 years**, retail vacancy rates are below that of the city overall, while rents are higher than the city overall.

Hotel

- There are 19 hotels comprising almost 2,900 rooms in North Omaha, with no additional hotels under construction. Outside of hotels built in Downtown Omaha, there have been **no hotels built in the North Omaha area in the last 10 years**.

EXISTING CONDITIONS | COMMERCIAL MARKET NEEDS

Business owners want to see retail and office spaces that meet their financial and spatial needs and community members want spaces to gather and socialize.

Office

- Business owners indicated that **current inventory does not fit the needs of businesses in terms of layout**, and that available commercial space is occupied by nonprofits, but there has been no new delivery of office in the heart of North Omaha to meet these needs.

Industrial

- There are plans to develop additional industrial space through the Airport Business Park, but there could be further need for flexible industrial space connected to the Innovation District.

Retail

- Retail spaces that function as places **where people can gather, socialize, and build communities, known as “third places,” are missing in the community**, such as coffee shops and bookstores.
- Local business owners expressed a desire to locate their business in North Omaha but **could not find the space they needed**, due to both the financing needed to update existing older spaces, or lack of other affordable retail space.

Hotel

- Need for additional new hotels in North Omaha **was not something that was explicitly mentioned in community and stakeholder engagement**, although it did surface in initial planning efforts for the Airport Business Park and Levi Carter Park. It is a possible complementary use for future development.

EXISTING CONDITIONS | INFRASTRUCTURE AND PHYSICAL CONDITIONS

The challenges and assets within the OIPA boundary indicate the southwestern portion as best suited for the Innovation District.

Challenges

- The north and eastern areas fall within a 500-year floodplain.
- Sewer infrastructure is concentrated to the southwestern portion.
- The road conditions above Carter Lake are mostly in fair or poor condition.
- Across the district site preparation will require high upfront costs.

Assets

- There is good access to major and minor through streets, access to truck routes, and highway corridors.
- The highest traffic counts are in and around the 30th & Ames St area.
- North Omaha is currently advancing a network of recreational trails.
- There are many vacant lots in that could be leveraged for new development
- There are several ongoing planning efforts that can link to an Innovation District development.





3. Anti-Displacement and Wealth Building Opportunities

ANTI-DISPLACEMENT AND WEALTH BUILDING OPPORTUNITIES | **VISION & GOALS**

The Omaha Inland Port Authority seeks to identify strategies to **improve housing access and affordability** and **minimize displacement risk** for existing residents, while **encouraging new investment** that supports economic activity, job creation, and pathways to wealth building for residents and local businesses.

North Omaha has experienced decades of underinvestment rooted in a legacy of racial segregation. As a result, it faces distinct housing and economic challenges. While new investment presents exciting opportunities to address these challenges, this study recognizes that this strategy must **not only prevent displacement but also expand community ownership, entrepreneurship, and other means of building intergenerational wealth within the community.**



ANTI-DISPLACEMENT AND WEALTH BUILDING OPPORTUNITIES | GUIDING PRINCIPLES

This strategy is grounded by a set of principles and intentions that guide the mission of anti-displacement and wealth building as part of the OIPA Innovation District Study.

ATTAINABLE & AFFORDABLE HOUSING

Expand access to quality, attainable housing while preserving existing homes and protecting residents from displacement.

COMMUNITY WEALTH

Promote economic vitality and wealth building through homeownership, entrepreneurship, and shared community ownership.

ECONOMIC STABILITY & RESILIENCE

Provide residents with access to stable, quality jobs that insulate them from potential rising costs due to new investment.

ANTI-DISPLACEMENT AND WEALTH BUILDING OPPORTUNITIES | OIPA'S ROLE

Across strategies, OIPA has a variety of levers of control and influence it can apply to advance anti-displacement and wealth building strategies.



LEAD

Where OIPA has statutory powers, administrative capacity and financial resources to act.



PARTNER

Where OIPA can share responsibility with government, private, nonprofit, or philanthropic partners to deliver.



ADVOCATE

Where authority lies with the City or State, but OIPA can advocate and has influence.

Example:

- Funder/Investor** - Directly deploy low-cost financing, grants or incentives.
- Program Administrator** - Directly administer new programs or standup funds.
- Catalyst / Demonstrator** - Demonstrate viability of development types not previously seen in North Omaha.

Example:

- Co-Funder** - Set aside funding to support programs administered by partners.
- Convener** - Facilitate agreements with partners that secure community benefits.
- Implementation Support** - Help partners carry out programs or functions.

Example:

- Connector** - Align district efforts with regional/state housing, transportation, and workforce initiatives.
- Policy Advocate** - Push for policy reforms at City or State level.
- Community Representative** - Elevate community needs in decision-making processes.

ANTI-DISPLACEMENT AND WEALTH BUILDING OPPORTUNITIES | STRATEGY FRAMEWORK

This framework outlines actions OIPA and its partners can deploy across **two parallel strategies** to balance economic growth with inclusion so all who live and work in the District can share in its success.

Strategy Framework

A. Wealth Building

Strategies to create pathways for residents and businesses to grow, prosper, and share in the economic benefits of the District's development.

A1. Equitable Governance & Procurement

A2. Entrepreneurship & Small Business Growth

A3. Housing as a Platform for Wealth

A4. Community & Collective Ownership

B. Anti-Displacement

Strategies to ensure both existing and new renters and owners can remain to benefit from new opportunities as the District develops.

B1. Protect Renters & Owners

B4. Stabilize Existing Households

B3. Preserve Housing Quality & Affordability

B2. Expand Diverse, Attainable Housing Options



A star on the following pages indicates the community priorities these programs during a participatory budgeting meeting.

ANTI-DISPLACEMENT AND WEALTH BUILDING OPPORTUNITIES | **WEALTH BUILDING ACTIONS**

Actions that build wealth through leveraging district investments and commercial leasing opportunities to create **local jobs, fair wages, and inclusive contracting**.

A1. Equitable Governance & Procurement

Action Description	Action Type	OIPA Role	Possible Partner(s)
A1.1 Create a requirement or preference for local hiring, MWBE participation, and workforce development programs for projects receiving OIPA funding.	Policy	Lead	NA
A1.2 Establish a tenanting framework to prioritize leasing Innovation District commercial spaces to local North Omaha businesses, MWBEs, and businesses paying living wages.	Policy	Lead	NA
A1.3 Prioritize emerging and local North Omaha developers when partnering on real estate deals.	Policy	Lead	Spark Developer Academy

Precedents to Build On

- [The Ion District's](#) Small Business Leasing and \$16M construction budget for MWBE bid opportunities - *Houston, TX*
- [Harvard Allston's](#) 25% retail space dedicated for small, local MWBE, providing advantageous lease terms - *Boston, MA*



Indicates strategies that received
strong community preference

ANTI-DISPLACEMENT AND WEALTH BUILDING OPPORTUNITIES | WEALTH BUILDING ACTIONS

Actions that build wealth by **expanding opportunities** for local and small businesses **through capital access, technical assistance, and connections for scaling**.

A2. Entrepreneurship & Small Business Growth

Action Description	Action Type	OIPA Role	Possible Partner(s)
A2.1 Establish a revolving loan fund to fuel business growth and local job creation by providing flexible, low-cost financing to neighborhood entrepreneurs and MWBEs.	Funding	Lead	IHUBs; Omaha100; Philanthropy
A2.2 Provide grants to help neighborhood-based businesses and MWBEs strengthen operations, build back-office capacity, and position themselves for long-term success.	Funding	Lead	IHUBs; Omaha100; Philanthropy
A2.3 Provide technical assistance through training, mentorship, and connections to procurement and tenanting opportunities to help local entrepreneurs and MWBEs expand their reach and competitiveness.	Program	Partner	IHUBs; Omaha100; Philanthropy

Precedents to Build On

- [Russell Innovation Center](#) – Big IDEAS curriculum and scaling supports in partnership with Mastercard - *Atlanta, GA*
- The Ion District - \$1.25M Inclusive Tech Accelerator and \$5M Inclusive Tech Investment Fund - *Houston, TX*



ANTI-DISPLACEMENT AND WEALTH BUILDING OPPORTUNITIES | WEALTH BUILDING ACTIONS

Actions that build wealth by **expanding access to homeownership, helping homeowners maintain their homes, and enabling the transfer of wealth across generations.**

A3. Housing as Platform For Wealth-Building

Action Description	Action Type	OIPA Role	Possible Partner(s)
A3.1 Expand programs that prepare households for homeownership and support intergenerational property transfer (e.g., transfer deed at death).	Funding; Program	Partner	Non-Profits; Habitat
A3.2 Expand homeownership assistance programs that offer down payment and closing cost assistance.	Funding	Partner	Habitat; City of Omaha
A3.3 Increase opportunities for homeownership by supporting the development of attainable housing types, such as townhomes and other missing-middle options, accessible to first-time and low or moderate-income buyers. <i>(See strategy B3 for more complementary actions)</i>	Financing	Lead; Partner	City of Omaha; Development Partners



Precedents to Build On

- Habitat for Humanity [Transfer on Death Deed \(TODD\) Events - Omaha, NE](#)
- Richmond [Heirs Property Network - Richmond, VA](#)
- [AXD Missing Middle Playbook - Omaha, NE](#)



Indicates strategies that received
strong community preference

ANTI-DISPLACEMENT AND WEALTH BUILDING OPPORTUNITIES | WEALTH BUILDING ACTIONS

Actions that build wealth by **fostering shared community control and collective ownership of housing and real estate.**

A4. Community & Collective Ownership

Action Description	Action Type	OIPA Role	Possible Partner(s)
A4.1 Demonstrate or support shared housing ownership models such as Community Land Trusts and shared equity housing.	Financing; Program	Partner	Community Orgs; Non-Profits
A4.2 Demonstrate shared ownership models for commercial real estate, such as Community Investment Trusts, to give residents and entrepreneurs a direct stake in neighborhood growth and prosperity.	Financing; Program	Partner	Community Orgs; Non-Profits

Precedents to Build On

- [Canopy South Community Investment Trust](#) - Omaha, NE
- [Prairie Roots Community Land Trust](#) - Lincoln, NE
- [NorthEast Investment Cooperative](#) - Minneapolis, MN



Indicates strategies that received strong community preference

ANTI-DISPLACEMENT AND WEALTH BUILDING OPPORTUNITIES | ANTI-DISPLACEMENT ACTIONS

Actions that promote housing stability for residents by **protecting renters and owners from evictions, foreclosures, and involuntary moves.**

B1. Protect Renters & Owners

Action Description	Action Type	OIPA Role	Possible Partner(s)
B1.1 Enact source-of-income protections to expand housing access for residents with Section 8 Housing Choice Vouchers.	Policy City-Level	Advocate	City of Omaha
B1.2 Establish a policy that gives renters the first right-of-refusal to buy their building when it goes up for sale, preserving affordability promoting community ownership.	Policy City-Level	Advocate	City of Omaha
B1.3 Expand outreach for property tax relief programs (e.g., Homestead Exemption) to help homeowners remain in place as property values rise.	Program	Lead; Partner	Community & Advocacy Orgs
B1.4 Prevent eviction through a right-to-counsel program that provides legal representation and mediation services to tenants facing eviction.	Policy City-Level	Advocate	City of Omaha

Precedents to Build On

- [Tenant Opportunity to Purchase District Pilot Program - Chicago, IL](#)
- Right to Counsel Policies in [New York City](#); [Cleveland, OH](#); [Philadelphia, PA](#)



Indicates strategies that received strong community preference

ANTI-DISPLACEMENT AND WEALTH BUILDING OPPORTUNITIES | ANTI-DISPLACEMENT ACTIONS

Actions that help to **keep renters and homeowners securely housed by reducing cost burdens and responding quickly to financial hardship.**

B2. Stabilize Existing Households

Action Description	Action Type	OIPA Role	Possible Partner(s)
B2.1 Expand emergency rental assistance programs to assist residents with arrears and prospective payments during financial hardship.	Funding; Program	Partner	Threshold CoC; United Way; Philanthropy
B2.2 Advocate for the expansion of property tax relief for seniors and low-income households who do not qualify for Nebraska's Homestead Exemption.	Policy State-Level	Advocate	State Legislature
B2.3 Expand funding and outreach for programs that stabilize homeowners through grants or low-interest loans for repairs, accessibility improvements, and energy efficiency upgrades.	Funding; Program	Partner	City of Omaha; Local Non-Profits; Philanthropy
B2.4 Support financial counseling and navigation services to help residents access tax relief, repair programs, and foreclosure prevention resources.	Program	Partner	Local Service Providers; Philanthropy

Precedents to Build On

- Front Porch Investments [Greenlining Fund - Omaha, NE](#)
- Habitat for Humanity [Home Repair Program - Omaha, NE](#)



Indicates strategies that received strong community preference

ANTI-DISPLACEMENT AND WEALTH BUILDING OPPORTUNITIES | ANTI-DISPLACEMENT ACTIONS

Actions that **expand** the availability and production of housing, including **attainable, mixed-income, and missing-middle housing** that serve diverse community needs.

B3. Expand Diverse, Attainable Housing Options

Action Description	Action Type	OIPA Role	Possible Partner(s)
B3.1 Deploy low-cost loans and gap financing to catalyze new affordable and mixed-income housing.	Funding; Financing	Lead or Partner	CDFIs/ Nonprofits
B3.2 Finance infrastructure to unlock shovel-ready sites for development.	Financing	Partner	City of Omaha
B3.3 Advocate for zoning and building code reforms that enable diverse housing types at attainable price points.	Policy City-Level	Advocate	City of Omaha
B3.4 Implement a vacancy tax to discourage speculation and long-term vacancies, directing the revenue toward affordable housing.	Policy City-Level	Advocate	City of Omaha

Precedents to Build On

- [AXD Missing Middle Playbook - Omaha, NE](#)
- Front Porch Investments [Development and Preservation Fund](#) and [Innovation Fund](#) - *Omaha, NE*
- [Oakland Vacant Property Tax \(VPT\)](#) and [Vancouver Empty Homes Tax](#)



Indicates strategies that received strong community preference

ANTI-DISPLACEMENT AND WEALTH BUILDING OPPORTUNITIES | ANTI-DISPLACEMENT ACTIONS

Actions that **expand** the availability and production of housing, including **attainable, mixed-income, and missing-middle housing** that serve diverse community needs.

B3. Expand Diverse, Attainable Housing Options

Action Description	Action Type	OIPA Role	Possible Partner(s)
B3.5 Develop a public land disposition strategy that prioritizes affordable housing, community ownership models, and emerging local developers.	Policy; Program	Partner	City of Omaha; Municipal Land Bank
B3.6 Launch demonstration projects to create precedents for innovative ownership models, missing-middle housing types, and new construction methods.	Policy <i>City-Level</i>	Lead; Partner	Local Development Partner
B3.7 Update TIF policies to incentivize affordability.	Policy <i>City-Level</i>	Advocate	City of Omaha

Precedents to Build On

- [Richmond Equitable Land Disposition Policy - Richmond, CA](#)
- [Detroit Community Commitment Disposition Policy – Detroit, MI](#)
- [Housing Solutions Lab, Tax Increment Financing Policy Brief](#) – includes several examples of TIF policies with affordable housing provisions.



Indicates strategies that received strong community preference

ANTI-DISPLACEMENT AND WEALTH BUILDING OPPORTUNITIES | ANTI-DISPLACEMENT ACTIONS

Actions that **safeguard naturally affordable housing by promoting code enforcement, supporting repairs and upgrades, and preventing speculation.**

B4. Preserve Housing Quality & Affordability

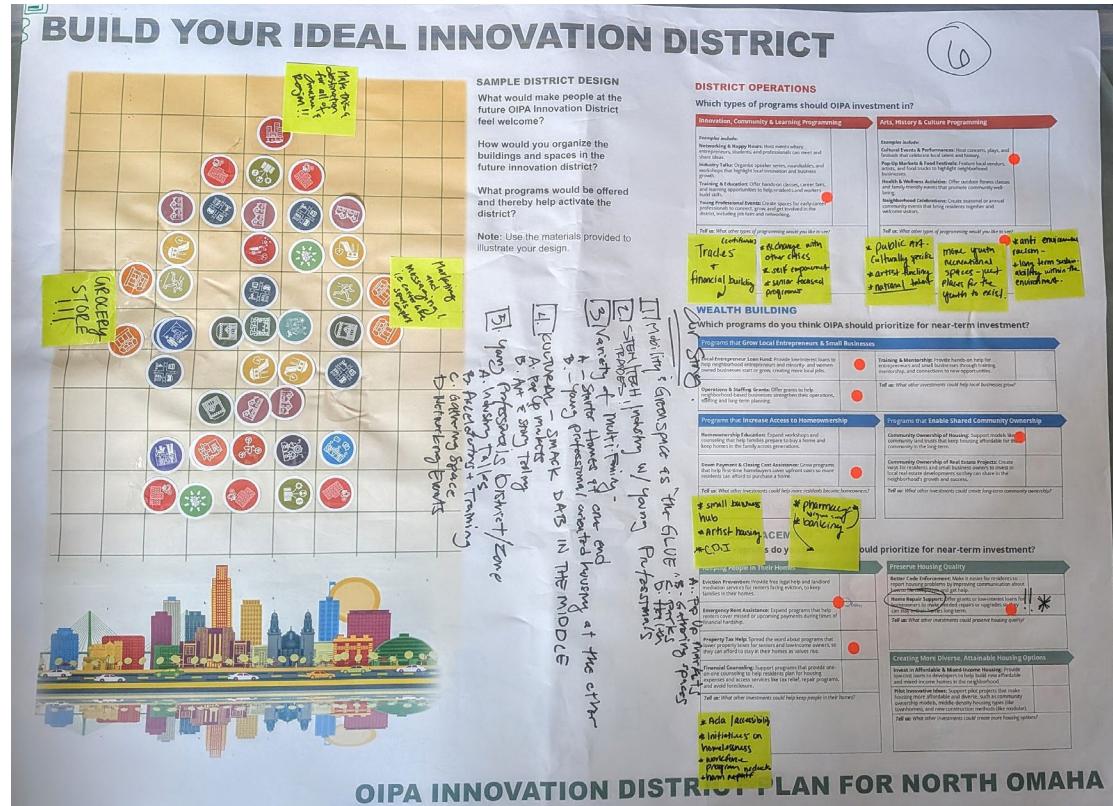
Action Description	Action Type	OIPA Role	Possible Partner(s)
B4.1 Strengthen code enforcement by improving public communication about the City's complaint process, while strengthening enforcement against repeat and negligent property owners.	Policy; Program	Partner; Advocate	City of Omaha
B4.2 Update the City's rental registry to include proactive inspections, user-friendly complaint process, enforceable fines, and civil, not criminal, penalties.	Policy City-Level	Advocate	City of Omaha
B4.3 Establish a real estate transfer fee on the sale of single-family homes from owner-occupants to investors, discouraging conversions to rental properties and generating revenue for housing assistance programs.	Policy City-Level	Advocate	City of Omaha
B4.4 Provide financial incentives for small/medium-sized landlords in exchange for maintaining long-term affordability, renting to low-income tenants, and/or investing in property maintenance.	Funding; Program	Partner	City of Omaha; Nonprofits/ CDFIs

Precedents to Build On

- [Minneapolis, MN](#) operates a proactive rental inspection programs tied to rental licensing and administrative fines.
- [HOME4GOOD Landlord Incentive Program](#) - *Columbus, OH*
- [Rental Rehabilitation Grant](#) - *Jackson, MI*

ANTI-DISPLACEMENT AND WEALTH BUILDING OPPORTUNITIES | COMMUNITY PRIORITIES

During the November community workshop, neighborhood residents shared their priorities for which wealth building and anti-displacement programs OIPA should invest in.



★ Top 6 Priority Programs

A2.1 - Establish a local entrepreneur revolving loan fund

A3.2 - Expand homeownership assistance programs that offer down payment and closing cost assistance.

A4.1 - Support shared ownership models for commercial real estate, such as Community Investment Trusts,

A4.2 - Support shared housing ownership models such as Community Land Trusts and shared equity housing.

B2.3 - Expand funding for owner-occupied rehab and home repair programs.

B3.1 - Invest in Affordable & Mixed-Income Housing

4. Business Plan

BUSINESS PLAN | OVERVIEW

The business plan is an implementation roadmap for the OIPA Innovation District across several components.

Real estate investment

Site and infrastructure analysis

Investment and partnership strategy

Ongoing programs and operations

Operating revenue and financial review process

Governance framework

KPI evaluation and monitoring

BUSINESS PLAN | GUIDING QUESTIONS

The business plan translates vision into implementation, defining goals, strategies, and action items to guide OIPA's investment decisions and ensure the District's long-term viability.

BUSINESS PLAN GUIDING QUESTIONS

- What are the core **physical, programmatic**, and **policy** components of the Innovation District?
- What will these components **cost**, and what will the **funding sources** be?
- Who are the **partners** OIPA will engage to bring the Innovation District to life?
- How will the Innovation District be **governed** and **operated** over time?
- How will the Innovation District's impact and success be **measured** and **evaluated**?

BUSINESS PLAN | INITIAL INNOVATION DISTRICT FUNDS

OIPA was allocated \$30 million dollars to create and operate an innovation district as per the state legislation that created OIPA.

State Legislative Bill 164, approved in April 2024, states the initial funds for the Innovation District as well as the initial housing requirement for OIPA:

- “The State Treasurer shall transfer **thirty million dollars from the Economic Recovery Contingency Fund to the Inland Port Authority Fund** no later than five business days after the operative date of this section **for the purpose of creating and operating an innovation district by an inland port authority** and for any other purpose authorized under the Municipal Inland Port Authority Act.”
- “An inland port authority [...] shall within three years after the receipt of grant funds [...] **contract with or provide grants to developers or landowners to construct twenty single-family homes and a minimum of one hundred fifty new housing units** within the inland port district[.]”

BUSINESS PLAN | INNOVATION DISTRICT INVESTMENT FRAMEWORK

The business plan outlines the investments, partnerships and actions needed to implement across three areas: capital investments, programs, and supporting policies.

CAPITAL INVESTMENTS	PROGRAMMATIC INVESTMENTS	SUPPORTING POLICIES
<ul style="list-style-type: none">Innovation space (including commercial & retail space)Housing (early District investments will include at least 170 new homes)Infrastructure (e.g., roads, utilities, parking)Open space and public realm improvements	<ul style="list-style-type: none">District activation (e.g., professional and community events)Wealth-building (e.g., small business support, workforce training)Housing & Anti-Displacement (e.g., homebuyer assistance, rent relief, landlord/tenant mediation)	<ul style="list-style-type: none">Zoning and land useCode enforcement & housing qualityUse of publicly-owned landLandlord/tenant rightsAnti-displacement & eviction prevention

BUSINESS PLAN | INNOVATION DISTRICT FUND USES

To fulfill the innovation district and housing requirements, OIPA will deploy its funds towards both one-time capital investments and ongoing programmatic and operating investments.

\$30M INITIAL FUNDS

One-time capital investments

- Innovation space
- Housing
- Infrastructure
- Open space and public realm improvements

Ongoing programmatic and operating investments

- District activation
- Wealth-building programs
- Housing & anti-displacement programs

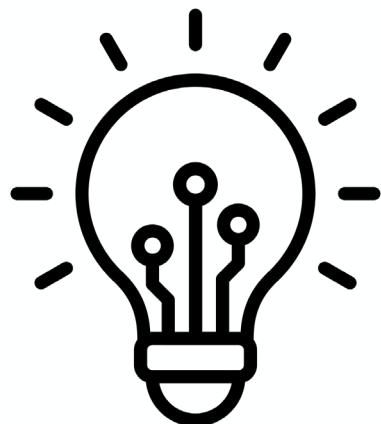
4. Business Plan

Real Estate Investment

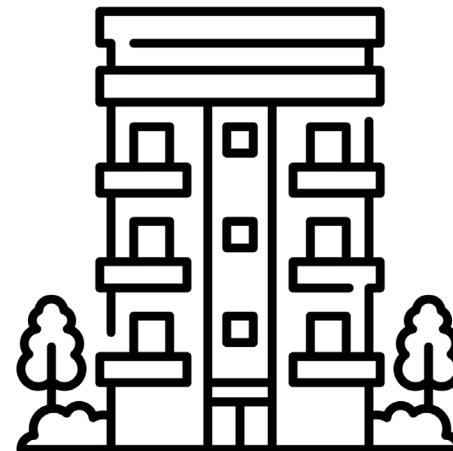
REAL ESTATE INVESTMENT | FIRST PHASE OF DEVELOPMENT

The first phase of the Innovation District is expected to deliver the mandated 170 residential units and a dedicated innovation building.

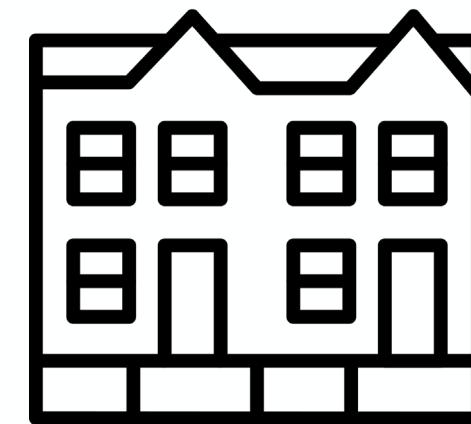
Innovation Building



Multifamily Rental Building



Single Family Attached For-Sale (Townhomes)



REAL ESTATE INVESTMENT | INNOVATION BUILDING

Community input indicated a desire for a centralized location to support small businesses and entrepreneurship within the innovation district.

Innovation Building

Uses: Retail, Office, Flex

Square Feet: ~100,000 SF

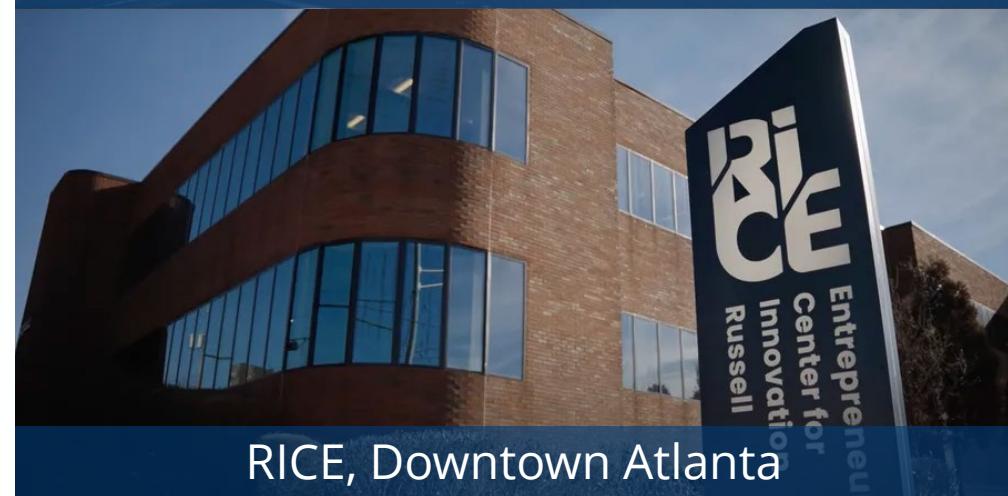
Acres: ~1.5 Acres

Development Type: New construction or renovation (there are very limited options for a renovation)

Affordability Target: Rent for the office and flex uses are based on nearby comps while retail rents are based on a 25% reduction on nearby comps.



Cortex Innovation District, St. Louis



RICE, Downtown Atlanta

REAL ESTATE INVESTMENT | MULTIFAMILY BUILDING

State legislation requires OIPA to support the creation of at least 170 housing units. Of these units, approximately 150 units will comprise multifamily homes.

Multifamily Building

Uses: Residential (Multifamily Rental)

Units: 150 Units

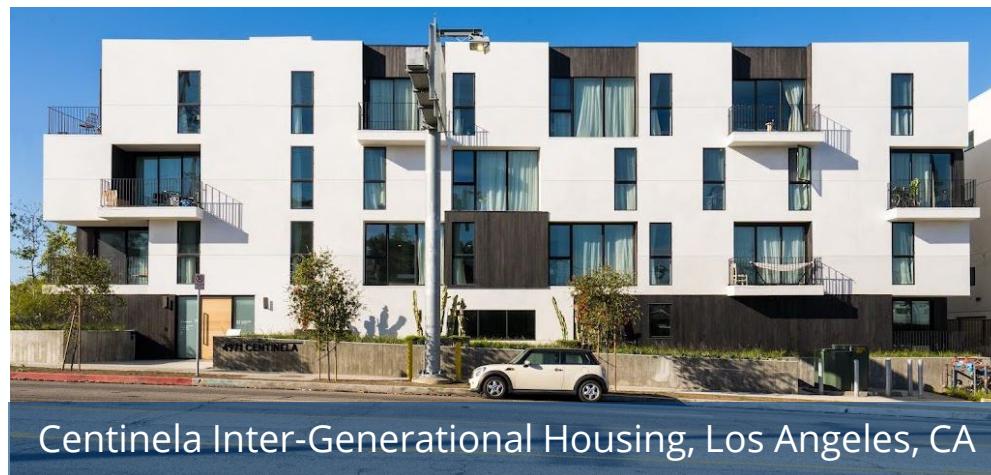
Square Feet: ~125,000 SF

Acres: ~2.0 Acres

Development Type: New construction

Affordability Target: Mixed-income building reflective of community income range—modeled with 20% at 50% AMI / 40% at 60% AMI / 40% Market-Rate.

Unit Mix: 10% Studio / 70% 1-Bedroom / 15% 2-Bedroom / 5% 3-Bedroom



The income mix reflects the goals of serving existing residents, expanding housing choice for a range of incomes, and supporting long-term financial suitability of the project. The exact income and unit mix will be determined in later stages of the development process.

REAL ESTATE INVESTMENT | SINGLE FAMILY HOMES

State legislation also requires OIPA to support the creation of 20 single-family housing units. The first phase development program will include 20 single-family attached homes.

Single Family Attached (Townhomes)

Uses: Residential (For-Sale)

Units: 20 Units

Square Feet: ~31,000 SF

Acres: ~1.5 Acres

Development Type: New Construction

Unit Size and Type: 1,550 GSF 3 Bedroom / 1.5 Bath

Affordability Target: Sale price affordable to households earning 80% of Area Median Income on average.



Corvidae Mixed-Income Co-op, Seattle



Kirkland Avenue Modular, Renton

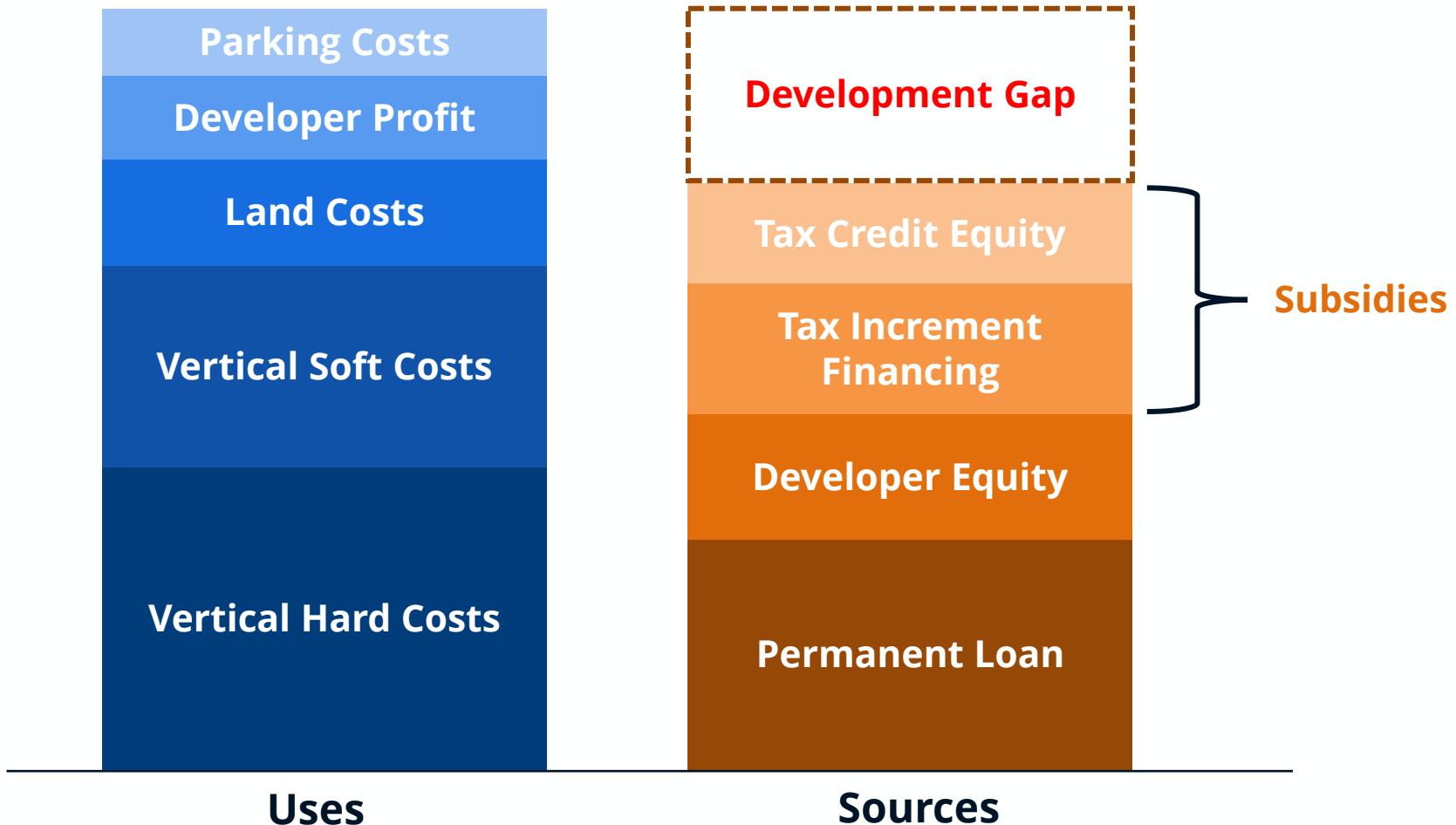
REAL ESTATE INVESTMENT | DEVELOPMENT GAP

Each part of the first phase of development was analyzed using a financial pro forma model to determine the feasibility of development and estimate the development gap.

The **development gap** between uses (costs) and sources (loans, equity, and subsidies), helps identify the **level of OIPA investment required to make projects viable**.

The availability of public land is critical to reduce the gap and accelerate development timing.

Example Sources & Uses



REAL ESTATE INVESTMENT | DISCOUNTS AND SUBSIDIES

The development gap analysis assumes that discounted or free land, TIF, and LIHTC, are likely to be available to help subsidize the first phase of the Innovation District, based on similar projects in Omaha. These discounts and subsidies are not representative of all sources that could subsidize the Innovation District.

**Discounted/
Free Land**

**Tax Increment
Financing (TIF)**

**Low Income
Housing Tax
Credits
(LIHTC)**

REAL ESTATE INVESTMENT | DEVELOPMENT GAP SENSITIVITY FACTORS

The estimated development gap is likely to increase or decrease based on factors such as economic changes, land speculation, site needs, and new funding sources.

INCREASE DEVELOPMENT GAP

- Deeper housing affordability
- Requirement for structured parking
- Land speculation for private sites
- Delayed/extended entitlement process
- Significant site environmental remediation costs
- Economic changes that
 - Decrease market rents
 - Increase construction costs
 - Increase interest rates

DECREASE DEVELOPMENT GAP

- Innovations in construction (e.g. modular housing construction typology)
- Renovation of existing building with lower total development costs than new construction.
- Economic changes that
 - Increase market rate rents
 - Decrease interest rates
- New state and federal funding programs



4. Business Plan

Site and Infrastructure Analysis

SITE AND INFRASTRUCTURE ANALYSIS | INFRASTRUCTURE CATEGORIES

Infrastructure costs for the Innovation District fall into three overarching categories: site preparation, hard infrastructure, and soft infrastructure.

SITE PREPARATION



E.g., removals, earthwork

HARD INFRASTRUCTURE



E.g., sewer, power lines, sidewalks, stormwater management, traffic signals, water and gas lines

SOFT INFRASTRUCTURE



E.g., streetscapes, parks/public spaces, connector corridor

SITE AND INFRASTRUCTURE ANALYSIS | INFRASTRUCTURE FUNDING

OIPA will need to pursue public funding options through programs such as the Port Infrastructure Development Program dollars or the City's Capital Improvement Plan, in addition to other sources including philanthropy.



**PIP (Federal with
20% local match)**

**City (Capital
Improvement Plan)**

State Funding

Philanthropy

**Other Sources
including OIPA**



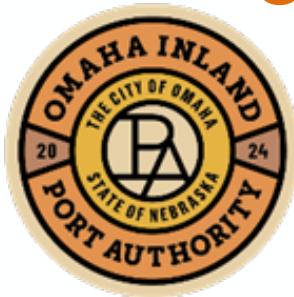
4. Business Plan

Investment and Partnership Strategy

INVESTMENT AND PARTNERSHIP STRATEGY | INNOVATION DISTRICT ROLES

Bringing the vision of the Innovation District to life will require partnerships between OIPA and the City, State, developers, funders/philanthropy, nonprofits, and other actors

OIPA



Residents



Businesses



Non-Profits



Entrepreneurs



Developers



Lenders/CDFIs



Philanthropy



City of Omaha



State Legislature

INVESTMENT AND PARTNERSHIP STRATEGY | OIPA'S ROLE

To implement the Innovation District, OIPA will lead where it has authority and resources to do so, but it will also require partnerships with the City and other entities.



LEAD

Where OIPA has statutory powers, administrative capacity and financial resources to act.



PARTNER

Where OIPA can share responsibility with government, private, nonprofit, or philanthropic partners to deliver.



ADVOCATE

Where authority lies with the City or State, but OIPA can advocate and has influence.

Example:

- Funder/Investor** - Directly deploy low-cost financing, grants or incentives.
- Program Administrator** - Directly administer new programs or standup funds.
- Catalyst / Demonstrator** - Demonstrate viability of development types not previously seen in North Omaha.

Example:

- Co-Funder** - Set aside funding to support programs administered by partners.
- Convener** - Facilitate agreements with partners that secure community benefits.
- Implementation Support** - Help partners carry out programs or functions.

Example:

- Connector** - Align district efforts with regional/state housing, transportation, and workforce initiatives.
- Policy Advocate** - Push for policy reforms at City or State level.
- Community Representative** - Elevate community needs in decision-making processes.

INVESTMENT AND PARTNERSHIP STRATEGY | INVESTMENT FRAMEWORK

OIPA will play the roles of leader, partner, and advocate across each element of the investment framework of the Innovation District.

CAPITAL INVESTMENTS	ONGOING PROGRAM & OPERATING INVESTMENTS	SUPPORTING POLICIES
<ul style="list-style-type: none">Innovation space <i>e.g., commercial and retail space</i>Housing <i>early district investments will include at least 170 new homes</i>	<ul style="list-style-type: none">District activationWealth-building programsHousing & anti-Displacement programs	<ul style="list-style-type: none">Zoning and land useCode enforcementLandlord-tenant rightsAnti-displacement & eviction prevention

OIPA's preferred role in program administration and management depends on its internal and funding capacity and the level of control it wants over long-term operations of programs.

1a. OIPA as Program Administrator

Can stand up its own new programs and administer them in-house (e.g., establish an OIPA administered grant program).

1b. OIPA Hires Program Administrator

Can hire a program administrator (e.g., for district operations).

2. OIPA provides funding to existing programs

Can dedicated funding towards existing programs administered by other organizations (e.g., invest in an existing rent relief fund administered by a non-profit)

INVESTMENT AND PARTNERSHIP STRATEGY | OIPA ROLE IN SUPPORTING POLICIES

OIPA does not have authority to enact supporting policies, but it can act as an advocate for these policies through continued partnerships with the City and State.

SUPPORTING POLICIES
• Zoning & land use
• Code enforcement & housing quality
• Landlord/tenant rights
• Anti-displacement & eviction prevention

Examples of City-controlled policies from housing and anti-displacement strategies:

Description	Lead	OIPA Role
Enact zoning and building code reforms	City	Advocate
Establish a right-of-refusal policy	City	Advocate
Update the City's rental registry	City	Advocate
Provide tenant-landlord mediation services	City	Advocate
Develop a public land disposition strategy	City/Land Bank	Partner

The District offers an opportunity for the City, in collaboration with OIPA, to deliver on its goals identified in the *Housing Affordability Plan, Poverty Elimination Plan, and We Make Omaha Plan*, through policies and programs.

INVESTMENT AND PARTNERSHIP STRATEGY | OIPA'S ROLE IN ANTI-DISPLACEMENT & WEALTH BUILDING

The following programs and supporting policies, from the Anti-Displacement and Wealth Building Opportunities chapter, are those where OIPA can act as leader.

OIPA AS LEAD



A1.1: Create local hiring, MWBE participation, and workforce development requirement for OIPA funding.

A1.2: Establish a framework to prioritize tenanting within Innovation District spaces.

A1.3: Prioritize emerging and local North Omaha developers when partnering on real estate deals.

A2.1: Establish a revolving loan fund to fuel business growth and local job creation.

A2.2 Provide grants to neighborhood-based businesses and MWBEs for operations, back-office, and long-term planning.

A3.3: Support development of missing-middle options, accessible to first-time and low or moderate-income buyers.

B1.3: Expand outreach for property tax relief programs.

B3.1: Deploy low-cost loans and gap financing to catalyze new affordable and mixed-income housing.

B3.6: Launch demonstration projects to create precedents for innovative ownership models, missing-middle housing types, and new construction methods.

INVESTMENT AND PARTNERSHIP STRATEGY | OIPA'S ROLE IN ANTI-DISPLACEMENT & WEALTH BUILDING

The following programs and supporting policies, from the Anti-Displacement and Wealth Building Opportunities chapter, are those where OIPA can act as partner.

OIPA AS PARTNER



A2.3: Provide technical assistance for local entrepreneurs and MWBEs.

A3.1: Expand programs for homeownership readiness and to support intergenerational property transfer.

A3.2: Expand homeownership assistance programs that offer down payment and closing cost assistance.

A4.1: Demonstrate or support shared housing ownership models such as Community Land Trusts.

A4.2: Demonstrate or support shared ownership models for commercial real estate, such as Community Investment Trusts, to give residents and entrepreneurs a direct stake in neighborhood growth and prosperity.

B2.1: Expand emergency rental assistance programs.

B2.3: Expand funding/outreach for home repair, improvement and energy efficiency upgrade programs.

B2.4: Expand financial counseling/navigation services for tax relief, home repair, and foreclosure prevention.

B3.2: Finance infrastructure to unlock shovel-ready sites for development

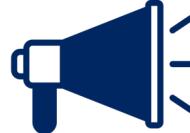
B3.5: Public land disposition strategy prioritizing affordability, community ownership, & emerging developers.

B4.1: Improving public communication about, and enforcement of, the City's code enforcement process.

B4.4: Provide landlord incentives in exchange for affordability and/or investing in property maintenance.

The following programs and supporting policies, from the Anti-Displacement and Wealth Building Opportunities chapter, are those where OIPA can act as advocate.

OIPA AS ADVOCATE



B1.1: Enact source-of-income protections to expand housing access for residents with Section 8 Housing Choice Vouchers.

B1.2: Establish a policy that gives renters the first right-of-refusal to buy their building when it goes up for sale, preserving affordability promoting community ownership.

B1.4: Prevent eviction through mediations services and legal support to tenants facing eviction.

B2.2: Advocate for the expansion of property tax relief for seniors and low-income households who do not qualify for Nebraska's Homestead Exemption.

B3.3: Advocate for zoning and building code reforms that enable diverse housing types at attainable prices.

B3.4: Implement a vacancy tax to discourage speculation and long-term vacancies, directing the revenue toward affordable housing.

B3.7: Update TIF policies to incentivize affordability.

B4.2: Update the City's rental registry to include proactive inspections, user-friendly complaint process, enforceable fines, and civil, not criminal, penalties.

B4.3: Establish a real estate transfer fee on the sale of single-family homes from owner-occupants to investors, discouraging conversions to rental properties and generating revenue for housing programs.

4. Business Plan

*Ongoing Programs
and Operations*

ONGOING PROGRAMS AND OPERATIONS | INNOVATION DISTRICT OPERATING BUDGET

In keeping with other successful innovation districts, OIPA must also develop an operating budget that accounts for ongoing strategies and partnerships for programs and operations that fulfill the vision and goals of the District.

OIPA's Future Operations

PROGRAMMATIC INVESTMENTS			
DISTRICT ACTIVATION <i>E.g., Innovation, community, and learning programming</i>	HOUSING & ANTI-DISPLACEMENT <i>E.g., Emergency rental assistance, home repair loans/grants</i>	WEALTH BUILDING <i>E.g., Homeownership programs, TA support for local entrepreneurs</i>	OIPA OPERATIONS / ADMIN COSTS

ONGOING PROGRAMS AND OPERATIONS | PROGRAMMATIC INVESTMENTS

Programmatic investments will shape how people experience the District spaces and help to ensure both current and future residents can share in the benefits of economic growth.

DISTRICT ACTIVATION

- **Innovation, community, and learning programming** (e.g., networking events, industry talks)
- **Arts, history, and culture programming** (e.g., concerts, markets, cultural events)
- **Other OIPA initiatives**

WEALTH BUILDING

- **Support for local entrepreneurs & small businesses**
- **Workforce training**
- **Homeownership programs**
- **Community ownership models**

HOUSING & ANTI-DISPLACEMENT

- **Emergency rental assistance**
- **Landlord/tenant mediation**
- **Home repair loans/grants**
- **Affordable & mixed-income housing funds**

For more details on these programs, see Chapter 4: Anti-Displacement and Wealth Building Opportunities

ONGOING PROGRAMS AND OPERATIONS | INNOVATION, COMMUNITY, AND LEARNING PROGRAMMING

A thriving innovation district is driven by a strong program that supports entrepreneurs, fosters connections, and creates a sense of place and brand. The District's innovation, community, and learning programming should build on North Omaha's existing culture and history of entrepreneurship, creativity and innovation.

Innovation, community, and learning programming

includes activities that help to brand the district as a place for innovation and entrepreneurship. These events build networks, grow skills, and strengthen firms within innovation districts. These events and activities should directly align with the district's vision as well as the needs of its users, talent, and tenants.

These programs may include:

- Networking events and happy hours
- Industry talks and roundtables
- Training, educational and recruiting events
- Young professional events, job and internship fairs
- Business development events
- Workforce development



ONGOING PROGRAMS AND OPERATIONS | ART, HISTORY, AND CULTURE PROGRAMMING

Beyond thematic events, innovation districts play a part in the community through more social, community-oriented programming.

Community programming is a key part of an innovation district's role, to welcome in the broader community rather than create an exclusive enclave. Social programming that serves district users and the larger North Omaha community is vital to activating the district and building a sustainable brand and meet community goals of centering this district around the rich cultural history of North Omaha.

These programs may include:

- Performances, concerts, and cultural events
- Cultural, seasonal or holiday events
- Pop-up retail and experiences
- Outdoor fitness classes
- Food trucks and food festivals
- Farmers' and flea markets



ONGOING PROGRAMS AND OPERATIONS | PROGRAMMATIC INVESTMENTS

At the November community meeting, neighborhood residents ranked the programmatic investments they would like to see OIPA prioritize in its operating budget.



Community's Top Three Priority Programmatic Investments:

- **Priority 1** - Wealth building via a local entrepreneur loan fund, with down payment and closing costs assistance, and through community ownership of real estate projects.
- **Priority 2** - Use of anti-displacement programs that focus on affordable and mixed-income housing investment and home repair support.
- **Priority 3** – District operations tied to arts, history, and culture and shared through pop-up markets and festivals.

ONGOING PROGRAMS AND OPERATIONS | OIPA OPERATIONS/ADMIN COMPONENTS

OIPA requires a committed and dedicated group of staff with specialized competencies to advance the District's operation and programmatic priorities. OIPA's operating budget will go towards costs associated with personnel, programming and administration. Some functions will involve external partners.

OIPA OPERATIONS / ADMIN COSTS

Leadership

- Team management
- Financial planning, analysis & reporting
- Compliance
- KPI monitoring

Finance & Operations

Partnerships

- Sponsorship/partnership acquisition

Real estate

- Construction management
- Negotiations
- Tenanting & tenant engagement

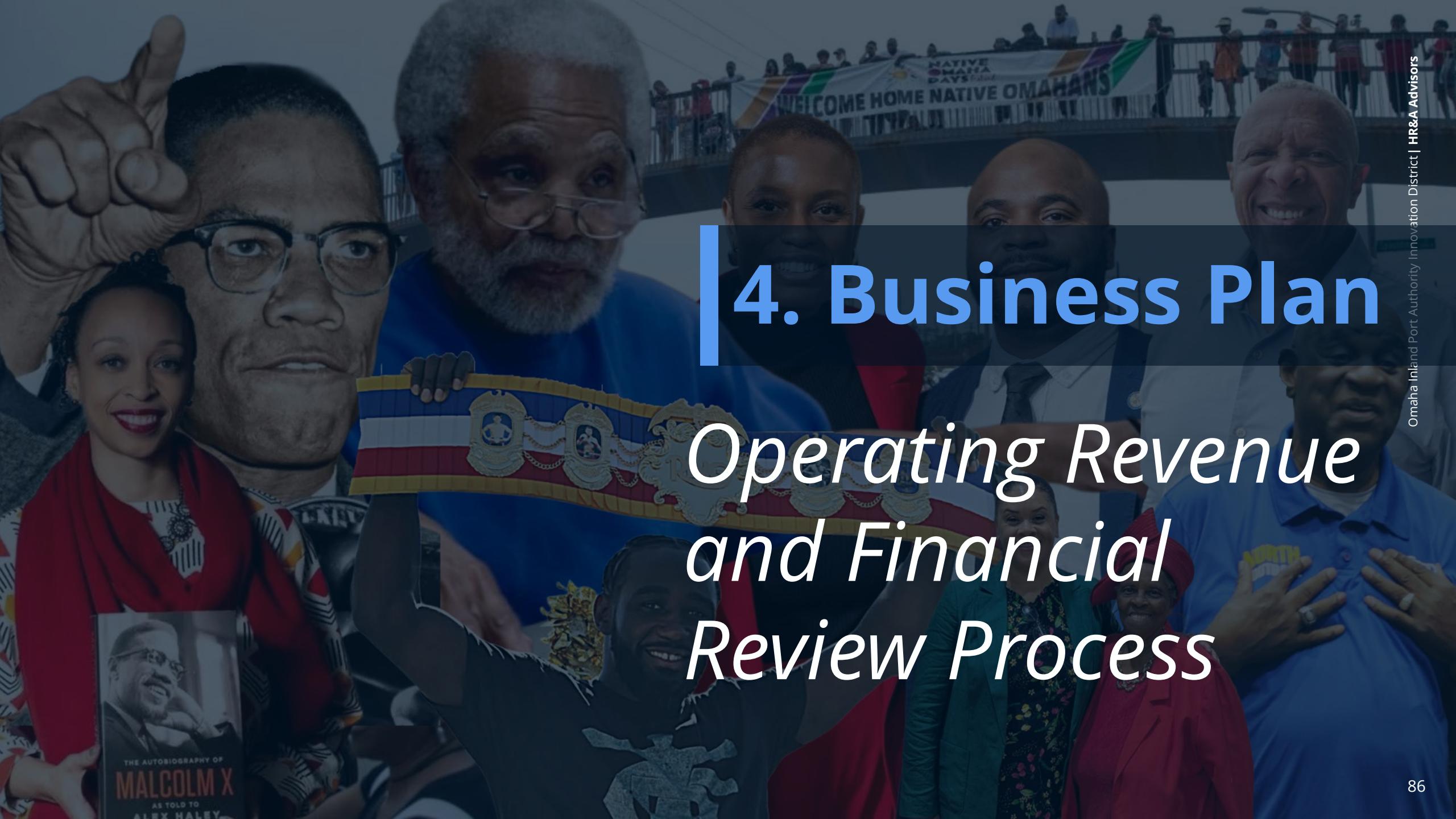
DISTRICT ACTIVATION

Programming

- Event planning
- Project management

Community Engagement

- Marketing
- Resident engagement
- Community inclusion & engagement



4. Business Plan

*Operating Revenue
and Financial
Review Process*

OPERATING REVENUE AND FINANCIAL REVIEW PROCESS | OPERATING REVENUE GOALS

OIPA has a stated goal of identifying half of District funding from sustainable revenue sources by year three of the innovation district.

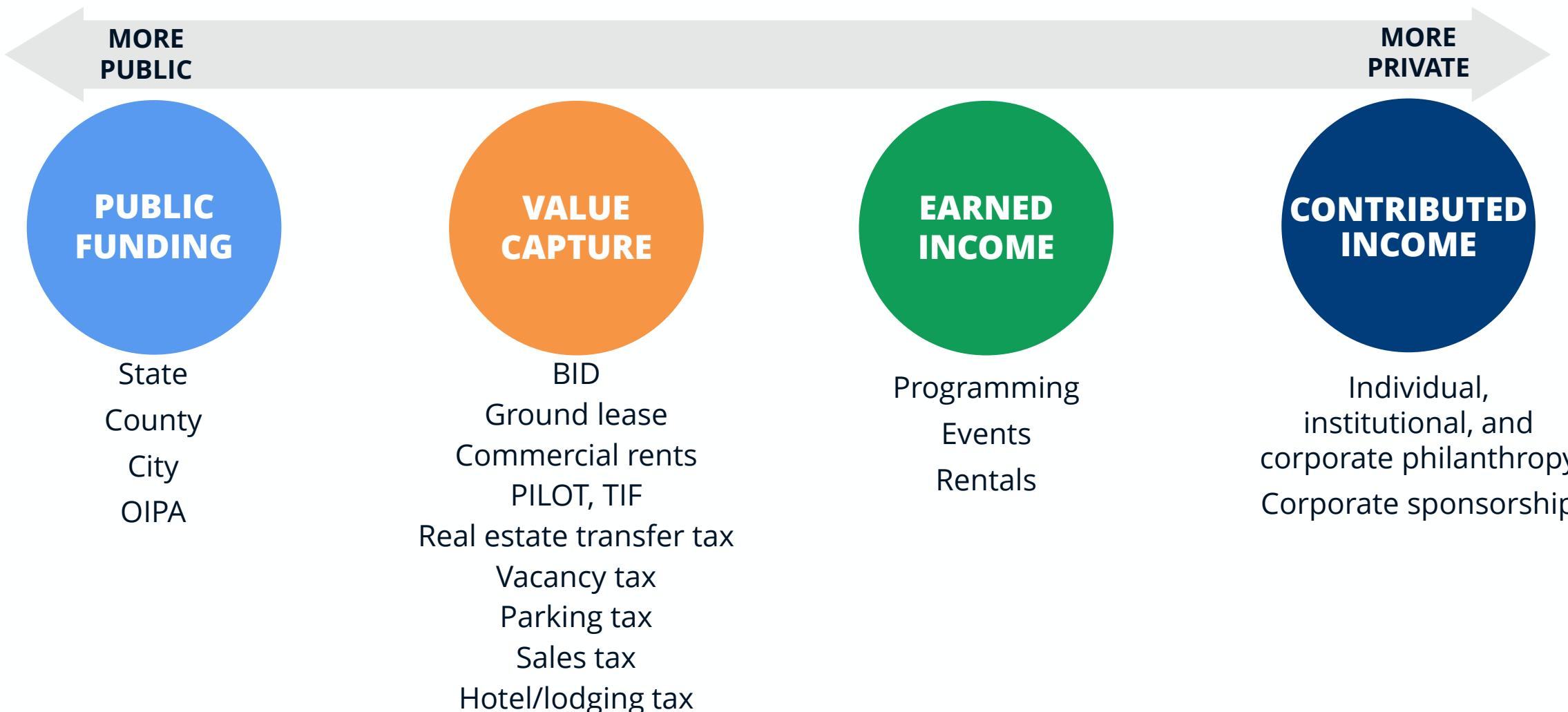
As specified in the Innovation District RFP, the Omaha Innovation Port Authority seeks to:

“Secure at least 50% of district funding from sustainable revenue sources (e.g., rents, private investments, public-private partnerships) by year three, significantly reducing reliance on external grants.

This fast timeline for becoming self-sustaining requires OIPA to identify and pursue specific operating revenue options as it simultaneously pursues the real estate development aspects of the innovation district.

OPERATING REVENUE AND FINANCIAL REVIEW PROCESS | OPERATING REVENUE SOURCES

Future operating revenue for the District could come from four primary categories. The viability of each of these sources depends on what is market supported, legally permissible, and supported by leadership.



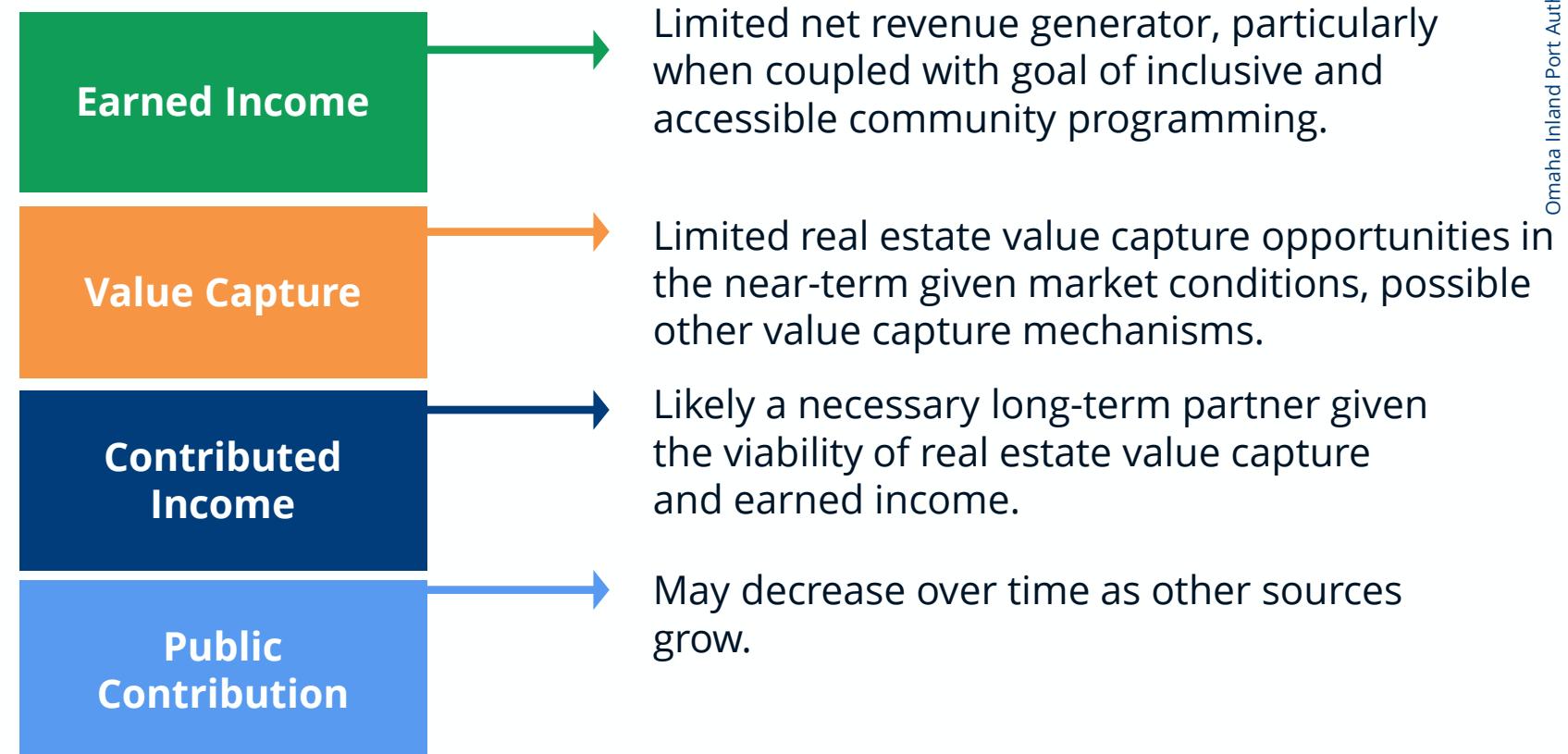
OPERATING REVENUE AND FINANCIAL REVIEW PROCESS | OPERATING REVENUE SOURCES

Earned income and real estate value capture sources are currently limited, which increases the need for contributed income through a long-term partner and public contributions.

Innovation District Operating Expenses



Innovation District Revenue Sources



OPERATING REVENUE AND FINANCIAL REVIEW PROCESS | EARNED INCOME

Earned income will provide limited funding yet plays an important role in maintaining regular programming and district activation.



Key Considerations

- Some revenue will be generated from district and innovation building activation; however, it is unlikely that this gross revenue will exceed the costs to produce and market these programs, even in close collaboration with other community partners.
- Layering in the desire for accessible spaces and programs for the community, earned income as a long-term, reliable source for operating revenue will be tenuous for the district.

OPERATING REVENUE AND FINANCIAL REVIEW PROCESS | REAL ESTATE VALUE CAPTURE MECHANISMS

Real estate value capture mechanisms monetize and recoup value from investments, but the viability of these tools in Omaha are limited due to the current market context.

Real Estate Value Capture Mechanism	Structure
Business improvement district	Defined area in which businesses pay a fee to fund elevated services and improvements
Ground lease	Revenue from land that OIPA has leased to a developer
Commercial rent	Revenue from property where OIPA is the building owner
PILOT	A payment by a property owner instead of paying property taxes
TIF	Captures increase in property taxes to subsidize development
Real estate transfer tax	Tax on actions that result in the deed transfer in real property
Vacancy tax	Tax on property vacant beyond a certain time to encourage use

Key Considerations

- Adding costs for developers in the form of elevated ground lease payments or a BID will make development more challenging (this could shift in the long-term).
- TIF and PILOTs are not viable sources of income for district operations as TIF will need to be leveraged for development and infrastructure improvements. PILOT is not possible in tandem with TIF.
- Vacancy tax may not create significant revenue but could help incentivize new property investment and development, and decrease land speculation.

OPERATING REVENUE AND FINANCIAL REVIEW PROCESS | OTHER VALUE CAPTURE MECHANISMS

Other value capture mechanisms may be more viable in North Omaha, but also come with some contextual challenges.

Other Value Capture Mechanism	Definition
Parking fee	Fees for parking such as parking meters
Parking tax	Tax on parking fee charged including on private parking garages
Sales tax	Increase to local and state sales taxes
Hotel/lodging tax	Local tax on stays in hotels, motels, or other short-term accommodations
Good Life District	Portion of State sales tax that is redirected to the district

Key Considerations

- Charging for parking in Omaha may not be culturally viable.
- Insufficient hotels within the district for this to create significant revenue in the near-term.
- Sales taxes are regressive and burden lower-income households.

OPERATING REVENUE AND FINANCIAL REVIEW PROCESS | **CONTRIBUTED INCOME**

Innovation districts often rely on contributed income for operations through partnerships with institutions and corporate sponsors.



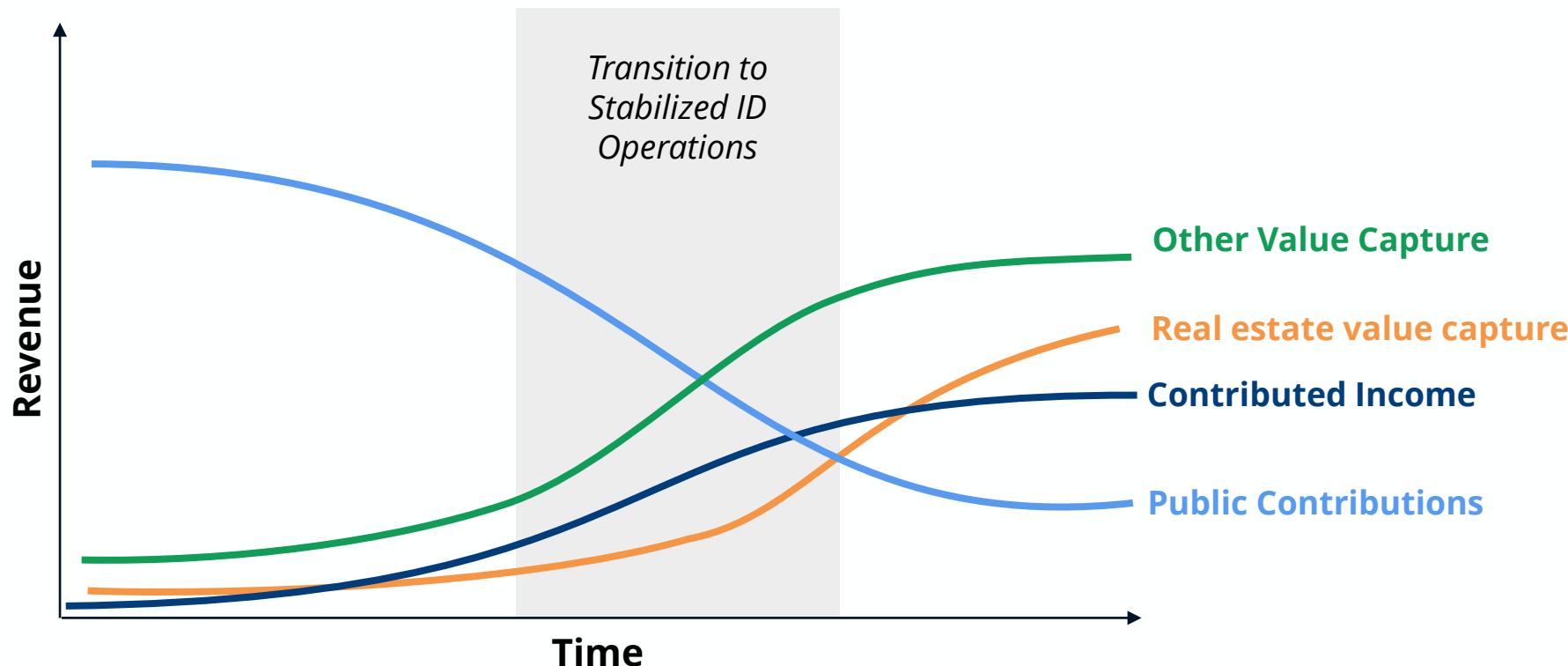
Key Considerations

- Given Omaha's significant philanthropic community, contributed income may need to be a driver for district operations.
- However, contributed income is risky and can be unreliable on an annual basis given market and priority changes.
- Establishing an endowment for the district would require significant capital funding that otherwise could be used for much needed district capital investments.

OPERATING REVENUE AND FINANCIAL REVIEW PROCESS | OPERATING REVENUES OVER TIME

Reliance on public contributions can decrease over time. As development grows, real estate values may increase, which creates opportunities for real estate value capture. In addition, establishing the Good Life District is a viable value capture mechanism that will deliver more to the District with increased visitor and user spending over time.

Illustrative District Operating Revenues over Time





4. Business Plan

Governance Framework

OIPA's Innovation District will be implemented over four phases. The OIPA Board will continue to play a strong role in the development of the Innovation District, acting as an oversight and approval mechanism for major decisions across phases.

OIPA Board

1

PLAN APPROVAL

2A

**CAPITAL
STRATEGY**

2B

**OPERATIONS
FRAMEWORK**

3

**DESIGN &
CONSTRUCTION**

4

**PROGRAMMING &
OPERATIONS**



4. Business Plan

KPI Evaluation and Monitoring

KEY PERFORMANCE INDICATORS | MEASURING IMPACT

Annually reporting on key performance indicators (KPIs) will ensure accountability to the guiding principles and evaluate the District's **direct** and **indirect impact** with respect to neighborhood economic growth, housing and anti-displacement.

Economic Development KPIs

These metrics track progress towards creating opportunities for residents and small businesses and strengthening the neighborhood economy.

KEY METRICS:

1. Total jobs created
2. Growth in small businesses/start-ups
3. Local and MWBE tenanting
4. Change in median household income
5. Neighborhood capital investment

Residential Displacement KPIs

As North Omaha experiences new investment, it will be important to track and monitor ongoing displacement risk and housing affordability.

KEY METRICS:

1. Total homes created or preserved
2. Change in median rent & home values
3. Change in number of low-income households
4. Change in share of cost-burdened households
5. Change in affordable and subsidized housing stock

Direct = KPIs that are a direct results of OIPA investments or programming (e.g., new housing units built inside the district)

Indirect = KPIs that reflect broader neighborhood-level outcomes influenced by district activity (e.g., rent appreciation). These metrics should be tracked at the **neighborhood-level**.

KEY PERFORMANCE INDICATORS | ECONOMIC DEVELOPMENT KPIS

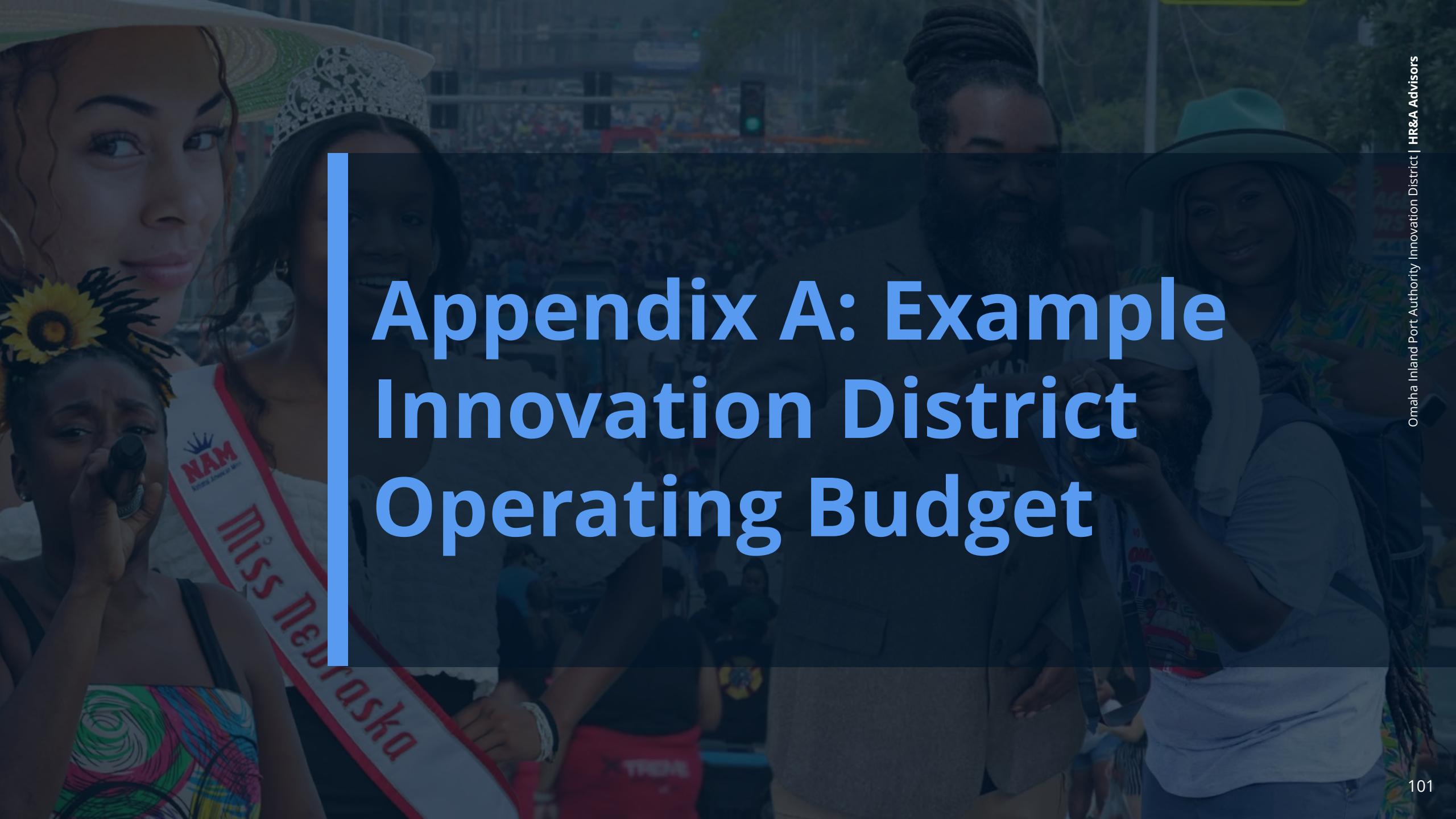
Economic development metrics track how the Innovation District directly stimulates business growth, job creation, and investment, and how it contributes to broader neighborhood economic conditions.

KPI	Metrics	Impact Type	Source
Jobs created	<ul style="list-style-type: none"> Net new jobs created within the district Jobs supported through OIPA-funded or OIPA-facilitated investments 	Direct	Require district tenants to report quarterly headcount; track jobs resulting from OIPA investments
Growth in small businesses/start-ups	<ul style="list-style-type: none"> Number of new small businesses supported through district programming Number of start-ups formed or accelerated through district initiatives 	Direct	Track through OIPA program records and business support participation data
Local and MWBE tenanting	<ul style="list-style-type: none"> % of district tenants that are local businesses % of district tenants that are MWBE businesses 	Direct	Annual tenant reporting
Neighborhood capital investment	<ul style="list-style-type: none"> Total dollars invested in the district and surrounding area Ratio of private dollars leveraged per public dollar 	Direct + Indirect	OIPA internal tracking; developer reporting
Change in median household income	<ul style="list-style-type: none"> Median household income in surrounding neighborhood YOY % change 	Indirect	U.S. Census Bureau 5-year ACS data

KEY PERFORMANCE INDICATORS | RESIDENTIAL DISPLACEMENT KPIs

Residential displacement indicators monitor housing production, affordability trends, and displacement pressures to ensure neighborhood residents benefit from new investment.

KPI	Metrics	Impact Type	Sources
Total homes created or preserved	<ul style="list-style-type: none"> Number of new housing units delivered through OIPA-supported projects Number of homes preserved (rehab) through OIPA investments Total neighborhood housing units YOY % change in total housing units 	Direct + Indirect	Track permits and completions within the district; require developers to submit unit counts and affordability levels; ACS 5-year for neighborhood-wide change
Change in median rent & home values	<ul style="list-style-type: none"> Median rent Median home value YOY % change 	Indirect	U.S. Census Bureau 5-year ACS; Zillow ZORI & ZHVI
Change in number of low-income households	<ul style="list-style-type: none"> Total households earning $\leq 60\%$ AMI YOY nominal change 	Indirect	U.S. Census Bureau 5-year ACS
Change in share of cost-burdened households	<ul style="list-style-type: none"> % of renter households paying $>30\%$ income; % paying $>50\%$ income YOY % change 	Indirect	U.S. Census Bureau 5-year ACS
Change in affordable and subsidized housing stock	<ul style="list-style-type: none"> Total subsidized units Number of NOAH units affordable to $\leq 60\%$ AMI YOY % change in total affordable stock 	Indirect	U.S. Census Bureau 5-year ACS; National Housing Preservation Database

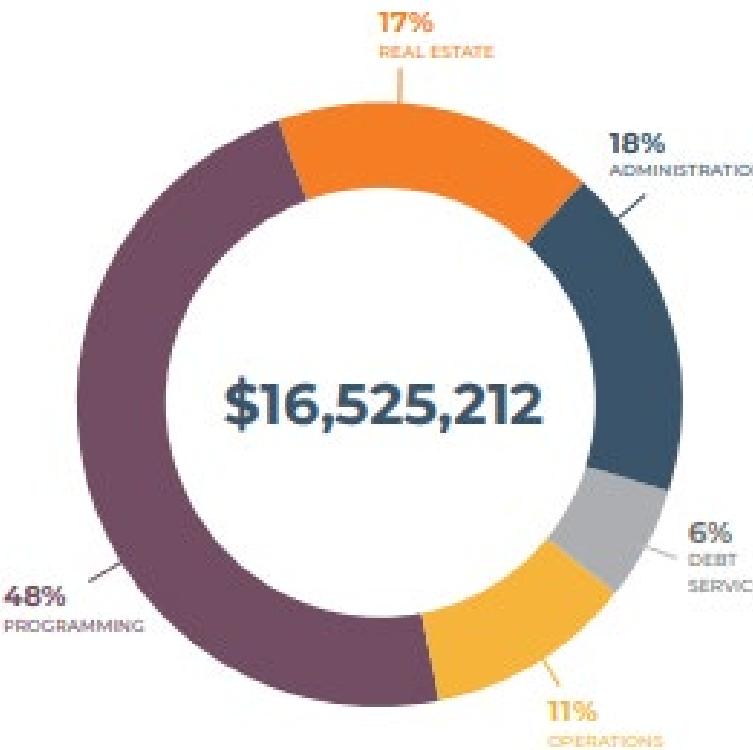


Appendix A: Example Innovation District Operating Budget

APPENDIX A | CORTEX OPERATING BUDGET EXAMPLE

The Cortex Innovation District dedicates nearly half of its annual operating budget—\$8M annually—to district programming. The District's operations are supported by contributions from philanthropic and corporate donors.

2024 EXPENSES



ADMINISTRATION | 18%
Management & General
\$2,915,053

DEBT SERVICE | 6%
Loan Payments Principal & Interest
\$1,028,341

OPERATIONS | 11%
Snow Removal, Landscaping, Security, Maintenance
\$1,858,143

PROGRAMMING | 48%
Events, Activations, Mission-Oriented Activities
\$7,916,480

REAL ESTATE | 17%
Building and Leasing Activities
\$2,807,395

TOTAL*
\$16,525,212

*Unaudited cash-basis expenses

CORTEX IS GRATEFUL FOR THE SUPPORT FROM OUR GENEROUS DONORS:

Bank of America	Joe Iskra	Anne and Bud Strong
The Bellwether Foundation	William T. Kemper Foundation	St. Louis Community Credit Union
BioSTL	Lewis and Leslie Levey	St. Louis Mosaic Project
BJC HealthCare	James S. McDonnell Foundation	United States Department of Labor
Cambridge Innovation Center	Missouri Technology Corporation	Wells Fargo
Enterprise Mobility Foundation	Small Business Empowerment Center	
Gateway Regional Environment Fund of the St. Louis Community Foundation	State of Missouri	



Appendix B: Design & Photo Credit



Photo Attribution:

Thomas "Cancur" Curry

Great Plains Black History Museum

Manne Cook

Marcey Yates & Culxr House

Alajia McKizia & Juneteenth Joyfest

Mike Machian of Shoot to Fill

Public Archives & Social Pages

collage & Design:
Movement in Progress Design
Dawaune Lamont Hayes

Appendix B

Omaha Inland Port Authority Budget Year 2025

	Operating Fund	CAC	Airport Business Park	Innovation District	Total
Non-operating revenue:					
Grants	\$ 3,000,000	\$ -	\$ 89,618,400	\$ 27,008,763	\$ 119,627,163
Interest income	500,000	-	-	-	500,000
Total non-operating revenue	3,500,000	-	89,618,400	27,008,763	120,127,163
Operating expenses					
Administration	209,253	-	-	-	209,253
Professional services	141,850	25,000	-	546,000	712,850
Marketing	21,330	-	-	-	21,330
Occupancy	16,910	-	-	-	16,910
Office equipment & supplies	16,896	-	-	-	16,896
Utilities	8,911	-	-	-	8,911
Meeting expenses	550	1,000	-	-	1,550
Travel	10,000	12,000	-	-	22,000
Insurance	4,204	-	-	-	4,204
Community outreach	-	42,000	-	-	42,000
Communication & Tech tools	-	21,000	-	-	21,000
Total operating expenses	429,904	101,000	-	546,000	1,076,904
Capital expenditures					
Equipment	30,655	-	-	-	30,655
Leasehold improvements	7,582	-	-	-	7,582
	38,237	-	-	-	38,237
Disbursements	-	-	7,370,000	-	7,370,000
Net budget	\$ 3,031,859	\$ (101,000)	\$ 82,248,400	\$ 26,462,763	\$ 111,642,022

Appendix C



October 2, 2025

Metropolitan Community College, Bldg. 21, Room 112, 9:00 A.M.

5300 N. 30th Street, Omaha, NE 68111

Agenda and materials are available online at Omahaipa.com

The Agenda for the Omaha Inland Port Authority (OIPA), a Political Subdivision of the State of Nebraska created in accordance with Neb. Rev. Stat. 13-3304 and Ordinance 43660 of the City of Omaha follows:

1. Call to Order – Roll Call

2. CERTIFICATION OF PUBLICATION

Omaha Inland Port Authority Office Manager certifies publication in the Daily Record on September 26, 2025, notice of the Omaha Inland Port Authority Meeting on October 2, 2025. A current copy of the Nebraska Open Meetings Act is available on site in meeting room 112.

3. Action Items (VOTE TODAY).

- a) Approval of September 4, 2025, meeting minutes [See Attached](#)
- b) Budget Amendment – [See Attached](#)
- c) Approval to establish Community Impact Fund
 - i. OIPA Entrepreneurship Grant
 - ii. OIPA Homes Grant

4. Executive Director Report

5. Committee Reports

- a) Executive & Governance- [See Attached](#)
- b) Real Estate and Development -[See Attached](#)
- c) Finance- [See Attached](#)
- d) Operations - No Report
- e) Community Advisory- [See Attached](#)
 - i. Quarterly Community Meeting, Tuesday, September 16, 6pm, MCC Bldg. 10 Auditorium
 - ii. CAC Survey
 - iii. CAC Retreat

6. Project Reports

- a) Airport Business Park Project Report
 - i. Progress Report- [See Attached](#)
- b) HR&A Project Report-Presentation
 - i. Progress Report- [See Attached](#)

7. Discussion Items

Next Meeting: The next meeting is scheduled for Thursday, November 6, 2025, 9am at Metropolitan Community College.

Public Comment is limited to 3 minutes per person per item.



September 4, 2025
Metropolitan Community College, Bldg. 21, Room 112, 9:00 A.M.
5300 N. 30th Street, Omaha, NE 68111
Agenda and materials are available online at Omahaipa.com

The Agenda for the Omaha Inland Port Authority (OIPA), a Political Subdivision of the State of Nebraska created in accordance with Neb. Rev. Stat. 13-3304 and Ordinance 43660 of the City of Omaha follows:

ATTENDANCE

Members					
Terrell McKinney (Chair)	A	Thomas Warren	✓	Brook Aken	✓
Mike Helgerson	✓	Davielle Phillips	✓	Jake Hoppe	✓
Michael Riedmann	✓	Carmen Tapio	A	Ernest White	✓
Garry Clark Executive Director	✓	Joel Pedersen Legal Counsel	✓		
Theola M. Cooper Office Manager	✓	Mark Coulter Legal Counsel	✓		

BUSINESS MEETING

1) Call to Order – Roll Call

2) CERTIFICATION OF PUBLICATION

Omaha Inland Port Authority Office Manager certifies publication in the Daily Record on August 29, 2025, notice of the Omaha Inland Port Authority Meeting on September 4, 2025. A current copy of the Nebraska Open Meetings Act is available on site in meeting room 112.

3) Action Items (VOTE TODAY).

Agenda Item #	Description				Result
3 a	Minutes of August 7 Meeting Motion made by White to accept August 7 minutes, Second by Helgerson				Approved 7-0 McKinney, Tapio absent
McKinney		Warren	Y	Aken	Y
Helgerson	Y	Phillips	Y	Hoppe	Y
Riedmann	Y	Tapio		White	Y
3 b	Capital Asset Management Policy- Recommendation from the Finance Committee for Board approval. Motion made by Warren to accept the Capital Asset Management Police, Seconded White				Approved 7-0 McKinney, Tapio absent

McKinney		Warren	Y	Aken	Y
Helgerson	Y	Phillips	Y	Hoppe	Y
Riedmann	Y	Tapio		White	Y
Agenda 3 c	Approval to start drafting strategic action plan for OIPA-Recommendation from Real Estate and Development committee for Board approval. Motion made by Reidmann , for approval to start drafting a strategic action plan Seconded by Hoppe				Approved 7-0 McKinney, Tapio absent
McKinney		Warren	Y	Aken	Y
Helgerson	Y	Phillips	Y	Hoppe	Y
Riedmann	Y	Tapio		White	Y
3d	Consider applications for CAC opening. Akeydra Haggins Motion made by Warren for Akeydra Haggins to be appointed to the CAC Seconded by Aken				Approved 7-0 McKinney, Tapio absent
McKinney		Warren	Y	Aken	Y
Helgerson	Y	Phillips	Y	Hoppe	Y
Riedmann	Y	Tapio		White	Y

4) Executive Director Report

5) Committee Reports

- a) Executive & Governance-
- b) Real Estate and Development -
- c) Finance-
- d) Operations – Follow-up with the interest
- e) Community Advisory-
 - i) Quarterly Community Meeting, Tuesday, September 16, 6pm, MCC Bldg. 10 Auditorium -

6) Project Reports

- a) Airport Business Park Project Report
 - i) Progress Report-
- b) HR&A Project Report-
 - i) Progress Report-

7) Closed Session

Authorized by Neb. Rev. Stat. § 84-1410 of the Revised Statutes of Nebraska for the protection of the public interest, and to prevent needless injury to the reputation of persons who have not requested a public hearing, for the purpose of holding a discussion limited to the following subject: **Real estate acquisition**.

Motion made by **Phillips** to go into Executive Session

Seconded by **Aken**

Executive Session started: 9:45 am

Motion made by **Helgerson** to conclude Executive Session

Seconded by **White**

Executive Session concluded: 10:24 am

8) Discussion Items

- a) Board Retreat: September 11- 12, Kansas City, MO
 i) Visit Port KC – Kansas City's Inland Port Authority

	Motion made by Warren to reimburse participants for the Port KC Workshop Seconded by Helgerson				Approved 6-0 McKinney, Tapio, Aken absent
McKinney		Warren	Y	Aken	
Helgerson	Y	Phillips	Y	Hoppe	Y
Riedmann	Y	Tapio		White	Y
3d	Motion made by Reidmann to conclude the OIPA monthly board meeting Seconded by White				Approved 6-0 McKinney, Tapio, Aken absent
McKinney		Warren	Y	Aken	
Helgerson	Y	Phillips	Y	Hoppe	Y
Riedmann	Y	Tapio		White	Y

Next Meeting The next meeting is scheduled for Thursday, October 2, 2025, at 9 am at Metropolitan Community College.

There being no further business, meeting was adjourned at 10:40am Theola Cooper, Office Manager/Executive Administrative Assistant

DRAFT



OIPA Resolution 2025-1002-01
Amendment #01 to Fiscal Year 2025 Budget

WHEREAS, The Omaha Inland Port Authority (OIPA) is an authority created by the City of Omaha (January 9, 2024, Ordinance 43660) and independently operating as a Nebraska public body corporate under the provisions of the Municipal Inland Port Authority Act (Neb. Rev. Stat §§13-3301 to 13-3316) (Act) to develop, manage, and operate the inland port district located in Omaha, Nebraska, as approved under the Act.

NOW THEREFORE, be it resolved by the OIPA Board of Commissioners as follows:

1. The Omaha Inland Port Authority Finance Committee (Finance Committee) has reviewed the current fiscal year budget and identified a need to amend allocations to better align with operational priorities, unforeseen expenditures, and strategic initiatives;
2. The proposed amendment reflects responsible fiscal management and ensures continued delivery of essential services to the public and the Finance Committee has recommended approval of the same;
3. Considering the Finance Committee's review and recommendation for approval, the OIPA Board of Commissioners hereby approves the following as Amendment #01 to the Fiscal Year 2025 Budget:
 - A. Increase in Allocation:
 - Department/Program: Operations
 - Current Allocation: \$ 3,031,855
 - Proposed Increase: \$ 2,570,719

Justification: The additional staff to be hired to serve in the capacity as defined in job descriptions to support the operations of the organization. Additional revenue to be added to the budget inflows. Adjustment to interest income earned from bank accounts, adjustments to expenses related to operations as determined necessary, including; branding, legal services, and capital expenditures not considered during the original budget process.
 - B. Decrease in Allocation:
 - Department/Program: Innovation District
 - Current Allocation: \$ 26,462,763
 - Proposed Decrease: \$ 4,747,000

Justification: Adjustment to interest income earned from bank accounts, adjustments to expenses related to the purchase of property inside the innovation district for the purpose of lease back to operations for office space.
 - C. Increase in Allocation:
 - Department/Program: Airport Business Park
 - Current Allocation: \$ 618,400
 - Proposed Increase: \$ 250,000

Justification: Adjustment to interest income earned from bank accounts.



4. Accordingly, the expenditures and allocation of OIPA funds for such purposes are hereby authorized in conformance with all applicable requirements of the Act and this OIPA Resolution.

Approved by the OIPA Board of Commissioners and effective on October 2, 2025.

Secretary's Certificate

THE UNDERSIGNED, Carmen Tapio, hereby certifies that she is the Secretary of the Omaha Inland Port Authority (OIPA), and that the preceding Resolution was duly adopted by Board of Commissioners, and that said Resolution has not been rescinded or amended, and such Resolution is recorded in the corporate books of OIPA.

Dated October 2, 2025

Carmen Tapio, Secretary



Executive and Governance Committee

Meeting

Via TEAMS 10:00 AM

September 23, 2025

MEMBERS PRESENT: Sen Terrell Mckinney, Davielle Phillips, Carmen Tapio, Thomas Warren

STAFF: Gary Clark, Executive Director
Theola Cooper, Office Manager

Board Retreat

Airport Business Park reporting procedures

Airport Business Park monthly meeting

HR&A reporting procedures regarding the Innovation District

Third community meeting scheduled November 5 at The Venue at The Highlander
Collaboration between HR&A and the Airport Business Park

Real Estate and Development Committee

Strategic Action Plan
Airport Business Park
Innovation District (170 units)
Bond Policy Development
Office Space Considerations
Creative Housing Concept

Community Advisory Committee

Quarterly Community Meeting
Survey
Retreat

Items to discuss

Bylaws
Budget Amendment
Items for October 2, 2025, OIPA Board Meeting



THE OMAHA INLAND PORT AUTHORITY
REAL ESTATE DEVELOPMENT COMMITTEE MEETING
Via Zoom 1:30PM
SEPTEMBER 16, 2025

MEMBERS PRESENT: Davielle Phillips
Jake Hoppe
Mike Reidmann
Terrell McKinney

LEGAL COUNSEL Mark Coulter

STAFF: Garry Clark, Executive Director
Theola Cooper, Office Manager

Items to discuss:

- A. Strategic Action Plan**
 - B. Airport Business Park**
 - C. Innovation District (170 units)**
 - D. Bond Policy Development**
 - E. Staff Hiring Goal**
 - F. Office Space Considerations**
 - G. Creative Housing Concept**
-
- H. Real Estate and Development Partner conversations**
 - a. Discussed RED engagement with Spark CDI, Front Porch Investments, and the Omaha Municipal Land Bank.**



Finance Committee

Meeting

September 17, 2025

MEMBERS PRESENT:

Carmen Tapio
Mike Helgerson
Ernest White

Contract Staff

Catherine Maydew – Creative Planning

STAFF:

Garry Clark, Executive Director
Theola Cooper, Office Manager

Items to discuss:

Accounts Payable.

Statement of Net Position.

Discussion on Budget Amendment.

Discussion regarding Interest Funds request made.

Other topics

Omaha Inland Port Authority
OIPA Budget vs. Actual
From Jan 2025 to Aug 2025

	Amount	Budget Amount	Amount Over Budget	% of Budget
Ordinary Income/Expense				
Income				
4000 - Grants, in connection with operating activities	\$119,618,400.00	\$119,618,400.00	\$0.00	100.00%
4100 - Interest Income	\$1,541,924.45	\$342,099.00	\$1,199,825.45	450.72%
Total - Income	\$121,160,324.45	\$119,960,499.00	\$1,199,825.45	101.00%
Gross Profit	\$121,160,324.45	\$119,960,499.00	\$1,199,825.45	101.00%
Expense				
5000 - Employee Compensation	\$64,017.08	\$67,549.00	(\$3,531.92)	94.77%
5010 - Employer Taxes	\$4,349.82	\$21,616.00	(\$17,266.18)	20.12%
5020 - Contracted Services	\$446,592.57	\$419,668.00	\$26,924.57	106.42%
5030 - Rent	\$10,416.65	\$8,459.00	\$1,957.65	123.14%
5040 - Utilities	\$1,927.06	\$4,456.00	(\$2,528.94)	43.25%
5045 - Office equipment & supplies	\$12,784.06	\$5,083.00	\$7,701.06	251.51%
5046 - Equipment Expense	\$0.00	\$17,155.00	(\$17,155.00)	0.00%
5050 - Website	\$25,909.40	\$960.00	\$24,949.40	2,698.90%
5055 - Travel	\$1,626.19	\$8,000.00	(\$6,373.81)	20.33%
5056 - Communication & Tech Tools	\$0.00	\$14,000.00	(\$14,000.00)	0.00%
5060 - Rental Expenses	\$200.00	\$987.00	(\$787.00)	20.26%
5065 - Community Outreach	\$0.00	\$28,000.00	(\$28,000.00)	0.00%
5070 - Insurance	\$2,201.67	\$2,104.00	\$97.67	104.64%
5085 - Leasehold Improvements	\$0.00	\$1,197.00	(\$1,197.00)	0.00%
5090 - Board Expenses	\$2,712.07	\$250.00	\$2,462.07	1,084.83%
5100 - Bank Service Fees	\$795.32	\$0.00	\$795.32	0.00%
Total - Expense	\$573,531.89	\$599,484.00	(\$25,952.11)	95.67%
Net Ordinary Income	\$120,586,792.56	\$119,361,015.00	\$1,225,777.56	101.03%
Other Income and Expenses				
Other Expense				
6000 - Transfer Out	\$7,370,000.00	\$7,370,000.00	\$0.00	100.00%
Total - Other Expense	\$7,370,000.00	\$7,370,000.00	\$0.00	100.00%
Net Other Income	(\$7,370,000.00)	(\$7,370,000.00)	\$0.00	100.00%
Net Income	\$113,216,792.56	\$111,991,015.00	\$1,225,777.56	101.09%

CAC Quarterly Community Meeting — Summary (Q3)

Date: Tuesday, Sept 16, 2025

Time: 6:20 pm – 7:50 pm (1 hour of Q&A)

Leads: Candice Price and Garry Clark

Attendance: 29 in-person, 7 on Zoom

In Attendance:

- CAC: Candice Price; Senator Ashlei Spivey; Joe Higgins; Bishop K Jevon Chambers; Akeydra Hagens
- OIPA: Senator Terrell McKinney; Exec. Director Garry Clark; Theola Cooper
- City of Omaha: Bridgett Hadley; Karol González Rivera
- OEDC: Michael Maroney
- Community orgs: Willie Barney (Empowerment Network)

Topics Covered

- Explanation of what OIPA is (its mission, scope, etc.)
- Discussion of the airport business park
- Discussion of the Innovation District
- Sharing insights from trip to Kansas City with PortKC: describing how a port can look in the future and what it could bring in terms of workforce development, housing, community development, and broader economic development.
- Introduction of Garry Clark to the community; address of OIPA office and how community members can contact them.
- Senator McKinney provided an overview of legislative / public affairs and helped field audience questions.

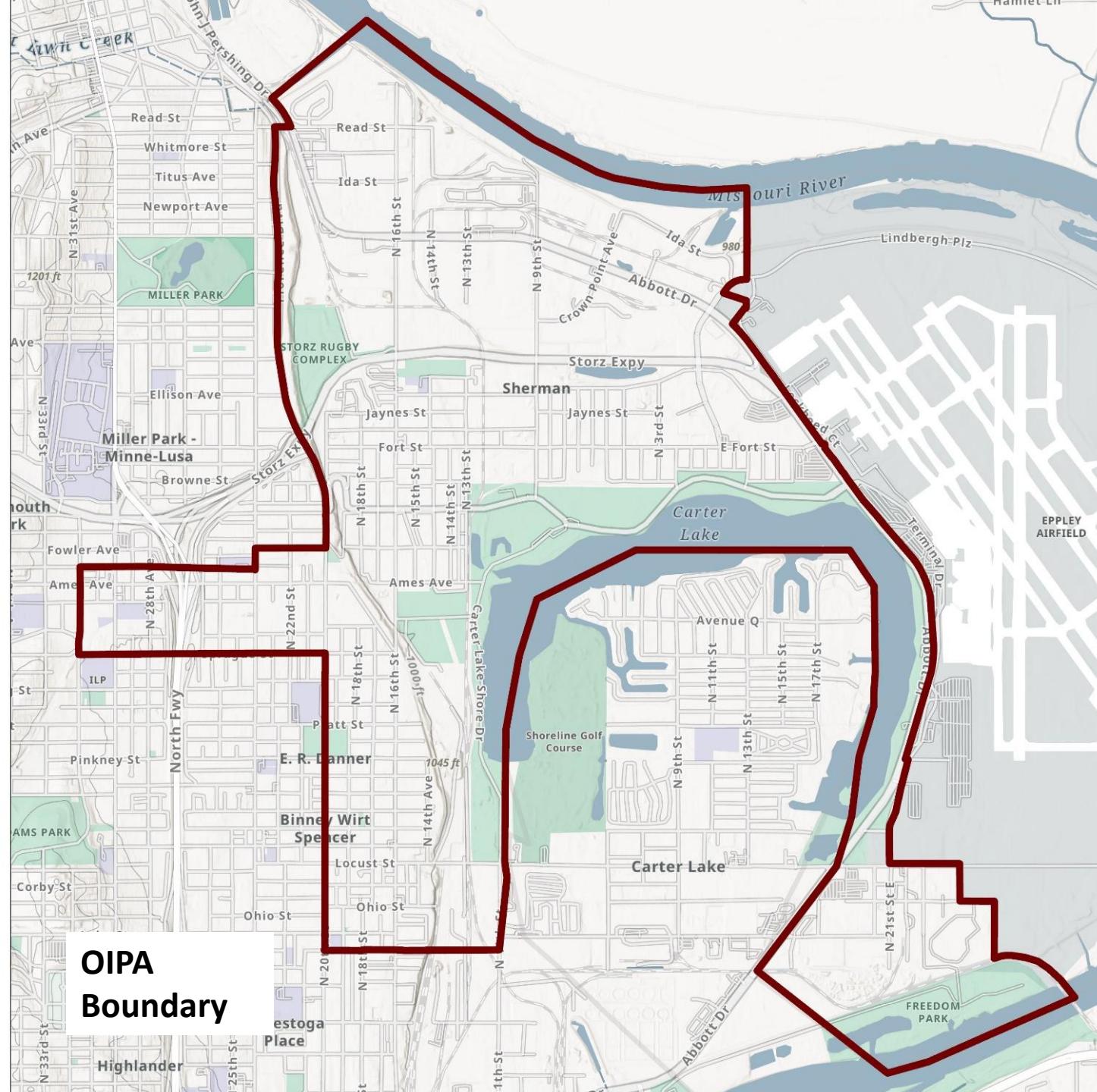
Requests & Announcements

- Announcement: Upcoming **HR&A Community Meeting on November 5th**
- A request was made that a one-pager be created for the community to be distributed, that:

1. Describes what OIPA is
 2. Explains the differences between OIPA, the airport business park, and the Innovation District
- A request was made for one board meeting per quarter to be held in the evening, in lieu of the 9am monthly meeting so that more community members have an opportunity to attend and provide input.

Logistics & Miscellaneous

- sign-in sheet provided to add in-person attendees to the OIPA email list
- Refreshments provided by OIPA for all guests
- Final ~ 10 minutes were reserved for one-on-one interactions / networking



**OIPA
Boundary**

Airport Business Park

INLAND PORT AUTHORITY REPORT

REPORT DATE:
October 2, 2025



**Omaha Economic
Development
CORPORATION**

Burlington
CAPITAL

Project Background

- **Project Name:** Airport Business Park
- **Project Location:** Within a city of the metropolitan class. As amended by **LB 290 (2025)** to be within the inland port district (originally ≤2 miles from a major airport per §13-3303).

Guiding Principle: To foster desirable transformation, fundamental change, and long-lasting economic growth, by - **creating quality jobs, Spurring wider economic and community development and create a beautiful and attractive environment** with varied transportation and access options

- **Total Grant Awarded:** \$89,618,400
- **Limited Release of Funds (ROF):** \$7,370,000
- **Limited ROF Date:** March 2025
- **Purpose of Limited ROF:** Predevelopment for Airport Business Park, including planning, design, site studies, and community engagement.

Predevelopment Progress Report – Sept. 2025

Landowner Engagement

- We have engaged with a broker to assist in contacting landowners regarding the potential to purchase.
- A letter was sent to residents in the East Omaha neighborhood regarding our current focus for land acquisition.
- Individual landowner responses were previously shared with the OIPA Board in Executive Session.

Community Engagement

- OEDC and our Community Engagement consultants attended the CAC's September meeting.
- Pre-planning for a fall public meeting is underway.

Site Option Contracts

- A purchase agreement is being negotiated on a parcel, to allow us a due diligence period to further investigate development potential. Details can be further discussed in Executive Session.

Feasibility Studies

- High-level feasibility studies have been conducted. Parcel specific evaluation will occur as-needed as site options are obtained.

Infrastructure Planning

- All three areas identified for potential development have had the infrastructure analyzed.

Initial Business Recruitment Efforts

- Conversations with initial businesses interested in land have begun.

Milestone Progress

Milestone: Feasibility Study Initiated

- Status: Feasibility studies for the Airport Business Park II and Enterprise sites were substantially completed during the Master Plan effort. Since the passage of LB 290 we have begun exploring feasibility for other sites as well.
- Date Started: May 30, 2025 (Passage of LB 290)
- Date Completed: Ongoing

Recent Activities

- Began preliminary analysis of property outside of previous two-mile limit.

Milestone Progress

Milestone: Community Engagement

- Status: Ongoing
- Date Started: July 17, 2024 (1st Public Meeting)-See notes .
- Date Completed: Ongoing
- Who's the community engagement consultant: 8th & Home and Moxie 16 are partnering on this scope.

Recent Activities :

- Community Engagement team and OEDC continue to attend the CAC monthly meeting.
- Planning is underway for a public meeting this fall.

Notes: See Engagement Plan previously provided for additional detail. Two public meetings were completed in 2024. We attend the monthly CAC meeting, Empowerment Network Transformation 2030 Sumit (April 12, 2025), etc.

Milestone Progress

Milestone: Initial Landowner Engagement

- Status: Ongoing
- Date Started: July 2024. One-on-one meetings began Q1 2025.
- Date Completed: Ongoing

Recent Activities

- Responses shared with OIPA Board in Executive Session
- Appraiser has provided some initial valuations.
- Broker engaged and conversations are underway with landowners within the newly expanded boundary.
- A purchase is being negotiated, in order to begin the Due Diligence period and further evaluation.

Financial Update

Item	Original Budget	Spent To Date	Remaining
Due Diligence	\$900,000	\$0	\$900,000
Property Owner Engagement	\$300,000	\$59,487	\$240,513
Community Engagement	\$100,000	\$35,084	\$64,916
Infrastructure Analysis / Plan	\$500,000	\$6,024	\$493,976
Business Recruitment	\$1,650,000	\$0	\$1,650,000
Regulatory / Legal Counsel	\$150,000	\$0	\$150,000
Land Acquisition	\$2,500,000	\$0	\$2,500,000
Government Funds Consultation	\$100,000	\$6,000	\$94,000
Contingency	\$500,000	\$0	\$500,000
Administrative Fee	\$670,000	\$335,000	\$335,000
TOTALS	\$7,370,000	\$441,594	\$6,928,406

Challenges or Risks

Identify any delays, regulatory hurdles, or community concerns. Include mitigation strategies or requests for assistance:

Challenge #1: The need for cohesion and symmetry in community engagement between the OIPA, the Airport Business Park team, and the CAC.

- Mitigation Strategy: We request to meet with the OIPA innovation district consultant and the CAC, following approval of our Community Engagement Plan. (In progress, see previous notes)
- Mitigation Strategy: Expanded informational meeting and discussions with OIPA leadership.

Challenge #2: Continually shifting oversight requirements from the OIPA.

Challenge #3: Complexity of potential projects and potential legal or technical barriers.

- Mitigation Strategy: Collaborations with various public-private potential partners and extensive due diligence.

Next Steps (90 Days)

Task: Approval of the Community Engagement Plan. (Complete)

Task: Formally engage Community Engagement consultant (Complete)

Task: Formally engage Government Funding consultant. (Complete)

Task: Begin to obtain option agreements on identified parcels.

- Responsible Party: Development Team
- Target Date: Ongoing

Task: Secure purchase and commence appropriate due diligence of viable parcels for development.

- Responsible Party: Development Team.
- Target Date: Within the next 90 days.

Task: Implement full community engagement plan as presented to the OIPA.

- Responsible Party: Development Team, including Community Engagement consultants.

Task: Explore potential collaboration between Airport Business Park project and the Innovation District.

- Responsible Party: OIPA Leadership and OEDC / Burlington Capital team.

Task: Complete Deliverables outlined in the contract amendment between OEDC and OIPA, dated 01/03/2025.

- Responsible Party: Development Team

Q & A

Innovation District Progress Report

Prepared By: HR&A Advisors

Reporting Period: September 1st – September 30th 2025

Date Submitted: September 24th, 2025

1. Project Overview

Provide a brief summary (2-3 paragraphs) of overall progress during the reporting period, including major milestones achieved and any significant developments.

During this reporting period, HR&A Advisors, Lamp Rynearson, and Vireo (collectively, the “Consultant Team”) continued our work on the innovation district visioning and business planning work with the Omaha Inland Port Authority (OIPA) subcommittee (the “Client”).

The Consultant Team is developing a pro forma model to understand development gaps and potential gap financing approaches and partnership strategies for realizing the innovation district. Our team is also conducting an infrastructure analysis to determine the cost of delivering infrastructure needed to support innovation district development. The Consultant Team has initiated the development of the remainder of the business plan, which includes a governance framework, financial review process, and KPI monitoring and evaluation. Our team is also advancing the development of housing and anti-displacement strategies to meet OIPA’s goals of developing 170 homes and minimizing displacement impacts.

In addition to developing the pro forma model and business plan, our team has met with various stakeholders in the business, technology, and affordable housing development fields to identify potential partnership collaborations with the innovation district.

The Consultant Team is also preparing for the participatory budgeting workshop with the community, scheduled for 6pm on Nov. 5th at the Venue.

2. Progress by Task and Subtask

Please provide updates for each task. Indicate the status (Not Started, In Progress, Completed), percentage completed, and summarize key activities and deliverables.

Task 0 – Project Management

- Subtask:
 - 0.1 Kickoff Meeting
 - Status: Completed
 - % Complete: 100%
 - Summary of Activities:
 - *Virtual kickoff meeting to discuss project objectives, timelines, and expectations.*
 - 0.2 Biweekly Check-Ins
 - Status: In Progress
 - % Complete: 85%
 - Summary of Activities:

- *Biweekly check in meetings with the OIPA Subcommittee to discuss progress on innovation district study planning tasks and prepare for community engagement tasks*

Task 1 – Existing Conditions Analysis

- Subtask
 - 1.1 Barriers Analysis
 - Status: Completed
 - % Complete: 100%
 - Summary of Activities:
 - *Collecting data and synthesizing findings on socioeconomic and real estate market conditions within North Omaha*
 - *Conducting outreach to stakeholders to discuss existing conditions, challenges, and opportunities for creating an innovation district in North Omaha from an economic and real estate market perspective*
 - *Synthesizing findings to be utilized in the existing conditions analysis*
 - 1.2 Site Conditions Evaluation
 - Status: Completed
 - % Complete: 100%
 - Summary of Activities:
 - *Spatial (GIS) data collection and analysis*
 - *Drafting of existing conditions and assets maps*
 - *Summary of existing conditions*
 - 1.3 Infrastructure Guidance
 - Status: Completed
 - % Complete: 100%
 - Summary of Activities:
 - *Outreach to Utility providers and Public Works*
 - *Drafted Development Challenges Matrix*

Task 2 – Customized Visioning Plan

- Subtask
 - 2.1 Innovation District Best Practices
 - Status: In Progress
 - % Complete: 95%
 - Summary of Activities:
 - *Identified and profiled precedent innovation districts that could serve as case studies to inform the approach for developing an innovation district in North Omaha*
 - 2.2 Anti-Displacement Evaluation
 - Status: In Progress
 - % Complete: 85%
 - Summary of Activities:

- *Collecting data and synthesizing findings on socioeconomic and housing market conditions within North Omaha to identify trends related to displacement and gentrification, including population changes and housing costs.*
- *Synthesizing findings to guide recommendations on potential anti-displacement strategies.*
- *Developing recommendations on potential anti-displacement strategies*
- 2.3 Conceptual Site Planning
 - Status: In Progress
 - % Complete: 95%
 - Summary of Activities:
 - *Conducted workshops (internally with Consultant Team members and with the Client) to begin framing concept scenarios for the innovation district in North Omaha.*
 - *Presented concepts to community during August meeting*
 - *Prepared and workshopped development concepts with the OIPA subcommittee to identify preferred development uses for the innovation district.*
- 2.4 Infrastructure Planning Recommendations
 - Status: In Progress
 - % Complete: 50%
 - Summary of Activities:
 - *Evaluating the infrastructure needs for development concepts proposed for the innovation district, including road networks, utility connections, and stormwater management.*

Task 3 – Financial Pro Forma

- Subtask
 - 3.1 Infrastructure Cost Estimates
 - Status: In Progress
 - % Complete: 50%
 - Summary of Activities:
 - *Preparing preliminary cost estimates for development concepts proposed for the innovation district, including road networks, utility connections, and stormwater management*
 - 3.2 Pro Forma Model Development
 - Status: In Progress
 - % Complete: 70%
 - Summary of Activities:
 - *Interviews with developers to understand current development costs in Omaha and other considerations which may impact development feasibility*

- *Developing pro forma model to illustrate financial performance for innovation district concepts and highlight funding priorities for the innovation district.*
- 3.3 Sustainability Initiatives
 - Status: In progress
 - % Complete: 10%
 - Summary of Activities:
 - *Consultant team coordination to explore sustainability initiatives to incorporate in the pro forma model*

Task 4 – Business Plan

- Subtask
 - 4.1 Financial & Partnership Strategies
 - Status: In Progress
 - % Complete: 60%
 - Summary of Activities:
 - *Conducting research on potential gap financing strategies to support OIPA in developing the innovation district*
 - 4.2 Governance Framework
 - Status: In Progress
 - % Complete: 10%
 - Summary of Activities:
 - *Initiated research and outline for governance framework for innovation district*
 - 4.3 Financial Review Process
 - Status: In Progress
 - % Complete: 10%
 - Summary of Activities:
 - *Initiated research and outline for financial review process for innovation district*
 - 4.4 KPI Evaluation & Monitoring
 - Status: In Progress
 - % Complete: 10%
 - Summary of Activities:
 - *Initiated research and outline for KPI evaluation and monitoring framework for innovation district*

Task 5 – Community Engagement

- Subtask
 - 5.1 Stakeholder Workshop
 - Status: Completed
 - % Complete: 100%
 - Summary of Activities:
 - *Prepared and published summary findings from focus group workshops and public community meeting.*
 - *Hosted community meeting on May 21st at Highlander*
 - 5.2 Visioning Charrette

- Status: Completed
- % Complete: 100%
- Summary of Activities:
 - *Confirmed meeting dates and location with the Client*
 - *Created and circulated outreach materials for the community to attend the meeting*
 - *Drafted public meeting presentation and additional meeting collateral*
 - *Hosted community meeting on August 7th at MCC*
- 5.3 CAC Meetings
 - Status: Not Started
 - % Complete: 0%
 - Summary of Activities: N/A
- 5.4 Participatory Budgeting
 - Status: In Progress
 - % Complete: 30%
 - Summary of Activities:
 - *Internal workshop for approaches to participatory budgeting meeting*
 - *Coordination with external planning studies and projects to avoid overlap of engagement efforts and minimize planning fatigue within the community.*
 - *Confirmed date for the community meeting (Nov. 5th) and prepared marketing materials to disseminate to the public*

3. Deliverables Submitted

- Deliverable Name(s): Existing Conditions Analysis
- Date submitted: 8/1/2025
- Status (Draft/Final): Draft
- Notes: Finalizing comments from OIPA subcommittee, to be published on OIPA's website in late September.

4. Budget and Invoicing Summary: Billing September 1st – September 30th

- Task 1: Existing Conditions Analysis:
 - Contracted amount: \$125,000
 - % Complete: 100%
 - Amount Billed to Date: \$125,000
 - Notes:
- Task 2: Customized Vision Plan for North Omaha
 - Contracted amount: \$150,000
 - % Complete: 95%
 - Amount Billed to Date: \$142,500
 - Notes:
- Task 3: Detailed Financial Pro Forma
 - Contracted amount: \$95,000
 - % Complete: 65%

- Amount Billed to Date: \$61,750
 - Notes:
- Task 4: Business Plan:
 - Contracted amount: \$60,000
 - % Complete: 40%
 - Amount Billed to Date: \$24,000
 - Notes:
- Task 5: Community Engagement:
 - Contracted amount: \$80,000
 - % Complete: 75%
 - Amount Billed to Date: \$60,000
 - Notes:
- Consultant Team Expenses:
 - Contracted amount: \$31,000
 - % Complete: 36%
 - Amount Billed to Date: \$13,005
 - Notes: Submitted expenses as of September 24th
- Public Engagement Reimbursements:
 - Contracted amount: \$5,000
 - % Complete: 0%
 - Amount Billed to Date: \$0
 - Notes:

5. Challenges or Barriers Encountered

- Describe any significant obstacles, risks, or issues faced this period. Include plans for mitigation or resolution.

N/A

6. Next Steps

- List tasks planned for the next reporting period and upcoming milestones.

Task 2: Customized Vision Plan for North Omaha

- *Create anti-displacement strategies*
- *Finalize innovation district concepts based on feedback from August community meeting*

Task 3: Detailed Financial Pro Forma

- *Finalize financial pro forma*

Task 4: Business Plan

- *Develop recommendations for financial & partnership strategies, governance framework, financial review processes, and KPIs and monitoring.*

Task 5: Community Engagement

- *Preparing for participatory budgeting workshop*

Prepared by:
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Appendix D



December 4, 2025

Metropolitan Community College, Bldg. 21, Room 112, 9:00 A.M.
5300 N. 30th Street, Omaha, NE 68111

Agenda and materials are available online at Omahaipa.com

The Agenda for the Omaha Inland Port Authority (OIPA), a Political Subdivision of the State of Nebraska created in accordance with Neb. Rev. Stat. 13-3304 and Ordinance 43660 of the City of Omaha follows:

ATTENDANCE

Members					
Terrell McKinney (Chair)	✓	Thomas Warren	✓	Brook Aken	A
Mike Helgerson	A	Davielle Phillips	✓	Jake Hoppe	✓
Michael Riedmann	✓	Carmen Tapio	✓	Ernest White	✓
Garry Clark Executive Director	✓	Joel Pedersen Legal Counsel	✓		
Theola M. Cooper Office Manager	✓	Mark Coulter Legal Counsel	✓		

BUSINESS MEETING

1. Call to Order – Roll Call

2. CERTIFICATION OF PUBLICATION

Omaha Inland Port Authority Office Manager certifies publication in the Daily Record on November 4, 2025, notice of the Omaha Inland Port Authority Meeting on November 6, 2025. A current copy of the Nebraska Open Meetings Act is available on site in meeting room 112.

3. Presentations:

- a) Tim Kenny – Housing
- b) Julian Young – IHUB
- c) Trevon Brooks- IHUB

4. Action Items (VOTE TODAY).

Agenda Item #	Description				Result
3 a	Approval of September November 6, 2025 Meeting Minutes				
McKinney		Warren		Aken	
Helgerson		Phillips		Hoppe	
Riedmann		Tapio		White	
3 b	Approval to apply for IHUB Designation				

McKinney		Warren		Aken	
Helgerson		Phillips		Hoppe	
Riedmann		Tapio		White	
Agenda 3 c	Approval of Elaina				Approved 9-0
McKinney	Y	Warren	Y	Aken	Y
Helgerson	Y	Phillips	Y	Hoppe	Y
Riedmann	Y	Tapio	Y	White	Y

5. Discussion Items

6. Executive Director Report

- a) Streaming meetings via ZOOM
- b) Quarterly meetings in the evening
- c) January Meeting Date
- d) Anti-Displacement commitment and policy in the bylaws
- e) Filling the CAC opening
- f) Applying for IHub Designation
- g) Partnership agreements (To make sure partners align with our goals, mission, and vision)

7. Committee Reports

- a) Executive & Governance-
- b) Real Estate and Development -
- c) Finance-
- d) Operations -
- e) Community Advisory-
 - i. CAC Survey
 - ii. CAC Retreat

8. Project Reports

- a) Airport Business Park Project Report
 - i. Progress Report-
- b) HR&A Project Report-Presentation
 - i. Progress Report-

9. Executive Session:

The Board will go into closed session as authorized by Neb. Rev. Stat. § 84-1410 of the Revised Statutes of Nebraska for the protection of the public interest, and to prevent needless injury to the reputation of persons who have not requested a public hearing, for the purpose of holding a discussion limited to the following subjects:

Real estate acquisition and development

Next Meeting: The next meeting is scheduled for Thursday, January 8, 2025, 9am at Metropolitan Community College.

Public Comment is limited to 3 minutes per person per item.