

University of Nebraska at Kearney

# South Campus Development Project



April 2013

# Acknowledgements

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- Members of the Kearney real estate community
- Various citizens from the Kearney community

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# Executive Summary

# executive summary

The South Campus of the University of Nebraska at Kearney presents a once-in-a-lifetime opportunity to be a catalyst for enhanced student recruitment, campus and community life, and economic development. Similar to the Nebraska Innovation Campus adjacent to UNL, Aksarben Village adjacent to UNO, and the significant redevelopment occurring adjacent to UNMC, this 110-acre site, which is currently used for crop production, is a clean slate that can be developed to meet the current and future needs of the University, the City of Kearney, and the region.

The site, which slopes gradually from the north to south, is located to the southwest of the main campus, and is located between U.S. Highway 30 on the North, the Union Pacific Railroad main line on the South, a mobile home park and NPPD Tailrace on the East, and a single family residential neighborhood on the West. Although free of existing development, several challenges must be overcome in order to successfully develop the site, including the barrier created by U.S. Highway 30, limited access from the south and east, and the negative impacts of the adjacent rail line. Findings from the market analysis, prepared concurrently with the planning study, show varying demand for a variety of uses, including university-related uses, residential, office, a limited amount of retail, and athletic / recreational facilities.

Planning for the site was led by an interactive and participatory visioning process that included learning journeys to Omaha and the Dallas-Fort Worth Metroplex, one-on-one meetings with key community and campus stakeholders, and two large visioning workshops. Key development goals for the site that emerged from this process included the provision of mobility options, including a mix of uses – both vertically and horizontally, creating a “sense of place,” and utilizing a “green” development framework.



*Existing Conditions*



The planning process culminated with a week-long iterative design charrette that merged the results of the site inventory and analysis, the market study, and the visioning process. The result was a pedestrian-oriented, mixed-use neighborhood interspersed with “green fingers.” Uses for the site include University-related (student housing, child development, athletics, and recreation), office, retail, residential (apartments and cottages), and park and open space. The “green fingers” are strategically located greenways planted with native grasses and wildflowers that contain trails and stormwater management facilities. University uses are focused on the eastern half of the site, while private sector uses (retail, office, and residential) are located on the western half of the site. Athletic and recreational uses are located on the southern third of the site and act as a buffer from the UPRR mainline.

The Plan identifies a number of framework elements that are critical to the success of the development of the site, including mobility, green space, and green initiatives. In addition, the plan identifies a number of development opportunities for the site, based on the development program that was utilized during the design charrette. These include the location of key “catalyst” uses such as the tennis complex, child development center, and University Heights replacement housing. In order to help ensure successful plan implementation, a yield analysis and a set of design guidelines are also included in the plan.

If carried out successfully, development of the University of Nebraska at Kearney South Campus will be a significant catalyst for not only the University, but for the City of Kearney and the entire State of Nebraska.



*Conceptual Master Plan*





# Analysis

vicinity map

topography

floodplain

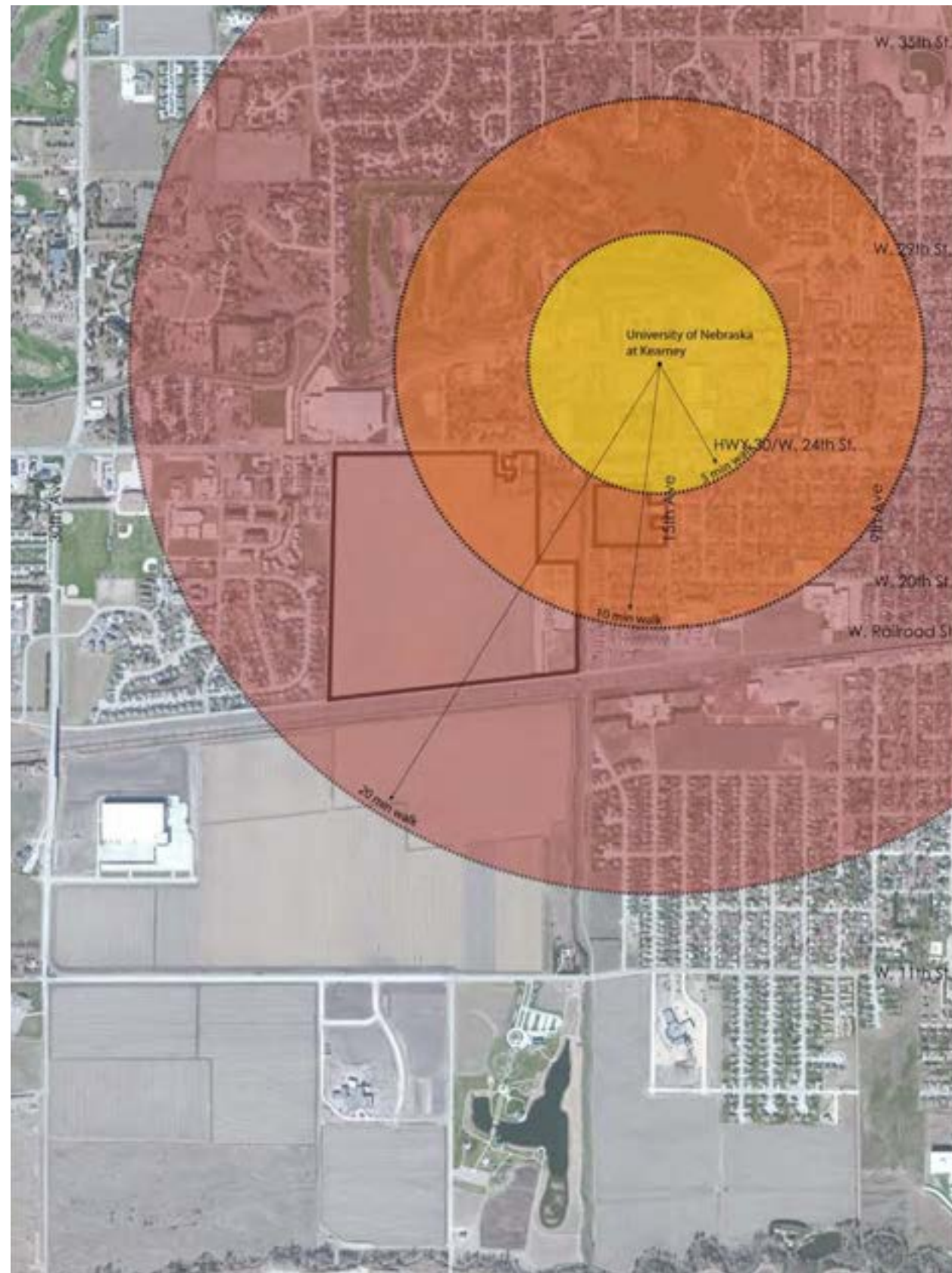
built form

zoning

utilities

transportation

# site context



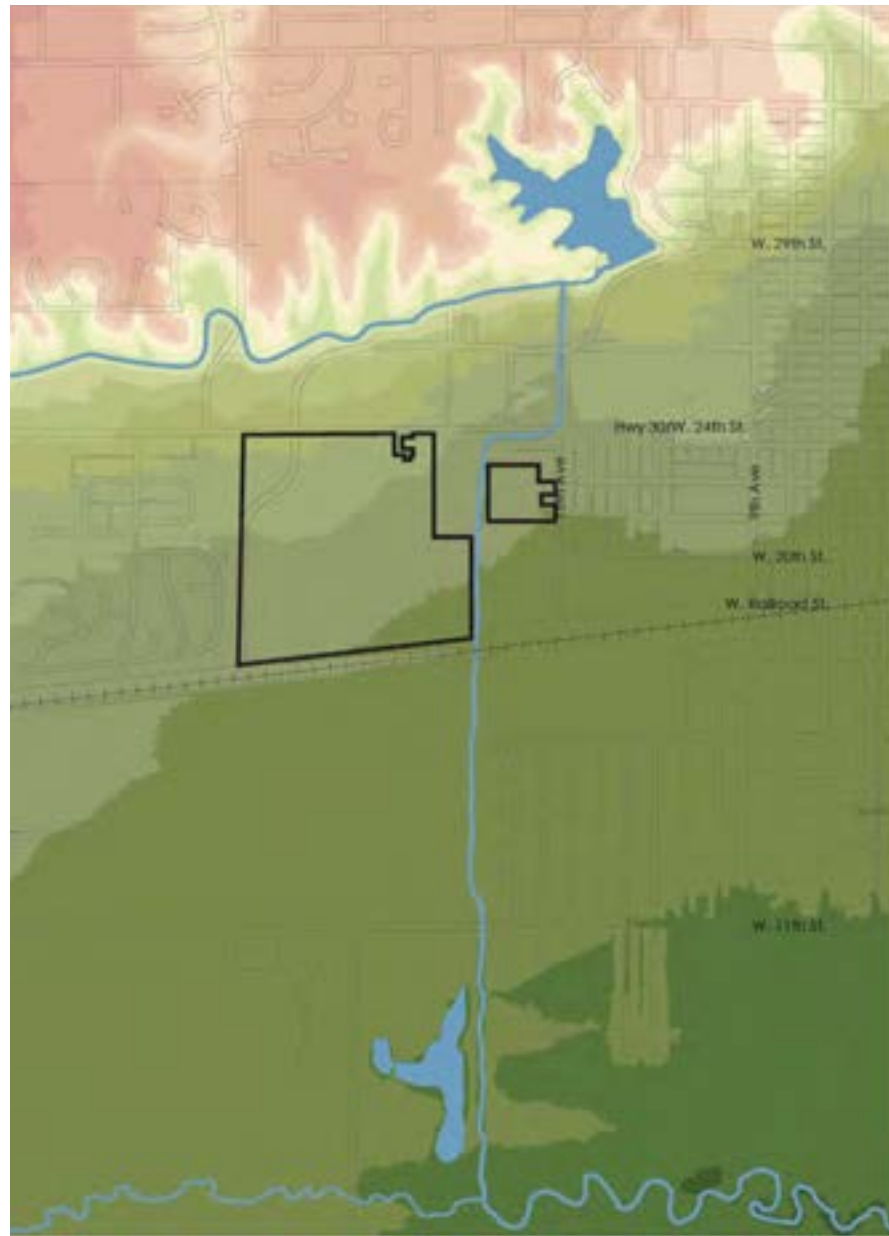
## vicinity map

-  1/4 mile (5 minute walk)
-  1/2 mile (10 minute walk)
-  1 mile (20 minute walk)
-  Site Boundary
-  Union Pacific Railroad



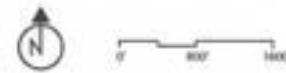
**Vicinity Map** The South Campus site is located immediately to the south and west of the main campus of the University of Nebraska at Kearney. Although they are adjacent, much of the site is beyond a 10-minute walk. Because most pedestrians will not walk farther than 5 minutes unless the walking environment is superior, care must be taken to ensure that connections are safe and pleasant, for both pedestrians and bicyclists. The vicinity map shows that the entire South Campus is well within a 20 minute walk from the heart of the main campus.





existing topography

- HIGH** 2282'
- LOW** 2144'
- Surface Water
- Site Boundary
- Union Pacific Railroad



environmental constraints

- 100-Year Floodplain
- 500-Year Floodplain
- Wetlands
- Site Boundary
- Union Pacific Railroad



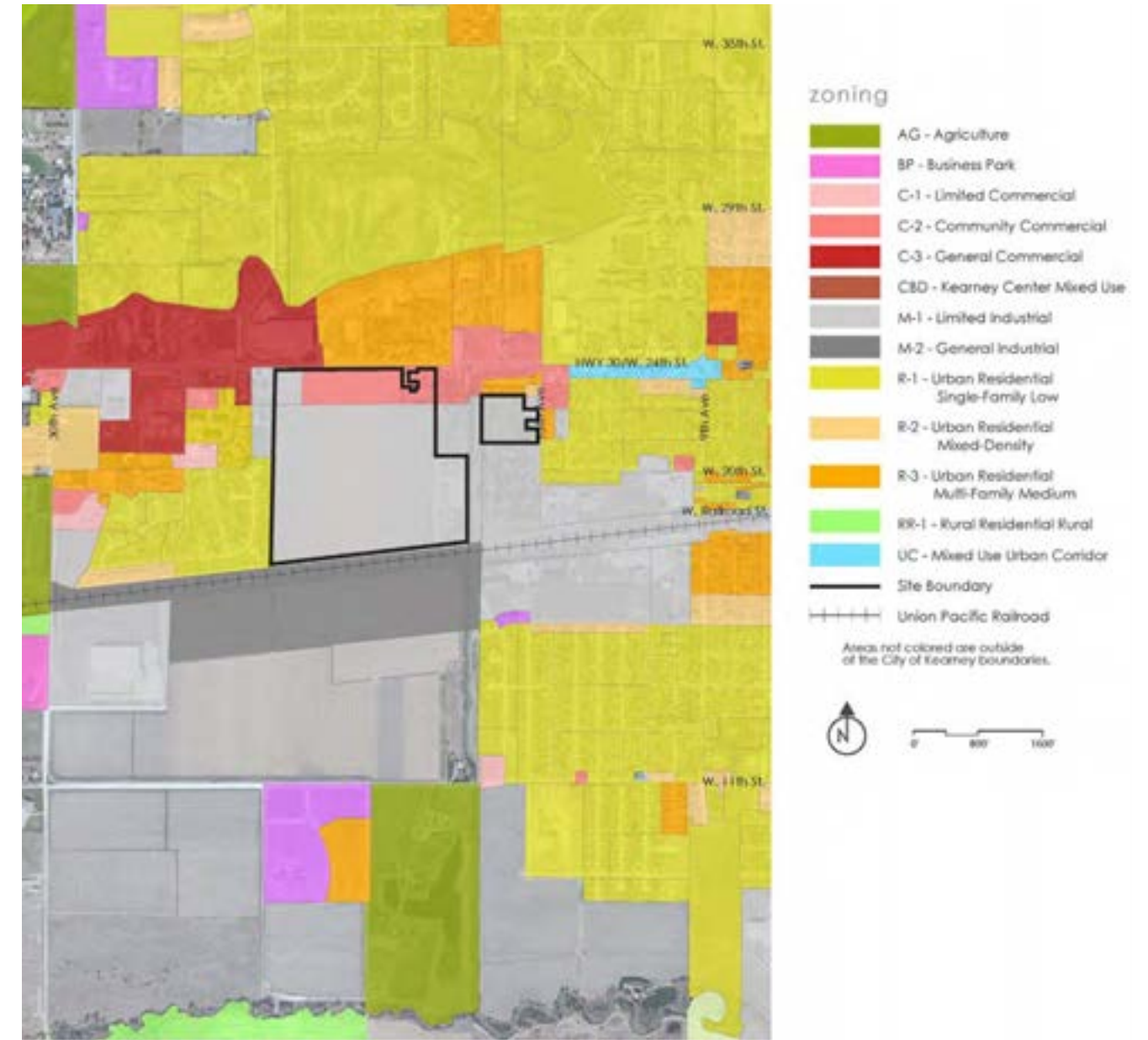
**Topography** The City of Kearney straddles the ridgeline just to the north of the Platte River. The main campus sits at the toe of the ridgeline, while the South Campus is located a little farther to the south and west. As a result, the topography of the Study Area is relatively flat, with a slight gradual slope from the northwest to the southeast. This slope provides a natural direction for stormwater drainage and led to design decisions related to open space and stormwater collection.

**Floodplain** The Study Area is located to the south and west of the Tailrace, a man-made canal that delivers water to the NPPD power generating facility immediately north of the main campus. Because of its proximity to this waterway, and the location of the UPRR mainline which could inhibit drainage to the south, the entire Study Area is located within the 500 year floodplain. The 500 year floodplain allows flexibility in terms of development, and should not inhibit future development within the Study Area.



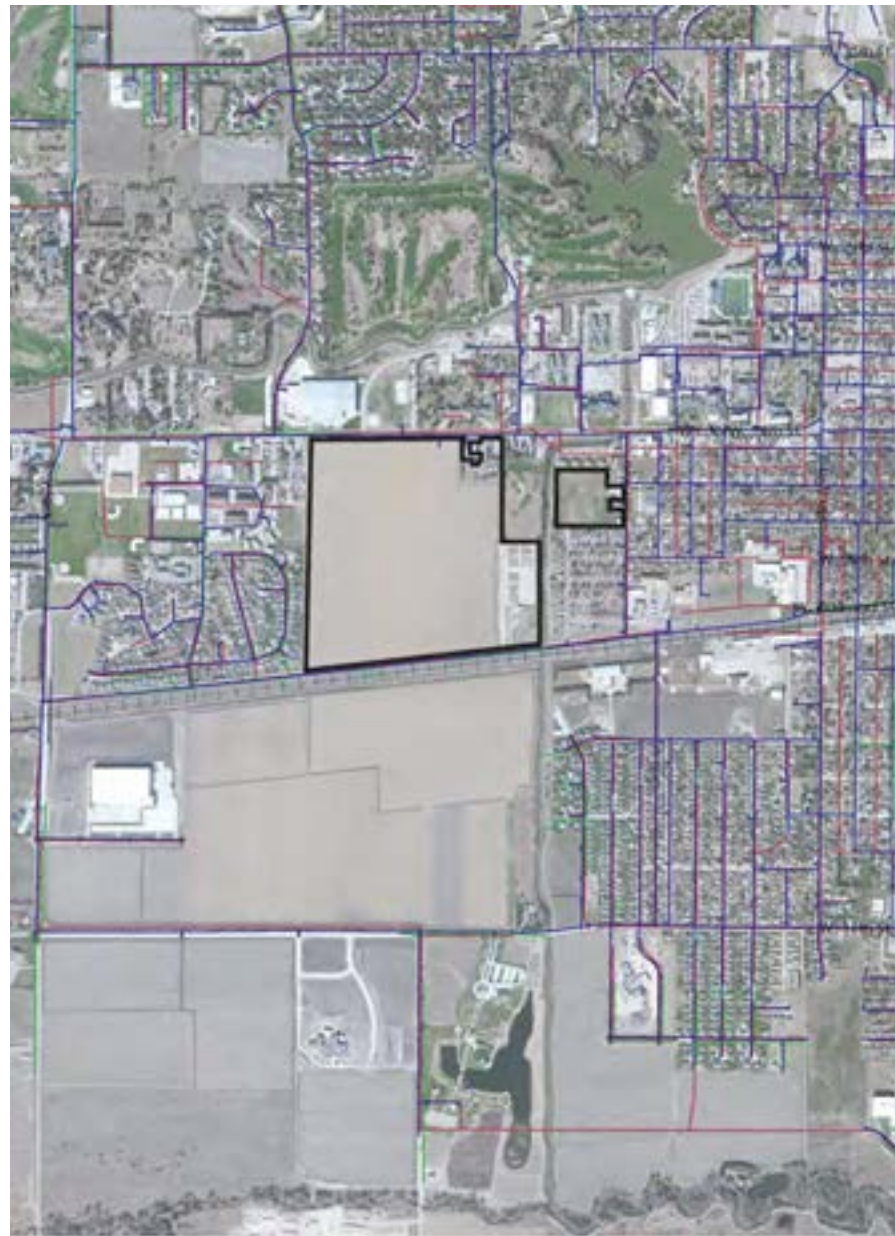


**Built Form** The built form map identifies the building footprints on the main campus, as well as the University Heights housing development further north. The map readily identifies the change in campus density from east to west, with the eastern part of campus being most dense. Over time, sites on the western side of the main campus will be developed with new university buildings, providing a more campus-oriented transition to the densely designed South Campus.



**Zoning** The zoning map identifies the various zoning districts within the City of Kearney. The majority of the study area is zoned as limited industrial, with a section along the north edge zoned as community commercial. The surrounding areas are a mixture of General Commercial, Single Family Urban Residential, Multi-Family Urban Residential and both Limited and General Industrial. In order for South Campus to be developed according to the conceptual master plan, it will need to be re-zoned as mixed-use.





**Utilities** The utilities map identifies the existing location of water lines, sanitary sewer lines, and storm sewer lines, all of which are critical for new urban density development. As shown, all three are located within close proximity of the site, and can be easily extended to the Study Area.



**Transportation** The Study Area is bordered by two major West-East thoroughfares, both of which provide easy site access. U.S. Highway 30 runs along the Northern edge of the site, and is one of the primary east-west arterials in the City of Kearney. West Railroad Street runs along the southern edge of the Study Area, and provides secondary site access from the East and West. An internal street framework will be needed in order to create North-South connectivity within the site.





# Visioning Process

introduction

learning journeys

specific interviews

surveys

data analysis workshop

visioning workshops

# visioning process

## Introduction

A key element of the planning process was the establishment of a consensus-driven vision for the Study Area. The visioning process was comprised of five components: learning journeys, specific interviews with University staff and key stakeholders, surveys, multiple workshops between University staff and key stakeholders, and two visioning workshops. The vision, when combined with the Market Analysis, helped form the principles necessary to guide the effort and was manifested in the development program that was followed during the design charrette. To guide the planning effort, a thorough process for soliciting stakeholder input and establishing a consensus-driven vision was undertaken, and is highlighted on the following pages.



*Project team members and key stakeholders visiting various locations on the Dallas-Fort Worth Learning Journey.*

## Learning Journeys

University staff and key stakeholders participated in two learning journeys – one to Aksarben Village in Omaha and another to the Dallas – Fort Worth Metroplex to visit a variety of TND (traditional neighborhood design) projects. These included:

- Parker Square in Flower Mound, TX
- Village at Colleyville in Colleyville, TX
- Home Town in North Richland Hills, TX
- Southlake Town Center in Southlake, TX
- Frisco Square in Frisco, TX
- Legacy Town Center in Plano, TX
- Galatyn Park in Richardson, TX
- Addison Circle in Addison, TX

The goal of the learning journeys was to experience, first hand, a variety of pedestrian-oriented, mixed-use developments and to identify the various aspects participants liked, and disliked, about each. Participants were interviewed following the learning journeys, and their responses were included in the Visioning Summary.

## Specific Interviews

One-on-one interviews were held with eleven key stakeholders over the course of two days (June 5th and 6th, 2012). These interviews were based on a standard list of questions, and provided considerable insight into a number of issues and opportunities relating to the Study Area. Interviewees included University staff, City staff, and Key Stakeholders.

# Surveys

A survey was utilized to solicit participation from a broad cross section of University students, faculty, and staff. The survey was divided into two parts, a numeric ranking of various preferred elements for the South Campus, and a series of short answers to a variety of questions. The results of the survey are summarized below:

**How would you rate the importance of each of the following in developing the South Campus property?**

**Rank Criteria (5 = Excellent, 1 = Poor)**

4.71	Campus Image/Appearance
4.64	Mix of Uses
4.64	Availability of Parking
4.57	Residential Options
4.57	Sense of Place
4.36	Recreational Uses
4.36	Landscaping
4.21	Connections to Campus (trails, transit, etc.)
4.21	Location of Parking
4.14	Retail Uses
4.07	Pedestrian Orientation
4.00	Entertainment Uses
3.93	Central Gathering Space
3.93	Wayfinding/Signage
3.86	U.S. Highway 30 Crossings
3.64	Transit Connections
3.50	Academic Uses

**Top answers to the short answer questions included the following:**

**What is your long-range vision for the physical development of the South Campus property?**

Mixed-use urban village .....	10
Athletic/Recreational facilities .....	6

**What do you believe are the most important issues that the physical development of the South Campus property will face during the next five years?**

Financing/Investment .....	9
Physical integration into the community .....	7
Political/community cooperation .....	7

**What is your favorite thing about the South Campus property?**

Clean-slate development opportunity .....	6
Positive energy for a hopeful future .....	5

**What is your least favorite thing about the South Campus property?**

Highway 30 disconnection .....	10
Adjacency to UPRR railroad .....	6

**What do you believe are the greatest assets or strengths of the South Campus property (i.e. clean slate, location, etc.)?**

Proximity to existing campus/General city location .....	11
Clean-slate .....	8
Property size .....	6

**What do you believe are the greatest liabilities or weaknesses of the South Campus property (i.e. south of Highway 30, cell tower, etc.)?**

Highway 30 .....	10
UPRR Railroad .....	7

*What do you believe should be the most important physical development goals for the South Campus property during the next ten years?*

- Retail Development ..... 8
- Housing Development ..... 4

*What three specific actions or projects would you like to see accomplished on the South Campus property?*

- Housing ..... 10
- Athletic/Recreational Facilities ..... 8
- Central community space ..... 7

*Are there any examples of other projects that you have seen while traveling that you would like to see replicated on South Campus? If so, please list the name, location, and features you liked.*

- Aksarben Village, Omaha, NE- mixed-use ..... 4
- Learning Journey Sites, TX ..... 2

*Do you feel that relationships with private business and/or community individuals are important to this project?*

- Yes ..... 14

## Data Analysis/Context Assessment Workshop

A day long workshop was held on October 3, 2012. This workshop was attended by key University and City staff, including City Administration and Public Works leadership. Key topics of discussion included City support for the project, the provision of public infrastructure and utilities, and programmatic ideas. The workshop provided enhanced understanding and direction for the consulting team.

## Visioning Workshops

Two visioning workshops were held on June 5th and 6th, 2012. University staff, City staff, and Key Stakeholders were invited to attend. Participants were provided an overview of the planning process and then participated in a SWOT Analysis (Strengths, Weaknesses, Opportunities, and Threats) and performed a Geographic Mapping Exercise for the Study Area. The SWOT Analysis allowed participants to identify and vote on their top priorities in each category. The numbers next to each response on the following pages identify the top vote receivers based on workshop participants. The Geographic Mapping Exercise allowed participants to design their “dream” South Campus. A summary of each Visioning Workshop is provided on the following pages:



# day one

## SWOT Analysis

### Strengths

- Proximity to Campus
- Size of Property
- UNK Ownership
- Virgin Property

13  
8  
5  
3

### Weaknesses

- Railroad Tracks (*Noise*)
- Financing the Project
- In Floodplain
- No Complimentary Uses Adjacent to Site

11  
6  
5  
5

### Opportunities

- Sharing Recreational & Cultural Facilities
- Address Housing Needs
- Phased Development Approach
- University Heights Opportunity

9  
8  
7  
2

### Threats

- Groundwater Issues
- Financing
- Market/Economic Issues
- Not in Historic Path of Growth

10  
9  
7  
6



Chancellor Kristensen and consultant staff kicking off the visioning process.



Workshop participants collaborate and vote during the SWOT analysis.



University and key stakeholders participate in the geographic mapping exercise.



# Geographic Mapping Exercise

Group 1



- Develop lake feature and landscaping to provide buffer
- Low/middle income housing for students/families
- Buffer Hwy 30 with row of trees
- “Mini-shops” along Hwy 30, followed by University Heights development
- 2-Story, high-end, residential for empty nesters
- Performing Arts Center
- Multi-use area of restaurants and commercial uses
- Large commercial opportunity on East side of property

Group 2



- Retail area easily accessible off of Hwy 30
- Central Gathering Area
- Academic Conference Center directly across from main campus
- Concert Hall located just south of Conference Center, easy access from main campus
- “Empty Nester” Housing development along West Side
- Athletic areas as a buffer, to be shared by City and UNK
- Indoor field house and tennis courts
- Office complex to draw in professionals
- Parking not shown, but would need to be addressed



# day two

## SWOT Analysis

### Strengths

- Proximity to Campus 11
- Bring Sports back to Campus (*Tennis & Track*) 6
- Proximity to Trail & Yanney Park 5
- Headquarter Opportunities on Site 4

### Weaknesses

- No Overpass/Access Limitations (*Hwy 30*) 10
- Attracting the Right Tenant Mix 10
- Train Noise 6
- Retail Image (*Not in Growth Quarter*) 4

### Opportunities

- Additional UNK Housing 10
- Traffic Calming on Hwy 30 6
- Child Development Center 5
- Additional Athletic Venues 3

### Threats

- Hwy 30 11
- Will people change habits? 6
- Railroad Noise 5
- Limited population of City 4



Workshop participants participating in the SWOT analysis.



Teams brainstorm solutions during the geographic mapping exercise.



Ideas developed during the geographic mapping exercise are presented to the groups.



# Geographic Mapping Exercise

## Group 1



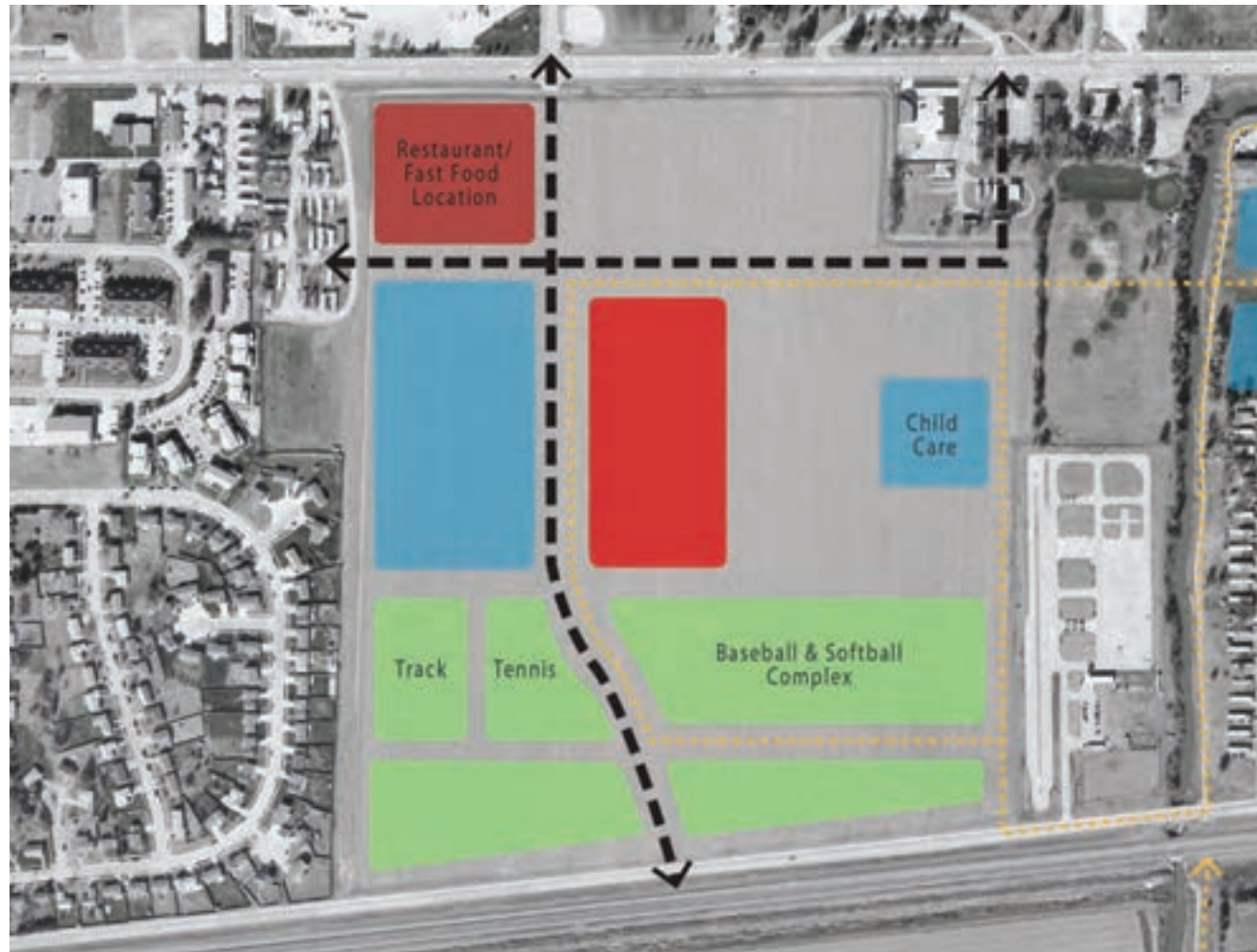
- Access points are key, connection to surrounding neighborhoods, as well as with main campus and the existing trail network
- Relocate driving range to South area of site to create buffer zone
- Incorporate athletic components along East boundary
- Develop lake and water feature
- Develop lodges/hotel on site
- Develop residential around a central green space, located close to main campus and a retail area

## Group 2



- North/South access leads to 'town square' area
- Create 'town square' with mixed use development surrounding a central gathering space
- Create a mix of housing opportunities for all demographics; retirement housing along West side
- 3 Entrances: 2 from Hwy 30, 1 from area to East of site
- Tie the driving range into everything, see it as an opportunity, not something to remove
- Develop athletic fields to the South as a buffer to railroad

### Group 3



- Town square concept in middle of site
- Childcare facility deep in site to draw people in developed area
- 1/3 of property reserved for green space/athletic areas including softball/baseball fields, track, and tennis courts
- The NW corner would be ideal for restaurant to draw lunch crowd; possible placement for fast food locations on the West side of Kearney
- Pedestrian access more important than vehicular access; utilize the existing trail network





# Market Analysis

residential market findings  
retail and hotel findings  
office and institutional findings  
implementation

# market analysis

To inform the program and design framework for the South Campus Master Plan, a market assessment was conducted with an emphasis on residential, retail, office and hotel uses. This assessment included an analysis of demographic and market trends, contemporary development patterns, and institutional real estate needs. Site visits, analyses of existing data, interviews with stakeholders and members of the local real estate community, and public workshops informed the market assessment. The results of this analysis suggest the following conclusions:

- Untapped, but also unclear, potential for new higher-end apartment buildings;
- Near-term potential for rental townhomes;
- Modest near-term potential for detached rental units designed to appeal to “empty nesters” (households over 55 years old);
- Potential for modest retail anchored by a cluster of restaurants, contingent on a design and management strategy that draws traffic and activity to South Campus; and
- Potential for office space built to suit specific tenants, including institutional users, tenants who desire proximity to the University, and other “wild card” users, but limited potential for speculative office development.

Interviews with South Campus stakeholders and reviews of University plans indicate that South Campus could also be suitable for student housing, athletic facilities, and academic and support uses, such as an expanded Child Development Center. These findings are described in greater detail below.

## Residential Market Findings

The residential market assessment focused on existing and planned supply of new rental housing, as well as demographic trends that drive demand for apartment units. The for-sale residential market was not addressed because it is based on fee-simple ownership, while the University is intent on maintaining ownership of the land through a ground lease structure.

The apartment market in Kearney is characterized by a relatively tight supply of existing apartment buildings that provide basic amenities and a constrained pipeline of new rental projects. Occupancy is above 95 percent on average, and many apartment managers reported not having a vacant unit within the past year or longer: leases are signed before the unit is even vacated. Only 10 percent of occupied apartments in Kearney and surrounding areas were constructed within the past 10 years, and the median apartment building is 40 years old. In order to simply keep the median age constant, developers would need to replace approximately 150 to 200 units per year. Based on publicly available information, there are approximately 190 rental units in the pipeline at this time. Despite the pipeline of planned new units, apartment managers and developers reported that supply is likely to remain constrained due to high construction and land costs, a lengthy entitlements process, and low rents relative to Nebraska’s primary rental housing markets.

Future drivers of apartment demand in Kearney are likely to include an increasing number of “empty nester” households (age 55 and over) who desire low-maintenance, single-level living in an active, non-institutional setting, as well as more young professionals in need of temporary or permanent housing with a higher level of amenities than what is currently available in the market (see Figure 1).

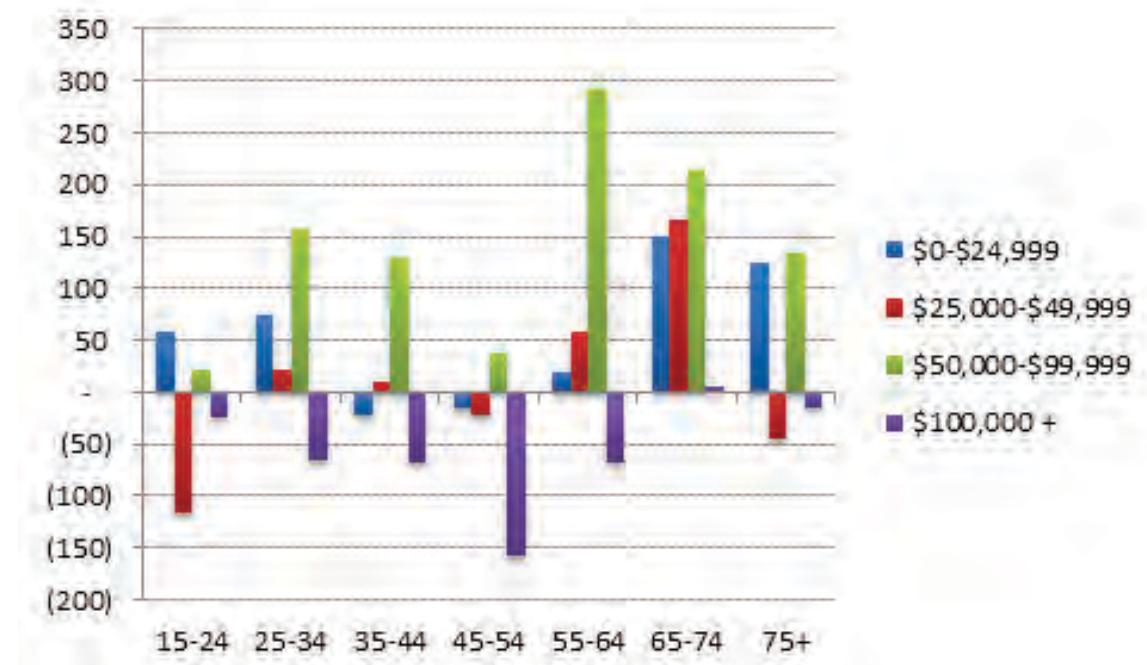


Figure 1: Change in Households by Age and Income, 2012 to 2017

Sources: ESRI Business Analyst and SB Friedman

Rental housing for the “empty nester” demographic should focus on creating independent “active adult” communities that feel similar to ordinary subdivisions, except with smaller-format cottages, lawn and maintenance service, and access to recreational facilities and University events. Young professionals currently tend to rent townhomes and detached single-family homes rather than apartment units, but this may reflect a lack of more upscale vertical living options rather than a fundamental preference for detached living. Stakeholders reported that recruiting young professionals for jobs in Kearney can be difficult due to a shortage of housing, including a lack of rental housing with amenities that appeal to young professionals. Students who live off-campus could also help support a new format of housing in Kearney, though with an estimated 600 students living off-campus on their own, this would likely be a limited source of demand.

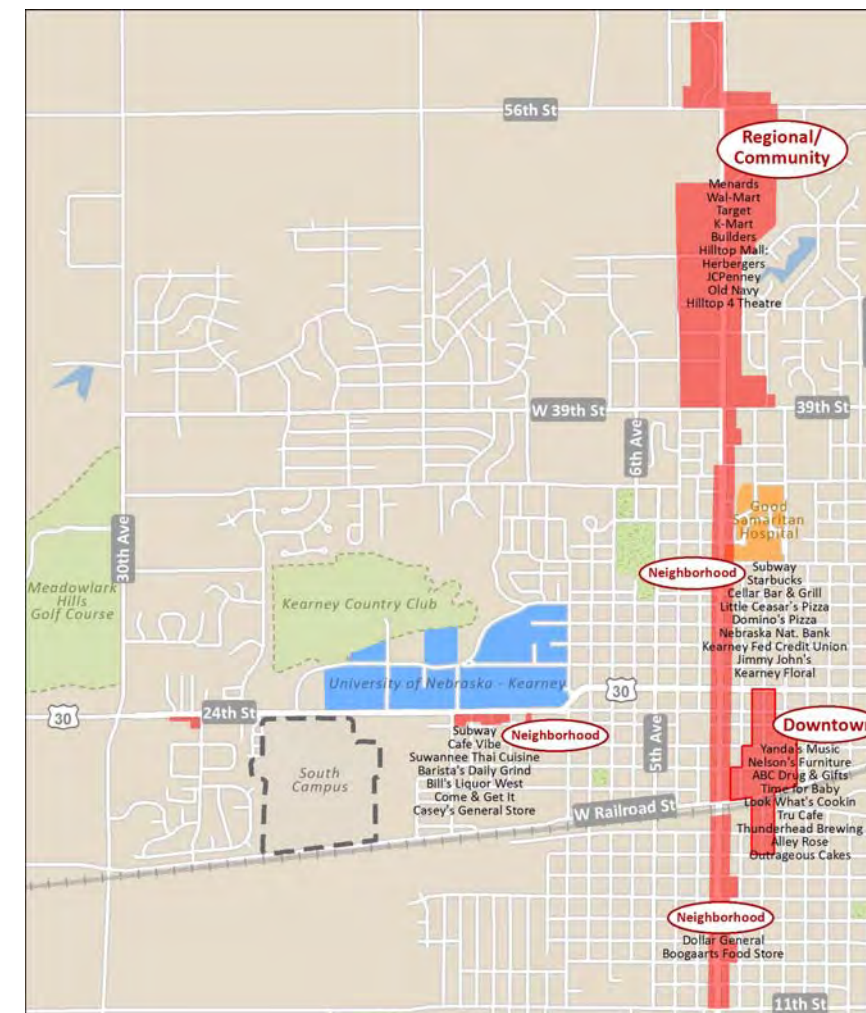
Considering Kearney’s limited track record with higher-end apartments, developers will probably want to pursue a cautious approach, starting with one building to test the market. To achieve economies of scale, the building would likely need to have a minimum of 40 units. Similarly, empty nester housing may start with an initial 15 units of cottage-style senior housing and expand as the initial units fill. A flexible program should be adopted to accommodate more apartments and senior cottages over time if the initial building is successful. Given that the market is familiar with detached rental product, townhome rentals could also be incorporated into the development program.

Given that developers identified revenue limitations, the cost of land, and construction costs as major obstacles to new apartments, rental housing development at South Campus could be accelerated by providing development incentives. The University could provide developers with favorable ground lease terms, particularly in the initial years of the contract. Infrastructure investment by the City would likewise reduce costs and delays to developers.

## Retail and Hotel Findings

### Retail

Based on a regional analysis of spending potential, South Campus could potentially accommodate 8,000 to 13,000 square feet of restaurant space. Because there is already a cluster of fast food and limited service establishments to the immediate east (see Map 1) as well as on-campus dining options to serve student demand, South Campus should focus on making itself a destination for full-service dining. Full-service restaurant potential depends, in turn, on the ability to serve alcohol, because such restaurants typically depend on alcohol sales for between one-third and one-half of their sales.



Map 1: Main Retail Nodes

Sources: ESRI Business Analyst, Google Maps, SB Friedman



Kearney appears to have little unmet demand for either storefront or big-box retail, with retail supply generally matching or exceeding household spending potential in nearly all store categories. Complementary uses that generate demand for shops and services at all times of the day, week and year will help increase South Campus’ retail potential over time. These uses include student housing, private rental housing (including senior housing), private and institutional offices, and athletic facilities. Private housing and offices in particular can help sustain stores during the summer and other academic breaks. In addition to including complementary uses, South Campus can be made into a supportive environment for retail and restaurant uses by incorporating the following elements:

- **A Cohesive, Attractive, Visually Prominent “Destination”:** Since South Campus is out of the way for many commuters and visitors in Kearney, it should have a compelling and unique design that works in combination with a mix of restaurants, shops and other uses to attract and encourage people to spend time shopping and eating once they are there.
- **Leveraging of On- and Off-Site Events:** Athletic events, conferences and festivals on and near South Campus should be seen as opportunities to draw more people to retail establishments, particularly during breaks when the student population decreases.
- **Channeling of Student Spending (e.g., Loper Dollars):** Prepaid card programs like Loper Dollars can be popular with parents because they provide a way to ensure that students only spend money on certain items. Currently, Loper Dollars are only accepted by vendors in University-operated buildings. However, if the program were extended to off-site vendors, it could help channel additional spending to restaurants and retailers on South Campus.

With all of these elements incorporated, South Campus could potentially support a retail program equivalent to a small neighborhood shopping center over time. Figure 2 below outlines a preliminary program with a typical mix of stores. The total square footage of full-service restaurant differs from the range mentioned above to accommodate the typical size of each restaurant.

Tenant Type	Number of Stores	Square Footage of Each Store	Total Square Footage
Coffee Shop	1	1,325	1,300
Full-Service Restaurant	3-5	2,800	8,400-14,000
Telephone/Telecom Store	1	1,608	1,600
Bank	1	2,600	2,600
Pharmacy	1	11,000	11,000
<b>Total</b>	<b>8</b>		<b>27,300-32,900</b>

Figure 2: Preliminary Retail Program

Sources: ULI Dollars and Cents of Shopping Centers 2008; SB Friedman

Based on interviews with commercial real estate agents and managers, retail and restaurant tenants in Kearney are typically willing to pay net rents of \$12 to \$20 per square foot for good locations off of 2nd Avenue. Net rents above \$15 per square foot are probably needed to support new construction. Consequently, leasing efforts may need to focus on higher-end, national tenants who can usually afford higher rents. A bank branch and phone store will typically pay higher rents, which may partially offset lower rents from other tenants.

## Hotel

Visitor accessibility and high traffic are critical for many hotels and conference facilities. Accordingly, hotels and conference centers in most communities tend to cluster around highway interchanges. As Map 2 indicates, Kearney follows this pattern, with nearly all of its hospitality facilities located within one mile of the I-80 interchange. South Campus is located nearly two miles away from the I-80 interchange. According to local developers and hotel management, South Campus would be a challenging location for hospitality, and a hotel would likely need significant financial backing from the University in order to be feasible.



Map 2: Hotel Clustering near I-80

Sources: ESRI Business Analyst, SB Friedman

## Office and Institutional Findings

Commercial development is typically divided into two categories: “build to suit” development that is developed under contract for a known tenant, and “speculative” development, or projects that are started without a lease or pre-lease agreement. While the supply of office space in Kearney appears to be sufficient at this time, there may be potential for “build to suit” office development to meet the needs of specific tenants. During interviews, some University and South Campus stakeholders mentioned that the University of Nebraska Foundation and Hirschfeld Foundation may be interested in relocating to new offices. Other potential tenants could include government offices, The Buckle (if future expansion is required), and users who want to be near the University. Given that these types of decisions are often made based on particular business requirements or preferences, they are sometimes referred to as “wild card” projects: developments that could potentially occur but are very difficult to project based on traditional analytical work and market research.

Regarding institutional uses, the University has estimated a need for up to 1,374 new or replacement units of student housing, including Greek housing, which could be sited on South Campus as follows:

- Short- to Mid-Term Opportunities for Replacement Housing:
  - University Heights: 123 units (one- and two-bedroom)
  - Martin Hall: 120 beds, if the building is converted to University office use within the next two years, as planned
- Longer-Term Opportunities for New and Replacement Housing:
  - 1,008 beds, consisting of additional upperclassmen dorms (624 beds) and replacement of Greek housing (384 beds)

Other institutional uses could include the relocation of the Otto Olsen Building, new athletic facilities, and other academic or non-academic facilities. Decisions to build or relocate institutional facilities will depend on the University’s priorities, condition of existing facilities, and utilization trends.

# Implementation

## Program and Phasing

Fully developing a large site like South Campus is a long-term project that could take 30 years or more. Over such a long timeframe, trends inevitably vary; disruptive changes can occur, and real estate demand could be significantly higher or lower than originally projected. Consequently, the following real estate program should be interpreted as a guiding framework based only on the current outlook. As trends change over time, it should be revisited and adjusted to reflect market conditions.

- Institutional: 200,000 square feet or more in the mid-term, including athletic buildings
- Student Housing: Near-term replacement of University Heights (134 units) plus up to an additional 1,200 units (mid- to long-term)
- Townhomes: Up to 100 units in the near- to mid-term
- Cottages: 15 units in the near term, with up to 100 units total in the mid- to long-term
- Office: Less than 100,000 square feet in the long-term, likely focused on institutional or University-affiliated tenants
- Apartments: Up to 350 units in the mid-term
- Retail: Up to 35,000 square feet in the mid-term

In order to build developer and public confidence in South Campus, the University should initiate redevelopment with university and institutional uses, plus necessary infrastructure (in partnership with the City). Once several buildings are constructed, residential and office developers will feel more comfortable following suit. Neighborhood-oriented retail is highly dependent on proximity to uses that generate activity, so it will likely take longer to be realized. This implies that mixed-use buildings should be prepared to cope with vacant ground floor retail space for some time after office and/or residential uses are occupied. Figure 3 describes the development program and the order in which it should be executed.

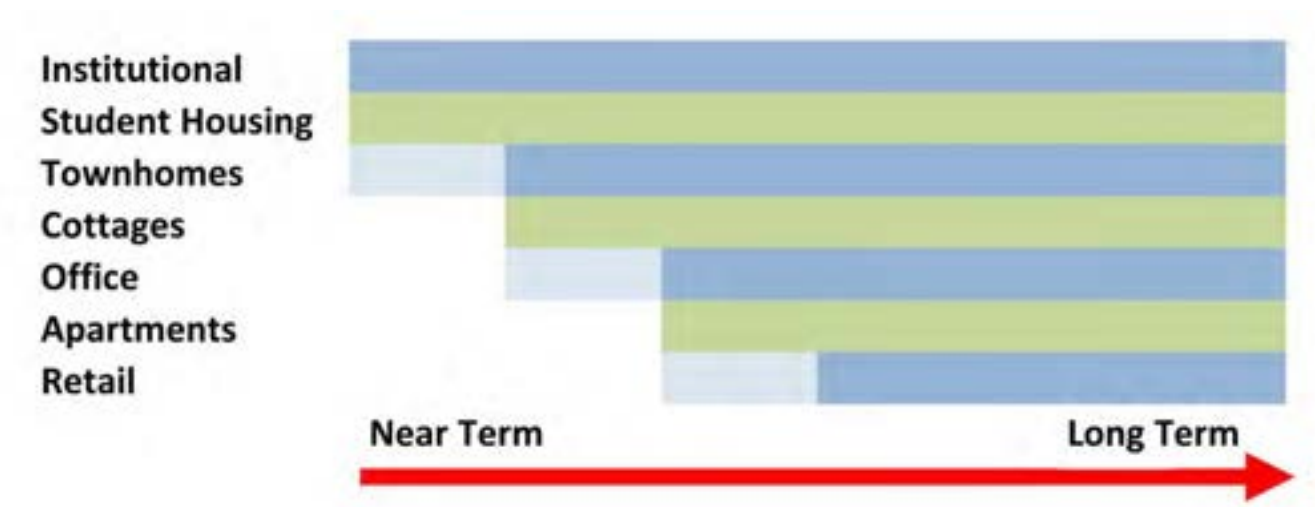


Figure 3: Phasing and Timing of Development



## Implementation Steps

The following is a brief outline of the major steps that will need to be taken by the University in order to implement its vision for South Campus. As the project proceeds, more focused efforts will be needed to refine implementation details and ensure that the University's development schedule stays on track.

1. **Adopt a Master Plan and Perfect the Site:** The Master Plan will serve as a guide for both the University and private developers as site planning and development of individual parcels occurs. It should therefore be adopted as a first step. In addition, any adjacent sites that are deemed necessary or desirable to enhance South Campus should be acquired.
2. **Partner with City to Develop Infrastructure:** In addition to planning and other regulatory authority, the City has the capacity to help build public infrastructure through tools such as Tax Increment Financing (TIF). They should therefore be engaged early and throughout the development process to ensure that the regulatory approvals process goes smoothly and to secure financial assistance when appropriate.
3. **Use University Heights Sales Proceeds as Seed Funding:** While replacement units will need to be constructed before University Heights is cleared and sold, sales proceeds can be used to help fund additional University investments on South Campus. As mentioned previously, University investment is necessary to help catalyze private investment.
4. **Build One or More University Buildings:** In order to build confidence in South Campus and attract private investment, the University must show tangible evidence of its commitment by making initial investments in the site.
5. **Obtain Necessary Entitlements for Private Development:** Before soliciting developers, the University should acquire entitlements for portions of South Campus that are to be privately developed. Doing so will reduce delays and uncertainty, and increase developer confidence in the prospects for South Campus.
6. **Solicit Developers for Private Portions of South Campus through RFQ/P Process:** A request for qualifications and/or proposals should describe in detail the opportunity presented by South Campus, as well as specify the University's requirements for private developers and terms of the ground lease. The University may wish to consider incorporating reasonable performance requirements into the ground lease itself so that there is an accountability mechanism if a successful bidder fails to deliver on the agreed vision.



# Master Plan

design charrette  
the plan

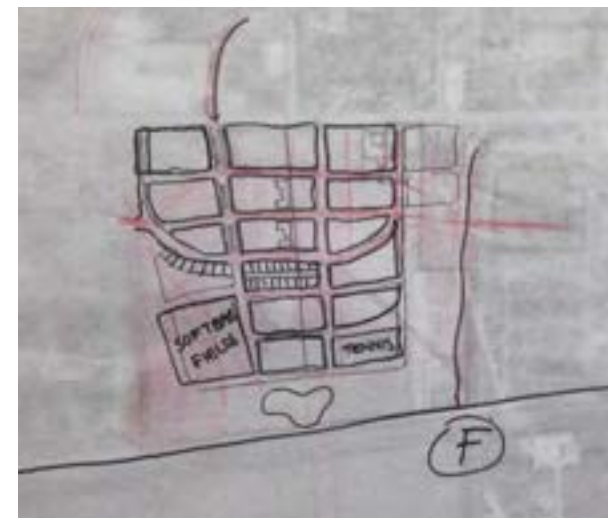
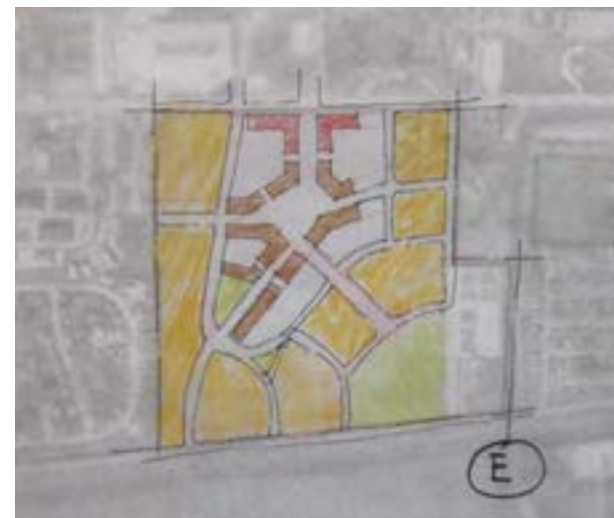


# design charrette

The focal point of the University of Nebraska at Kearney South Campus Master Plan planning process was the Design Charrette held from November 5th – 8th, 2012 on UNK's campus. The Charrette merged the results of the Visioning Process with the Market Analysis developed by S. B. Friedman Development Advisors.

The charrette was staffed by professionals in a variety of fields, including urban planning and design, landscape architecture, architecture, transportation planning, and market and real estate advisors. Held over four days and attended by students, University faculty and staff, City staff, and key stakeholders, the iterative process continually tested ideas and concepts and made revisions based on input from the participants. Ideas were continually refined, so that by the end of day four, general consensus on the key elements and development concepts to be included in the master plan had been achieved. The results of the Design Charrette are included on the following pages.

## Day One



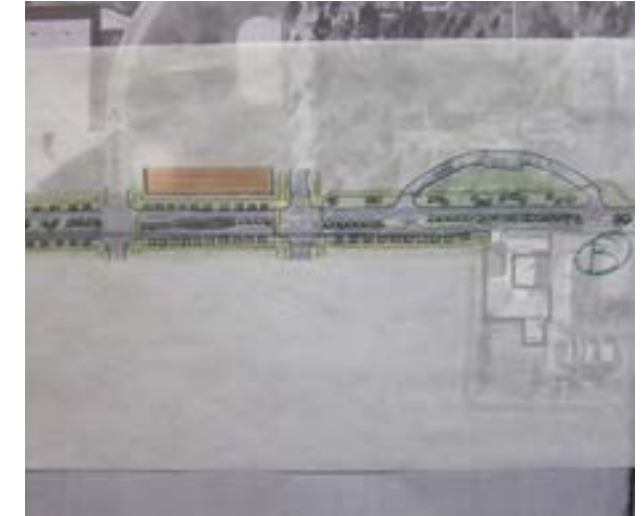
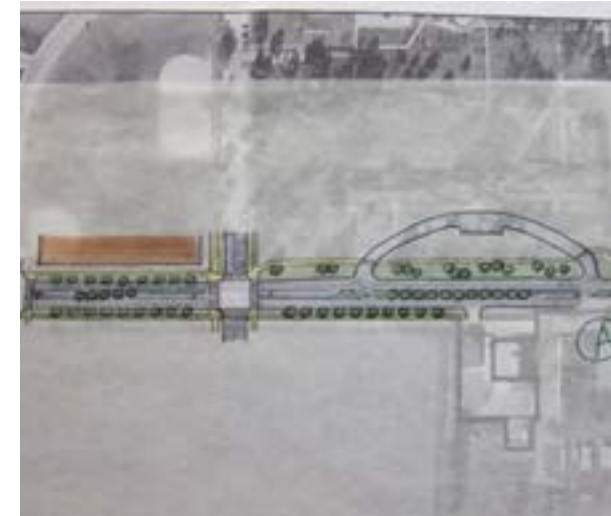
Following a morning tour of the campus and Study Area, the design charrette kicked off with the development of a number of concept plans for the Study Area. Through the course of the day, these concepts were narrowed down to the six shown on this page. These concepts ranged from very urban in nature, to an “English” hamlet, to one that incorporated natural greenways. These six plans were then presented during the evening pin-up session, where the merits of each were discussed. Based on the comments received during the pin-up session, revisions to the plans were made the following day.

*Six concepts presented during pin-up session on Day One*

*Day one pin-up session*



# Day Two



The two concepts presented during the day 2 pin-up session

Day two design charrette

U.S. Hwy 30 pedestrian crossing using existing R.O.W.

U.S. Hwy 30 pedestrian crossing using expanded R.O.W.

Based on feedback from the pin-up session the previous night, the design team was able to combine the best received design elements into two master plan concepts, one with a traditional street grid pattern and one with a more curving street pattern. In addition, the design team focused on the U.S. Highway 30 pedestrian crossing, developing a concept using the existing right-of-way and one that expanded the right-of-way to create a pedestrian refuge island.



Pedestrian Refuge created by expanded R.O.W.



## Day Three



*Consolidated concept plan*



*Character vignette*



*Concept plans for east property*



*Day three pin-up session.*

Incorporating input received during the pin-up session on day two, the design team combined the best of both remaining concepts into one consolidated concept. In addition to selecting this concept, the design team developed site concepts for the University-owned property on the east side of the Tailrace, as well as character vignettes for key public spaces on the site.



## Day Four



*Character Vignette*



*Refined Plan*



*Day Four final pin-up session.*

Based on input from the pin-up session the night before, refinements were made to the concept plan on day four. These refinements adjusted locations for uses, buildings, and parking; developed additional character vignettes, and added details to the site's urban design framework. In addition, the design team began to explore development phasing in order to ensure the feasibility of project implementation.



# The Plan



- 1 Relocated University Drive
- 2 Adjusted U.S. Hwy 30 R.O.W.
- 3 Health Education Complex
- 4 Frank Gardens/Facility Storage Yard
- 5 Extended Campus "Main Street"
- 6 Retail Core
- 7 Loper Commons
- 8 Central Green
- 9 Child Development Center
- 10 Flex Sites-Residential/Commercial
- 11 University Heights Replacement
- 12 Greek Housing
- 13 Utility Site
- 14 Student Housing
- 15 Townhouses
- 16 Greenways
- 17 The "Wetlands"
- 18 Tennis Complex
- 19 Apartments
- 20 Softball Fields
- 21 Neighborhood Park
- 22 Cottage Homes
- 23 Future Connection
- 24 Parking Structure
- 25 East Property-Pocket Neighborhood





# Framework Elements

overview

phased approach

the buffer

mobility

the grand vista

green space

green initiatives

# overview

During the course of the planning and design process, several prominent features were discussed on a recurring basis. Due either to their prominent role in the plan, or their relevance and impact on other elements, these features became to be known as Framework Elements. These Framework Elements are discussed in further detail on the following pages.

# phased approach

The realities of today's real estate market virtually guarantee that the South Campus will not be developed all at once. Instead, it is planned, and designed, to be developed over time, utilizing a phased approach. As shown, full build-out would include acquiring additional property on the east side of the site. Left un-acquired, these parcels would not inhibit realization of the plan; however, acquisition would allow direct frontage onto the Tailrace and provide direct access to the University-owned parcel on the east side of the waterway. Over time, as these adjacent parcels become available, they should be consolidated into the overall project framework.





# the buffer

Heavy rail traffic along the southern portion of the site was a concern for many involved in the South Campus planning process. In order to lessen the impact of rail traffic on the site, a large physical buffer, containing park, open space, and recreational uses, along with extensive landscaping, was designed for the southern portion of the site. The goal of the buffer was to provide physical separation between buildings on the site and rail traffic. All buildings, with the exception of the tennis complex (which could function as a sound barrier), were kept to the north of this buffer.



*View looking south to north of the buffer which separates the site from the Union Pacific main line*



# mobility

Getting to and from one's daily destinations is a key part of most everyone's typical day. As a result, ensuring mobility and accessibility should be a key element of any master planning process. This means designing not only for vehicles, but for bicyclists and pedestrians as well. With this as a goal, there are a number of South Campus Framework Elements that relate to mobility, and they are described on the following pages.



## Realignment of University Drive

One of the primary concerns of the South Campus design team was the great distance between the Main Campus and the South Campus. This is all the more important considering the goal of encouraging bicycle and pedestrian traffic between the two. In order to facilitate this, as well as to bring vehicular traffic into the center of the South Campus site, University Drive will be realigned several hundred feet to the east. This will create a shorter and more direct route between the two campuses, and allow University Drive to be more strategically located on the South Campus site.





## U.S. Highway 30 Adjustments & Enhancements

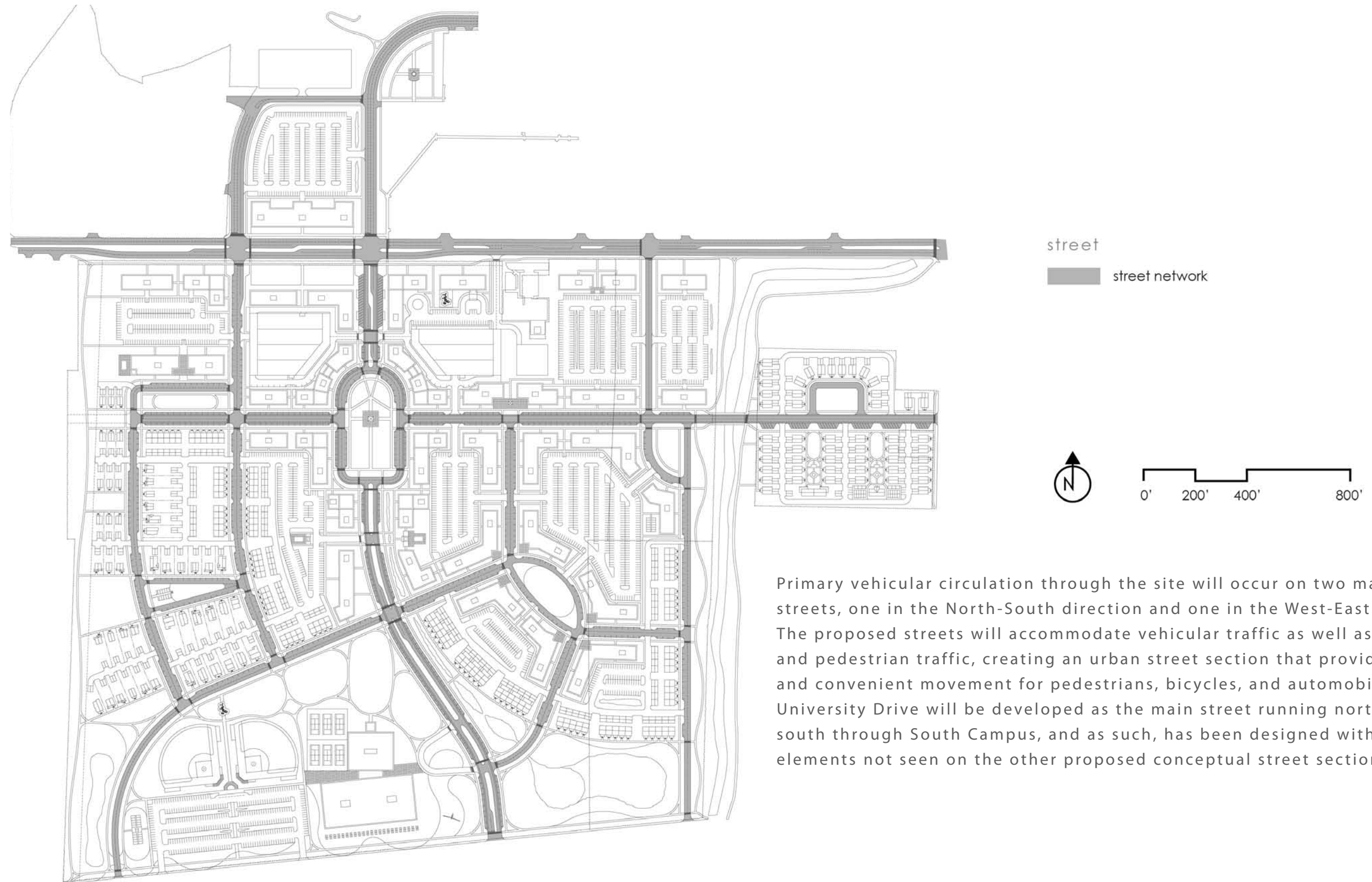
As mentioned previously, one of the key goals of the South Campus Master Plan is to enhance the connection between the Main Campus and the South Campus. U.S. Highway 30, with its existing auto-oriented section, acts as a barrier between the two. Creating a safe, pedestrian-friendly, and context sensitive cross-section for U.S. Highway 30 is critical to connecting the two Campus'. By simply widening the right-of-way and shifting the eastbound lane of U.S. Highway 30 slightly to the south, a wider center median and pedestrian refuge can be created. This refuge enhances pedestrian safety by allowing pedestrians to cross only one direction of traffic at a time, thus reducing the risk of an accident. In addition, the widened median will allow for enhanced landscaping and corridor beautification.

## Pedestrian "Main Street" Extension

Another key framework element to provide improved connectivity between the Main Campus and the South Campus is the extension of the pedestrian "Main Street" that functions as the primary east-west circulation spine for the Main Campus. This new extension would take it from its current western terminus north of West Center, to the west and south where it would connect to the new pedestrian crossing at the intersection of the realigned University Drive and U.S. Highway 30. This extension would enhance pedestrian connectivity between the South Campus and the Main Campus, and is crucial for ensuring that South Campus feels and functions like an extension of the main campus. This walkway should be wide, well lit and attractively landscaped in order to provide safe and pleasant access both day and night, and in all weather conditions. The "Main Street" extension will provide a direct pedestrian connection from the activity hub of South Campus to the main UNK campus.



# Street Network



Primary vehicular circulation through the site will occur on two major streets, one in the North-South direction and one in the West-East direction. The proposed streets will accommodate vehicular traffic as well as bicycle and pedestrian traffic, creating an urban street section that provides safe and convenient movement for pedestrians, bicycles, and automobiles. University Drive will be developed as the main street running north and south through South Campus, and as such, has been designed with several elements not seen on the other proposed conceptual street sections.



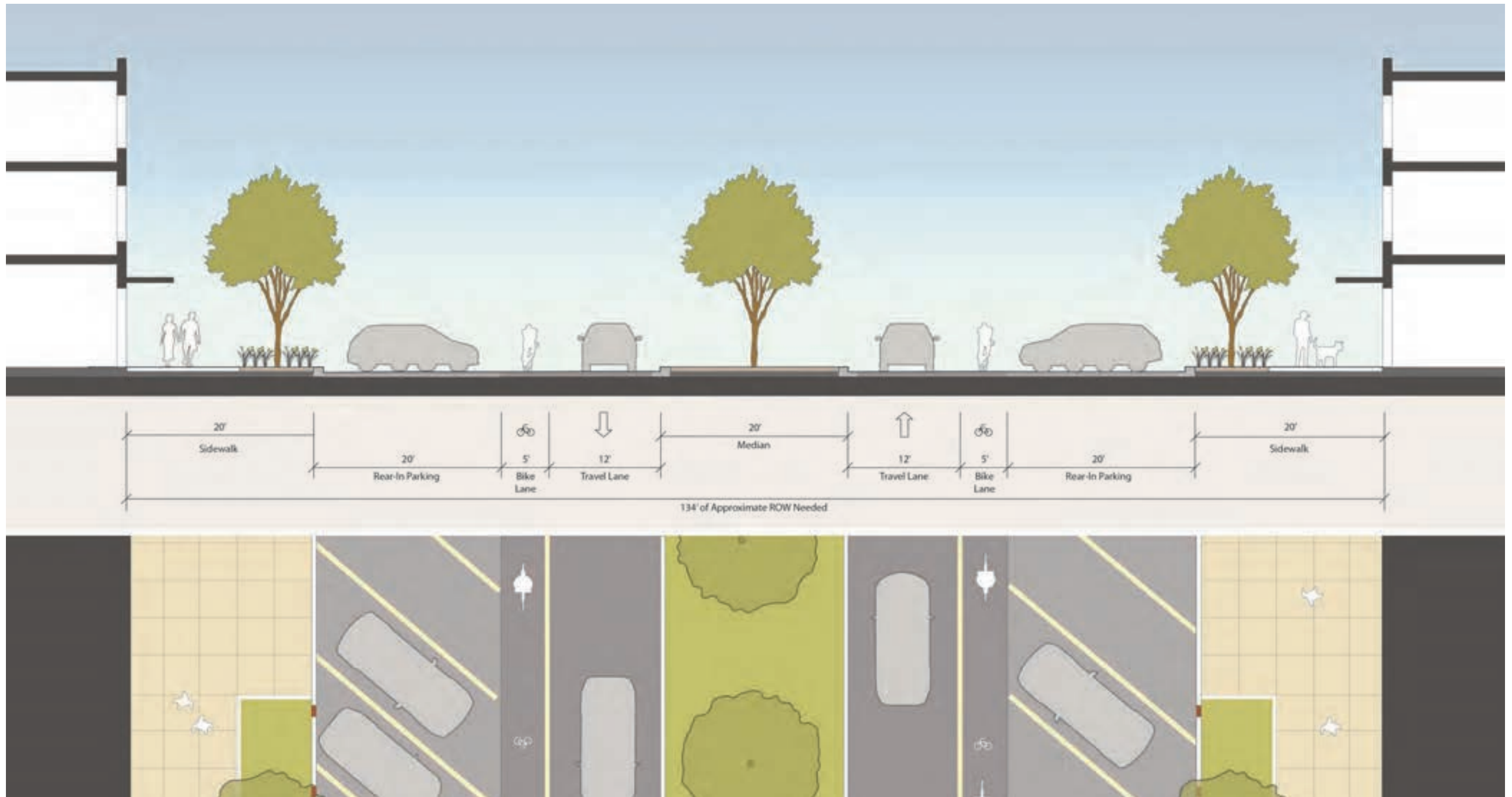
These include a landscaped median along its entire length and on-street parking to serve adjacent uses and help calm traffic. Due to the retail “main street” function of the northern portion of University Drive, it is designed with rear-in angled parking. The southern portion of University Drive, which is less dense and fronts onto the park and open space system, is designed to accommodate parallel parking.

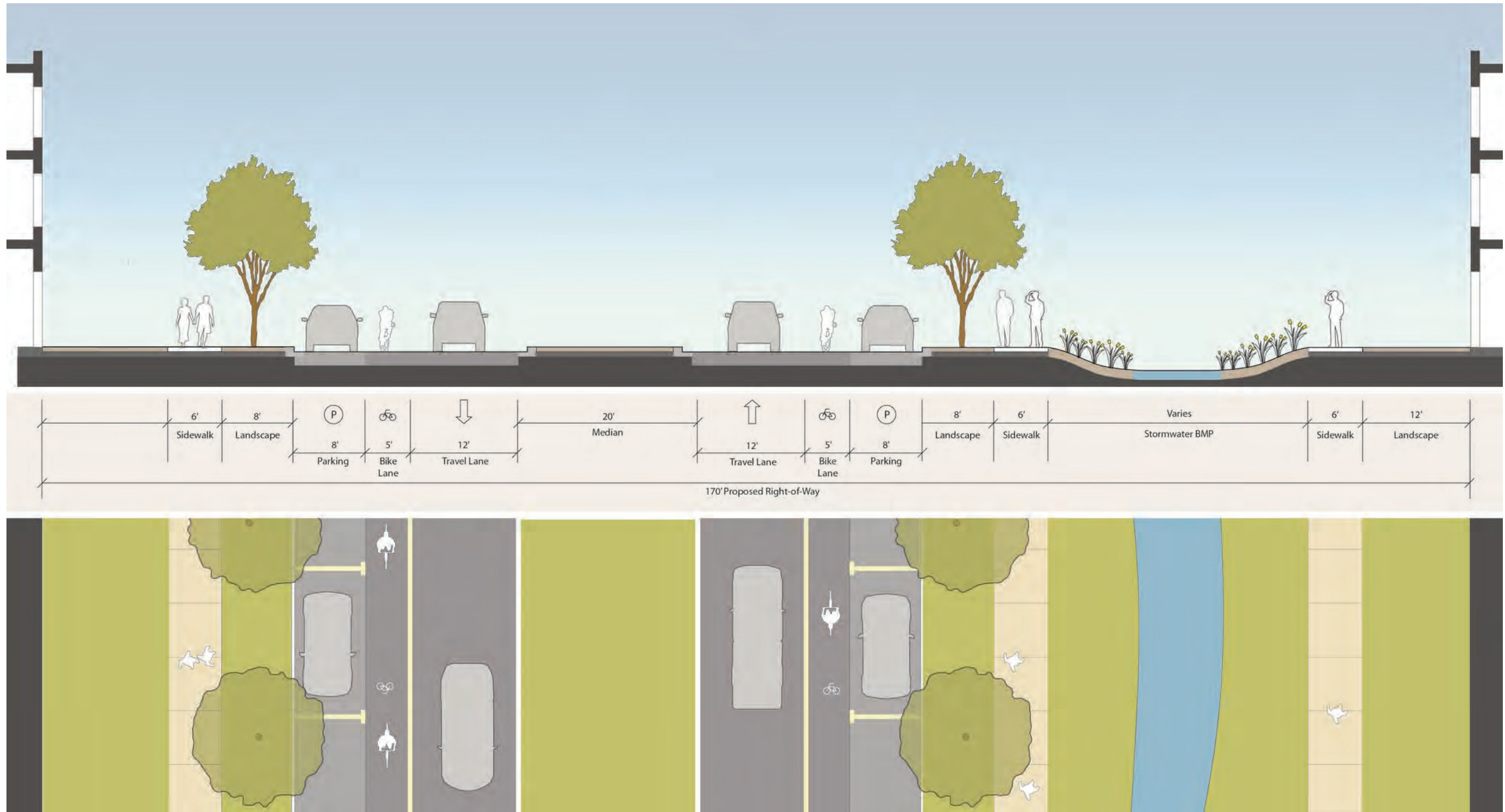
The conceptual design of the remainder of the street network also accommodates parallel parking. The majority of the streets are lined with trees and landscaped parkway strips in order to create an appealing pedestrian environment. The illustrative street sections on the following pages conceptually identify the proposed rights-of-way and recommended functions for the varying street sections. Additional traffic study will be needed to finalize roadway design recommendations, as achieving the intended street character will be important to balance the mobility goals for pedestrians, bicycles, and automobiles.



Street section locator map



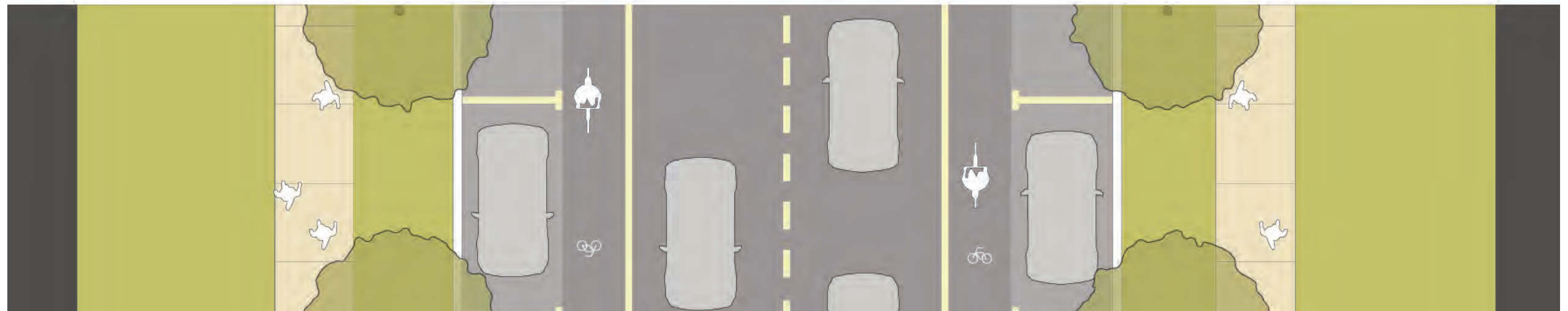
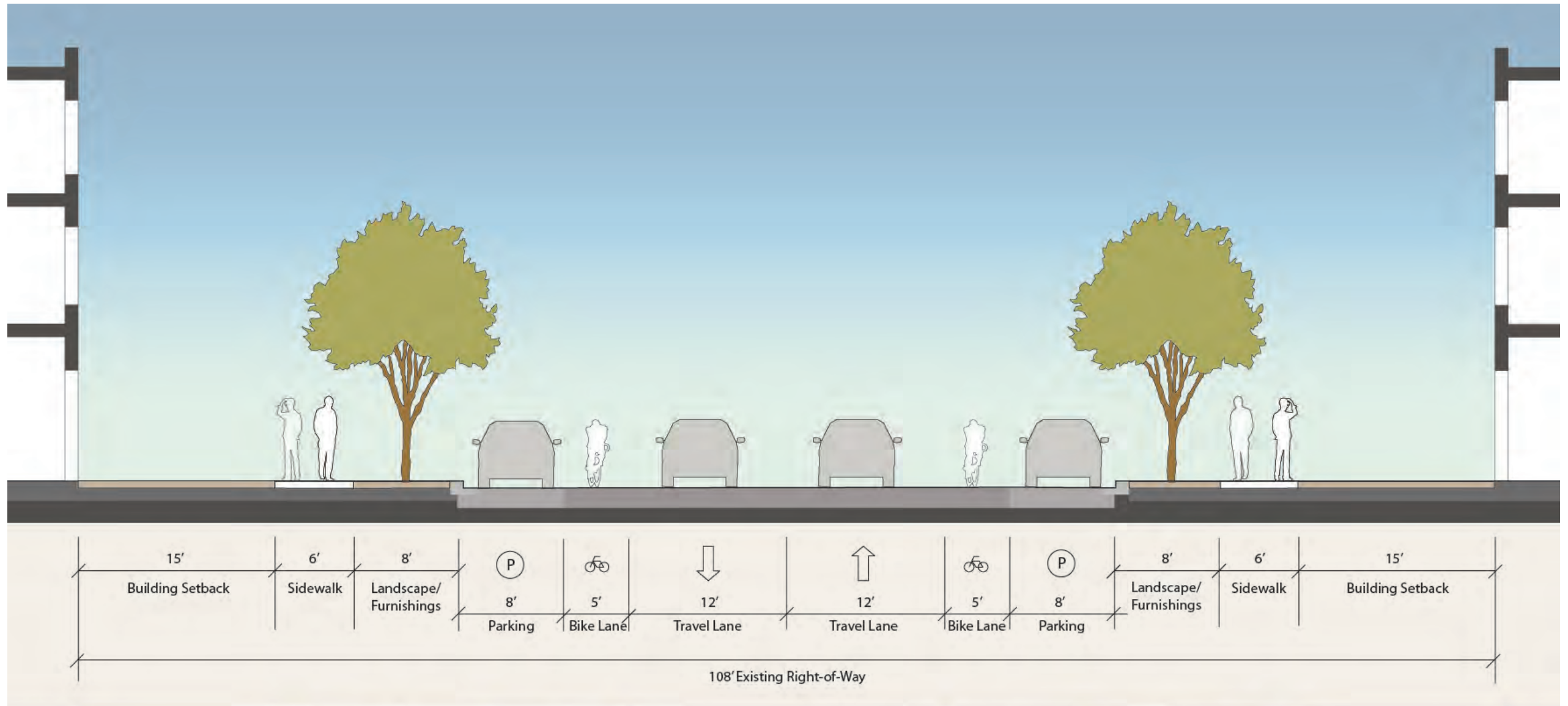


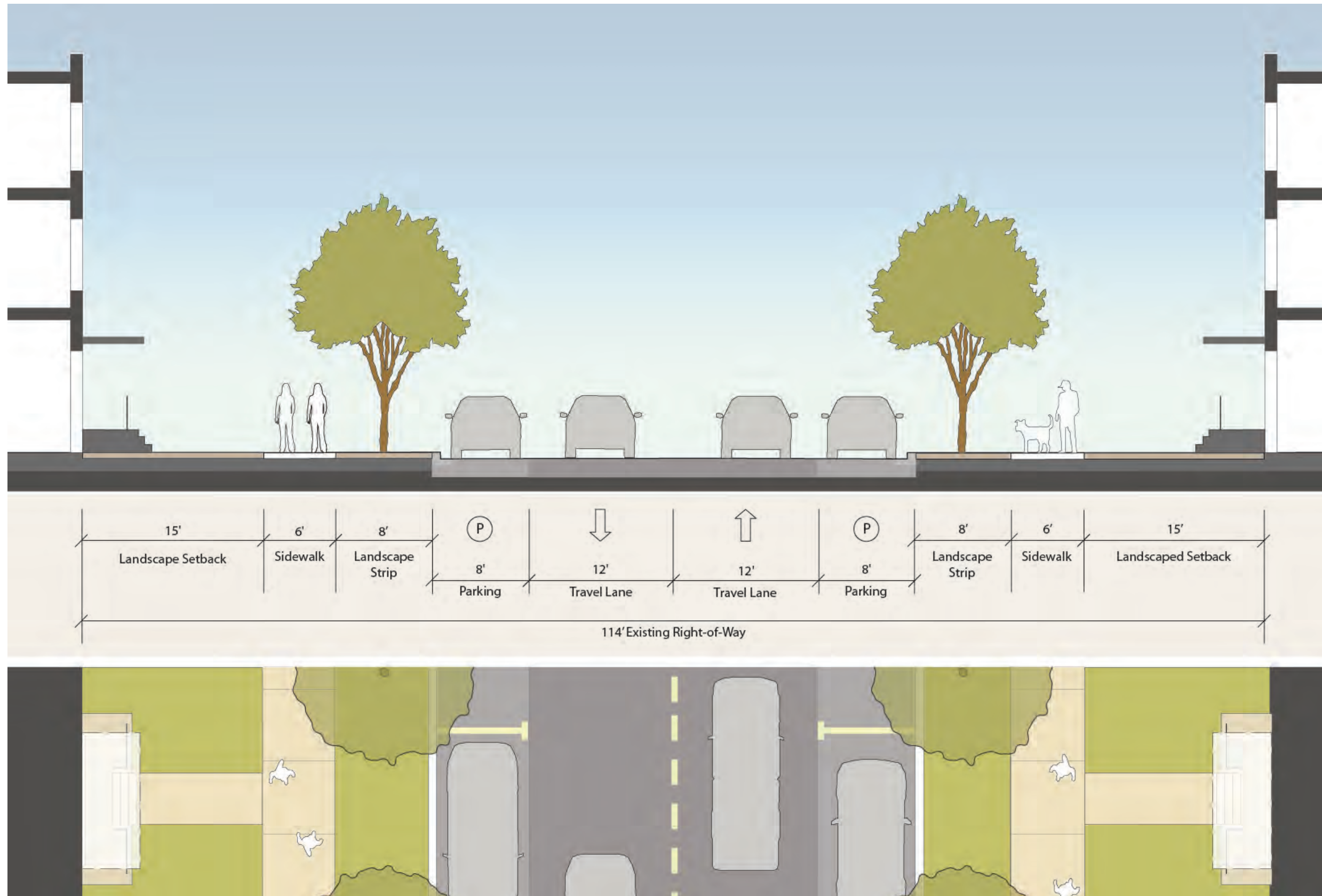




Main East-West Street

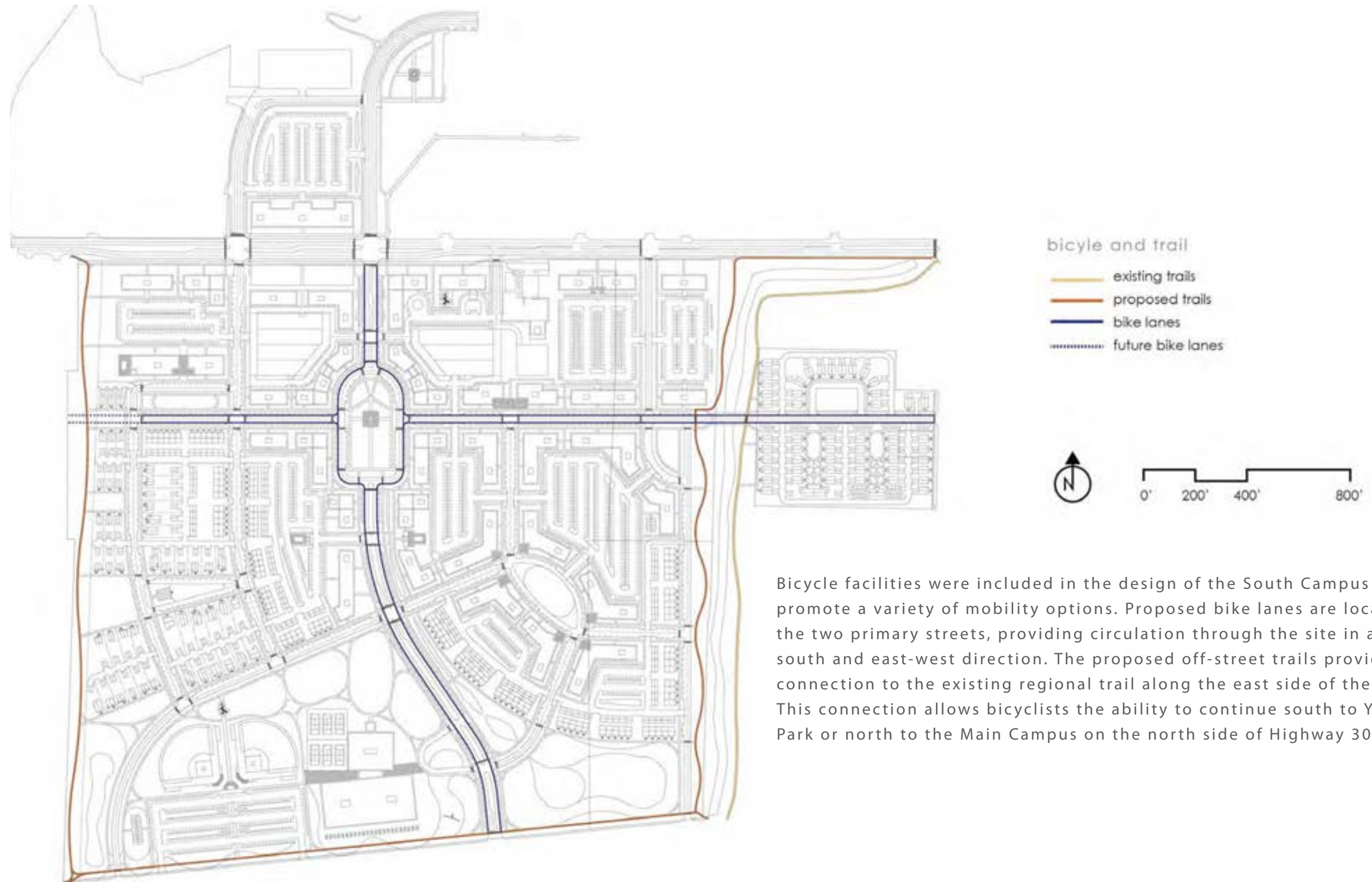
C-C'







# Bicycle & Trail Network



Bicycle facilities were included in the design of the South Campus to help promote a variety of mobility options. Proposed bike lanes are located along the two primary streets, providing circulation through the site in a north-south and east-west direction. The proposed off-street trails provide a connection to the existing regional trail along the east side of the Tailrace. This connection allows bicyclists the ability to continue south to Yanney Park or north to the Main Campus on the north side of Highway 30.



# Pedestrian Network



One of the primary goals for South Campus is to create a walkable, pedestrian-oriented environment. The design of the public realm, including streets and the placement of buildings, will greatly affect the quality of place for South Campus. Pedestrian comfort and safety should be placed at a premium during design phases. The circulation pattern should follow the primary street network, as well as connect to the larger trail network that exists and is proposed. The interconnected pedestrian network is robust and provides alternative walking routes to nearly every destination on campus.



# the grand vista

The intersection of University Drive and U.S. Highway 30 is the “front door” for South Campus. Because of its importance, and desiring to create an element that will pull people into the site, the design for South Campus creates a view corridor that terminates on the Tennis Complex to the south. This grand axial view is created by buildings and landscaping that define the view corridor to the south, and terminates on a monumental design element (i.e. clock tower, etc.) attached to the north facade of the Tennis Complex. The grand vista created by these elements is intended to create a lasting memory for those who arrive on foot, bicycle, or car.



Diagram showing the axial view of the Tennis Complex from the main entrance



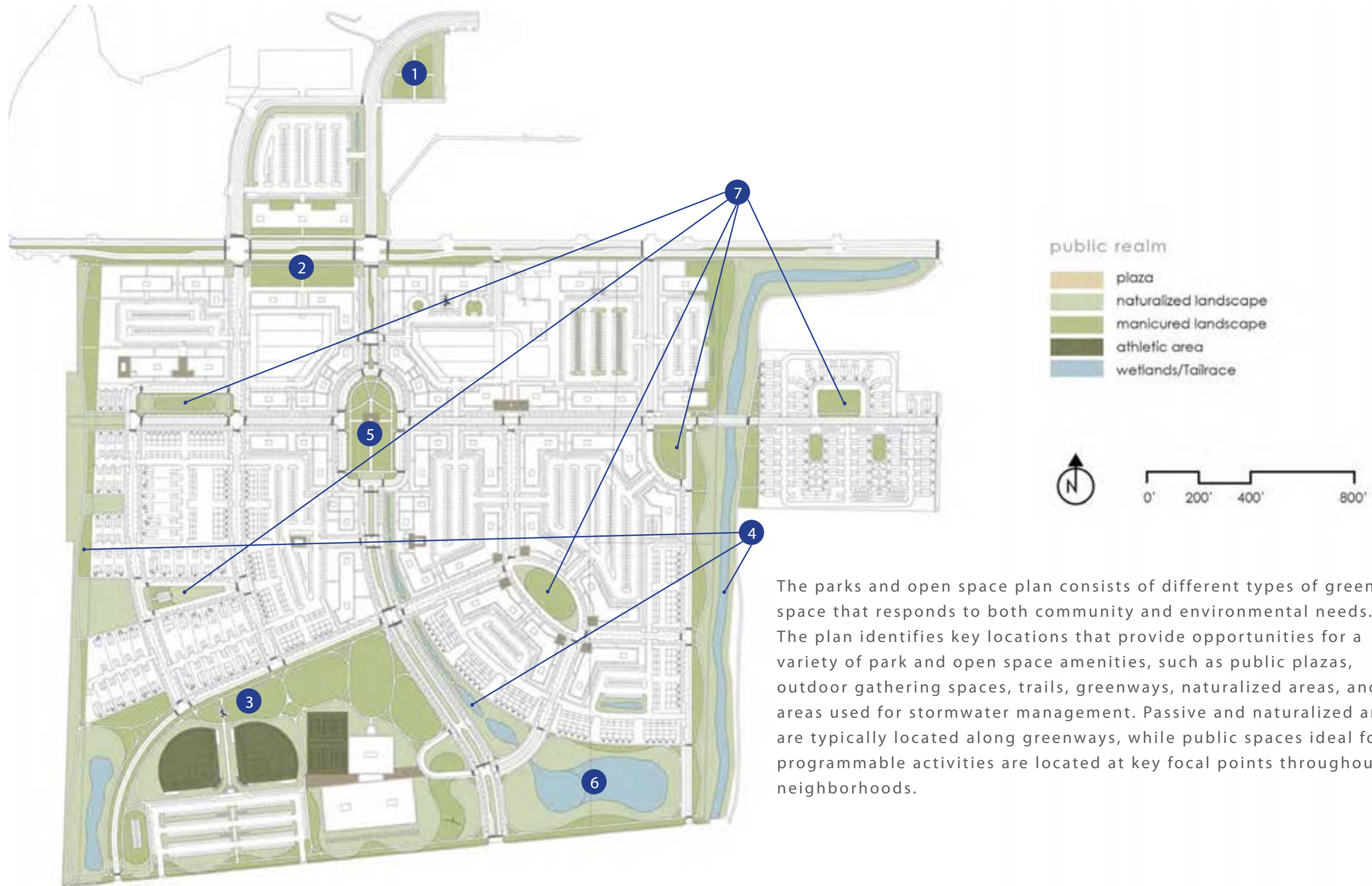
Creighton University's soccer stadium terminates a main campus vista in Omaha, NE



3D Perspective of the Grand Vista, looking north to south



# green space



The parks and open space plan consists of different types of green space that responds to both community and environmental needs. The plan identifies key locations that provide opportunities for a variety of park and open space amenities, such as public plazas, outdoor gathering spaces, trails, greenways, naturalized areas, and areas used for stormwater management. Passive and naturalized areas are typically located along greenways, while public spaces ideal for programmable activities are located at key focal points throughout the neighborhoods.

## I: Frank Gardens

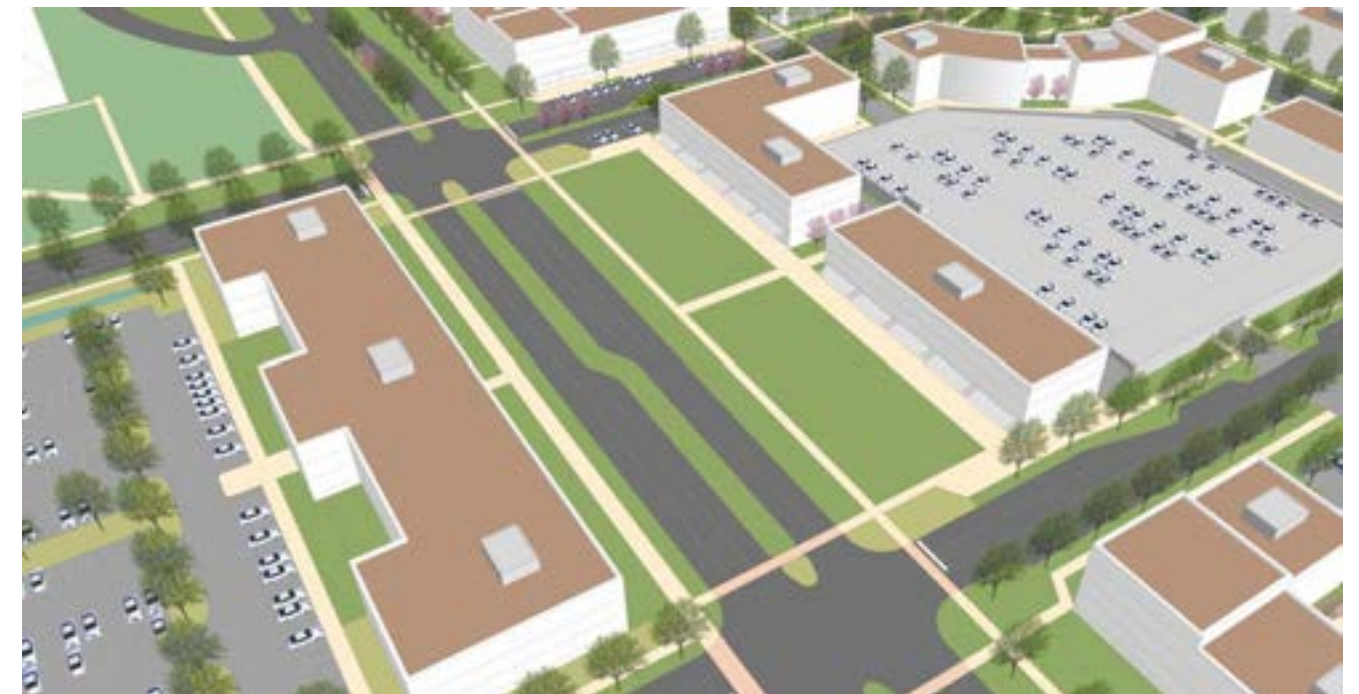
The relocation of University Drive to the east opens up a large area to the north of the proposed Health Education Complex for the University to relocate its Maintenance and Storage Facility. Once the Maintenance and Storage Facility is relocated, its original site can be redesigned into a new garden adjacent to the Frank House. This garden should be designed to accommodate a variety of outdoor events, such as weddings, alumni reunions, and other programmable activities. This new garden, in concert with the amenities provided by the adjacent Frank House, will be a catalyst for new events to be held on campus.



1: Frank Gardens

## 2: Loper Commons

Loper Commons is designed to be a hub of activity for the South Campus. Designed as a unique space that straddles both sides of U.S. Highway 30, it will provide a visual cue to motorists that they are in an urban, pedestrian-friendly setting. Furthermore, it will act as a front door to not only South Campus, but to the Main Campus as well. Designed with common landscape elements, it will visually and physically tie frontages on the north and south sides of the highway together, in essence creating a grand public space that happens to be bisected by a highway. Mixed-use buildings with street level retail will enclose the commons on three sides, while an axial relationship and required frontage and “build-to” line for the proposed Health Education Complex will strengthen the relationship between the South Campus and the Main Campus. Additionally, the commons will provide an easily accessible space for outdoor dining, group gatherings, and passive recreation.

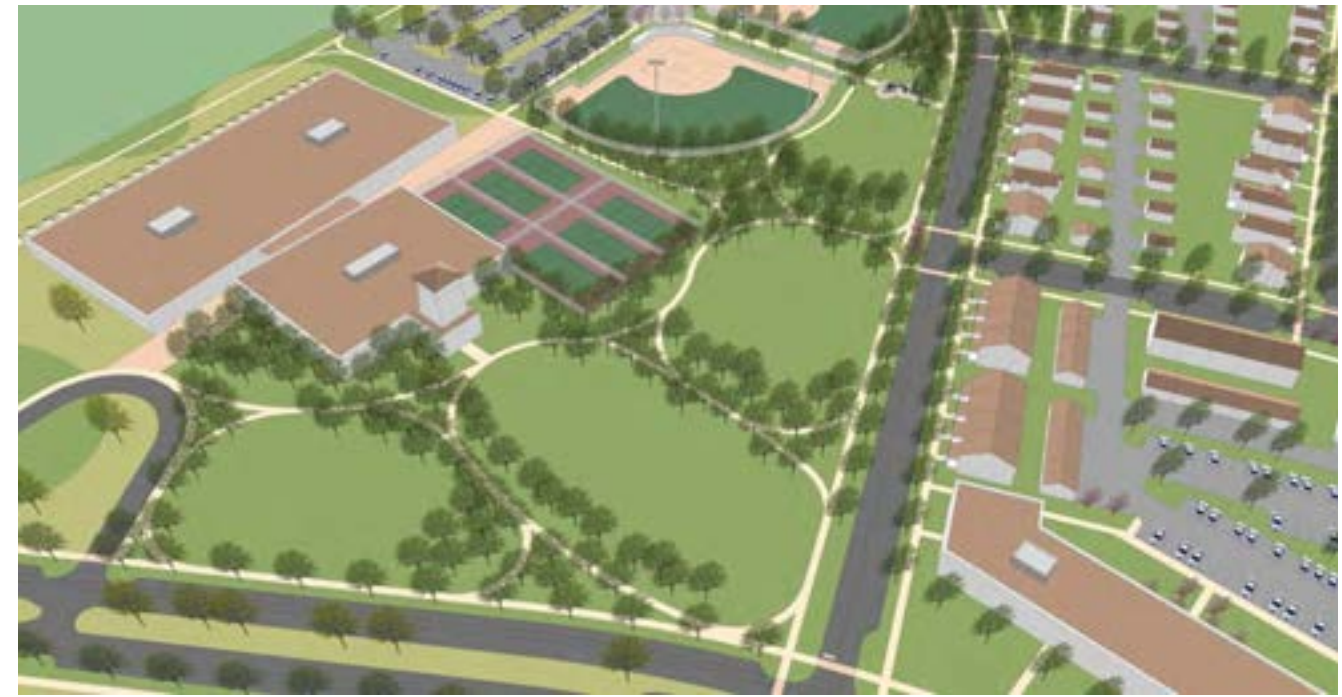


2: Loper Commons



### 3: Neighborhood Park

The neighborhood park, located along the northern edge of the open space buffer, accommodates residents and visitors to South Campus. The park includes an active playground area and passive green spaces suitable for picnics, Frisbee, and pick-up games of ball. Large stands of trees frame the open spaces, and break them into smaller, more intimate areas. The entire neighborhood park is easily accessed by the proposed pedestrian network.



3: Neighborhood Park

### 4: Greenways

A series of three green 'fingers,' one on the east, one in the center, and one on the west, extend through the site, and are connected together via the park and open space buffer located on the southern portion of the site. This interconnected open space system provides off-street routes for the site's trail system, and creates continuous open space corridors for the area's native flora and fauna. Furthermore, these greenways, to be planted with native grasses and wildflowers, ensure that all residents are within close proximity to natural open space.



4: Central Greenway



## 5: Central Green

The Central Green, located at the intersection of University Drive and the site's main east-west street, is the primary focal point for South Campus. Surrounded by mid-rise residential buildings, the green functions as both a ceremonial and functional open space. When not programmed with active uses, the large green is suitable for passive activities, such as reading, walking the dog, or watching the world go by. Designed to accommodate campus and community events, the space can be programmed for large events, including outdoor movies, concerts, farmers markets, and food or art fairs. Functioning as a large traffic circle, the green also calms traffic in the middle of South Campus.



5: Central Green

## 6: The "Wetlands"

Throughout the planning process, there was significant discussion regarding the creation of a natural water feature on the site. In response to this discussion, and to facilitate natural stormwater management (both quantity and quality), a series of constructed wetlands have been identified for the central greenway. These wetlands will follow the natural topography of the site, and will grow in size from north to south. The largest wetland, at the far southeast corner of the site, is designed to be expanded as adjacent property is incorporated into the site. The goal is to control stormwater quantity as it leaves the site, and to gradually cleanse it as it moves from one wetland to the next. In addition to the ecological benefits of wetlands, they also have aesthetic benefits. These range from their amenity value for adjacent development (tranquil outdoor space), to their wildlife habitat, to their ability to act as a buffer from the nearby railroad tracks.



6: The "Wetlands"





*Rendering of the Central Green programmed with a small concert*



## 7: Neighborhood Greens

A number of neighborhood greens have been identified throughout the site. These greens are designed to be focal points for their respective neighborhoods. Some are designed to be passive in nature, with natural prairie grasses and wildflowers. Others are designed for more active uses, such as play areas and neighborhood get-togethers. The goal is that each neighborhood green will become the focal point of its respective neighborhood, creating an opportunity to meet new neighbors and providing an identity for the adjacent area.



7: Neighborhood Green on west side of site

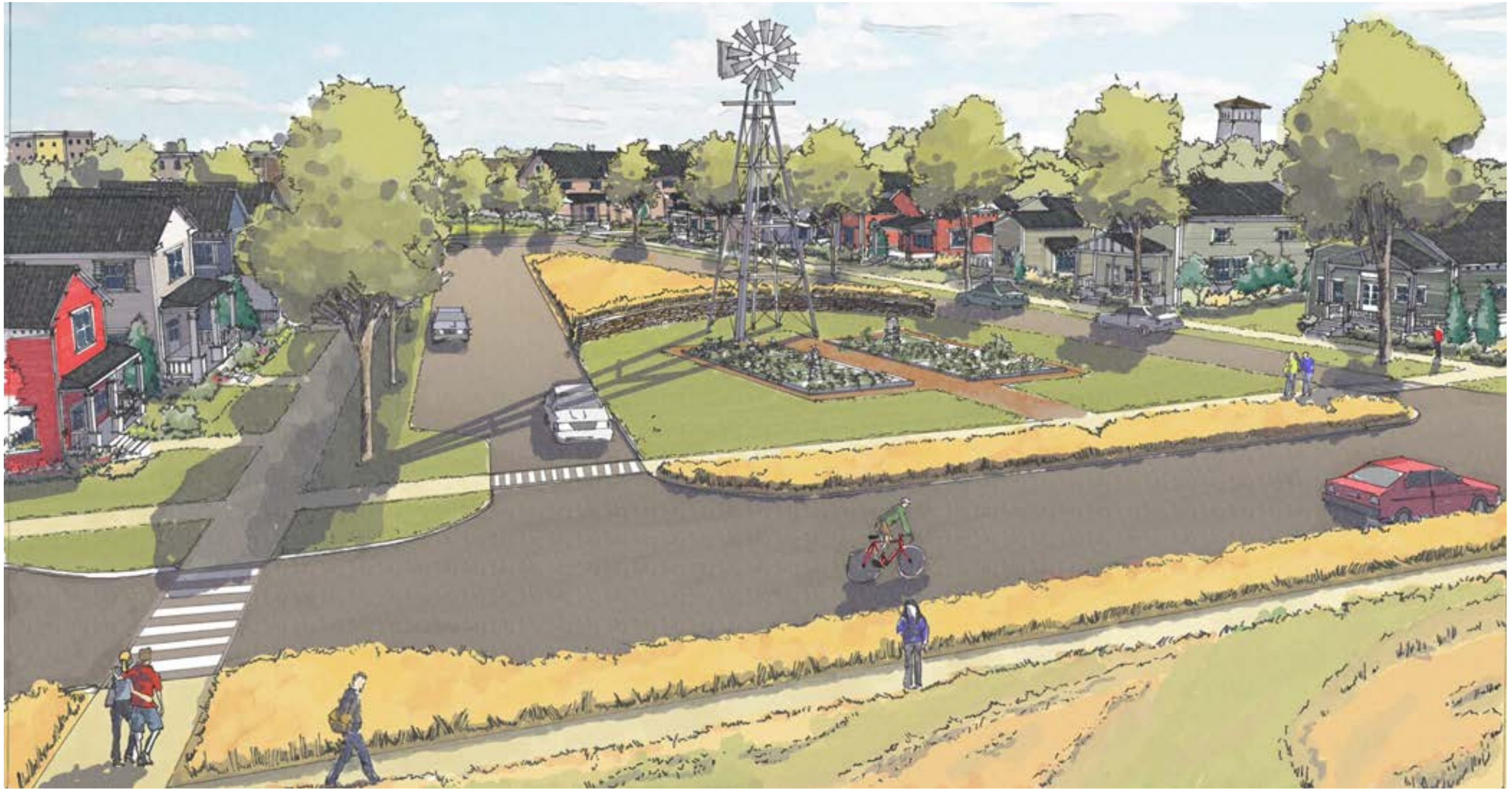
## Nebraska Statewide Arboretum Affiliate Site

The Main Campus of the University of Nebraska at Kearney is an Affiliate Site of the Nebraska Statewide Arboretum. Through the deliberate planting of native prairie flora in the landscaped areas of the site, the Affiliate status of the Main Campus should be extended to the South Campus. Prairie plantings can be incorporated in an urban setting through the use of appropriate street trees and native grasses along parkway strips, and median plantings of native grasses and wildflowers. On a larger scale, greenways and neighborhood greens can be restored with native prairie plantings. Prairie restoration is valuable as an educational tool, and is also important for wildlife habitat. Additionally, native plantings require less water, fertilizer and pesticides, and are a sustainable and beautiful alternative to high maintenance turf grass.



Multiple examples of native plantings

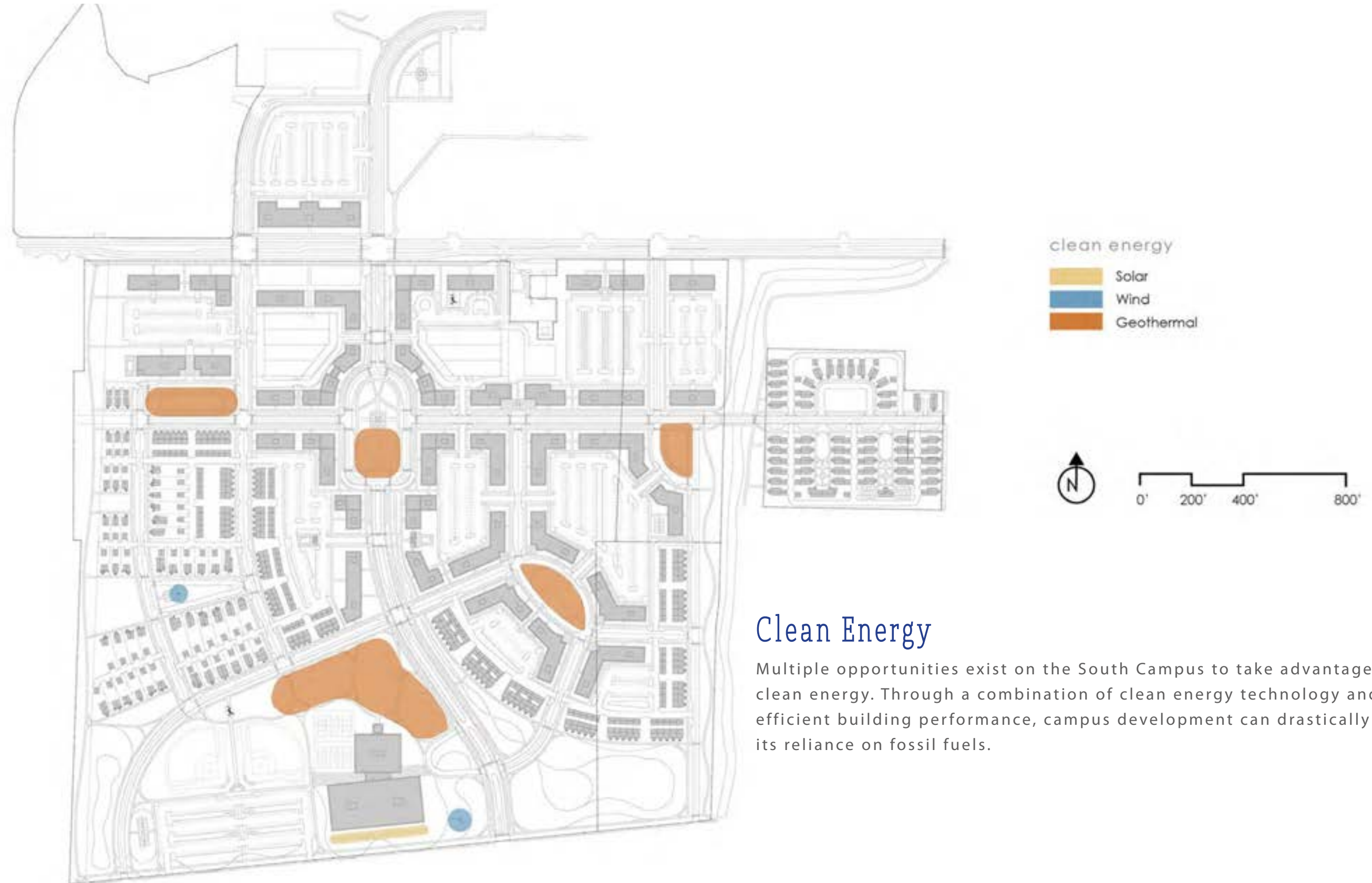




*Neighborhood green, including community garden*



# green initiatives



## Clean Energy

Multiple opportunities exist on the South Campus to take advantage of clean energy. Through a combination of clean energy technology and more efficient building performance, campus development can drastically reduce its reliance on fossil fuels.



## Solar

Photovoltaic solar panels create energy chemically by converting sunlight into electricity. Photovoltaic panels can be placed on roofs and the exterior walls of buildings throughout South Campus, especially on south facing surfaces which receive the largest amount of sunlight. Additionally, a site for a large array of photovoltaic panels has been identified in the “front yard” of the proposed Tennis Complex. Solar thermal energy can be used as well, where solar technology can supplement hot water heaters, especially in areas with a large amount of water usage, such as laundry facilities.

Passive solar techniques, based on building design and orientation, can help buildings reduce their need for electricity. Day lighting techniques such as skylights and light shelves help to reduce the need for electrical lighting. Other design choices such as building orientation, window overhangs, cross-ventilation, and trees for shading and screening can help to keep buildings cooler by shading them in the summer months but allowing for full penetration of sunlight during the winter.

## Wind

Nebraska is identified by the EPA as one of 15 states best suited to take advantage of wind energy. While wind turbines found on wind farms can average over 300’ tall, with blades over 100’ long, advancements in efficiency and technology have allowed for smaller turbines that are scaled more appropriately to urban environments. These wind turbines can be sculptural in form, and incorporated gracefully into the urban fabric. One such location for a wind turbine, if desired, would be the yard immediately to the east of the proposed Tennis Complex. Other potential sites include each of the neighborhood greens. Domesticating wind energy in this manner can make wind power accessible and useful on a much smaller scale.

## Geothermal

Geothermal energy is the heat from the Earth that is clean and sustainable. Nearly everywhere, the upper 10 feet of the Earth’s surface maintains a nearly constant temperature between 50 – 60 degrees Fahrenheit. Geothermal heat pumps can tap into this resource to heat and cool buildings. A geothermal heat pump system consists of a heat pump, an air delivery system (ductwork), and a heat exchanger – a system of pipes buried in the shallow ground near the building to be heated and cooled. Large open spaces, such as the many parks and greens located throughout the South Campus, are ideal locations for the placement of the geothermal heat exchanger, and should be examined for such use.

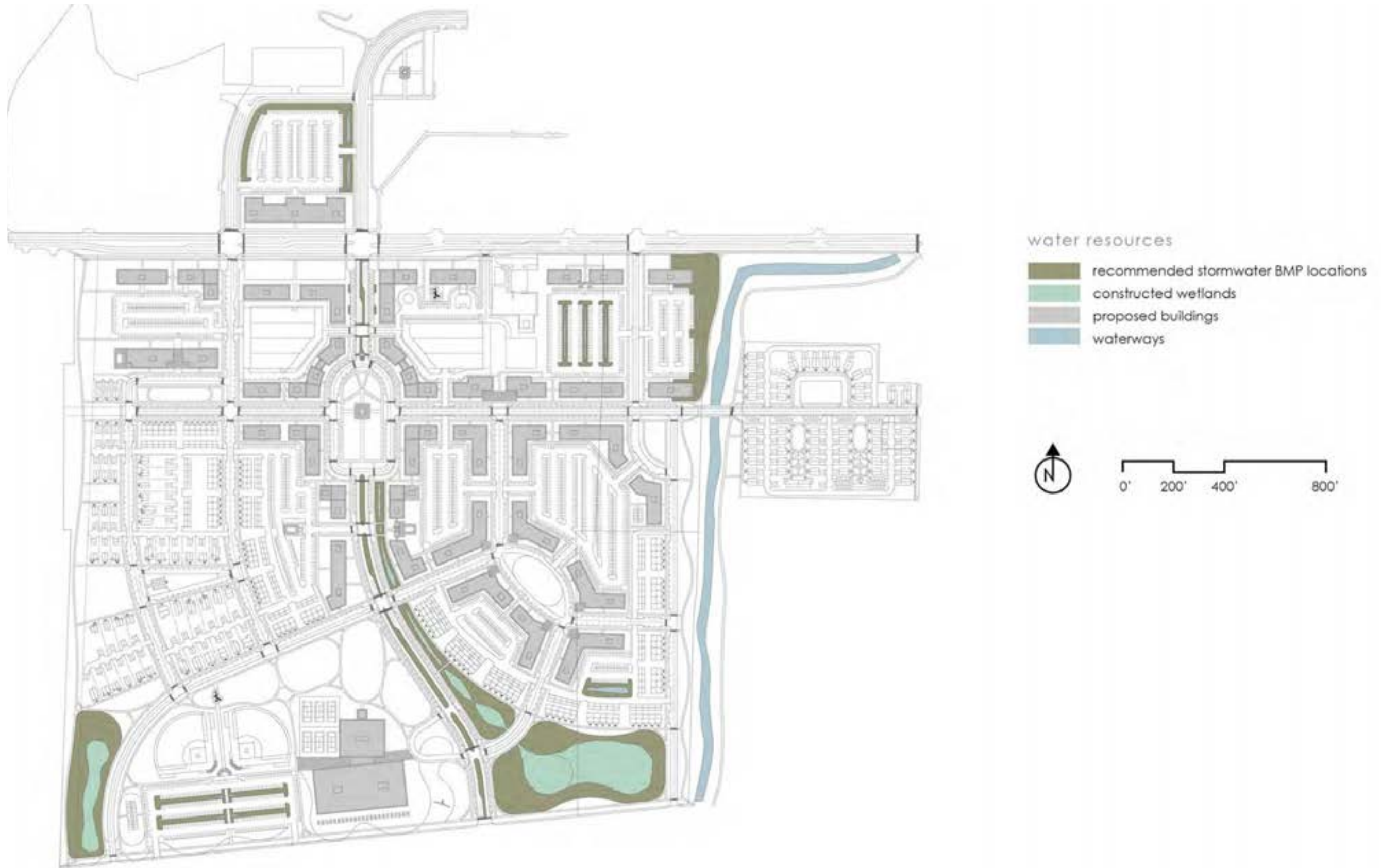


*Examples of solar panels*



*Examples of wind energy*

# Water Resources





The South Campus should be designed to minimize the impact of stormwater runoff on the environment. A key goal of the South Campus Master Plan is to encourage the development of stormwater facilities throughout the area. The central greenway, with its series of interconnected constructed wetlands, should be designed as a riparian corridor. This area would include pockets of wetlands and native vegetation that would provide wildlife habitat and ecological benefits. A large constructed wetland is designated for the southern terminus of this greenway. This wetland should be designed to retain, infiltrate and treat stormwater runoff. Throughout the site there are opportunities to spread, slow down, and/or treat stormwater runoff before it leaves the site. These facilities, listed on the following pages, should be designed to work together towards an integrated stormwater management approach. Public outreach and education should be a part of this approach. While the conceptual plan identifies potential areas where runoff mitigation is possible, further study will be necessary to provide technical expertise and to identify the appropriate locations for stormwater management facilities. On-going inspection and maintenance appropriate to each facility will be important to assure proper long-term functioning.

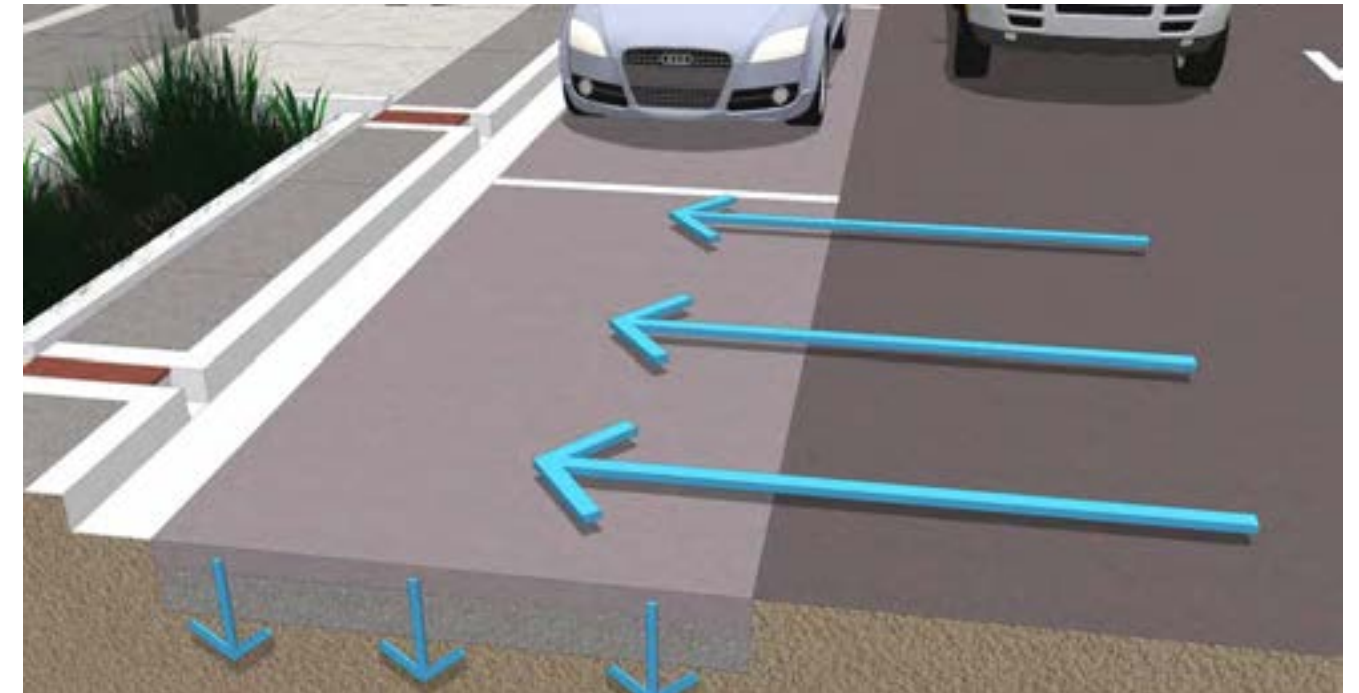
## Swales

Swales are designed to help collect, filter, and/or infiltrate runoff and convey it to an adjacent stormwater management facility. Swales can be planted with vegetation or designed in more poorly-drained soils with an aggregate trench to allow infiltration. If planted, native vegetation should be used to minimize maintenance and provide ecological benefit. Swales should be designed between buildings, parking areas, and alongside roadways to slow down peak flows and to move water to an acceptable location.



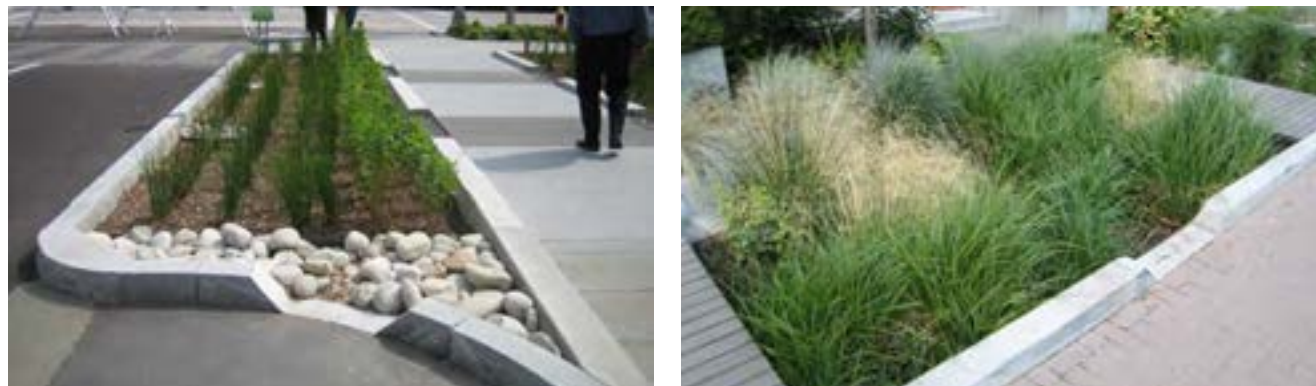
## Pervious Pavement

Combined with other stormwater BMPs, pervious pavement helps to slow down and infiltrate polluted water before leaving a site. Pervious pavement can be placed in parking areas but should be avoided in high traffic areas. There are a variety of pervious pavement types including modular porous pavement systems, pervious concrete, porous asphalt, and reinforced grass pavers. All of these systems allow water to percolate through the pavement into a sub-layer of aggregate before infiltrating into the soil. Pervious pavements also help to filter sediment from runoff and therefore should be placed at the beginning of a BMP treatment network.



## Stormwater Planter

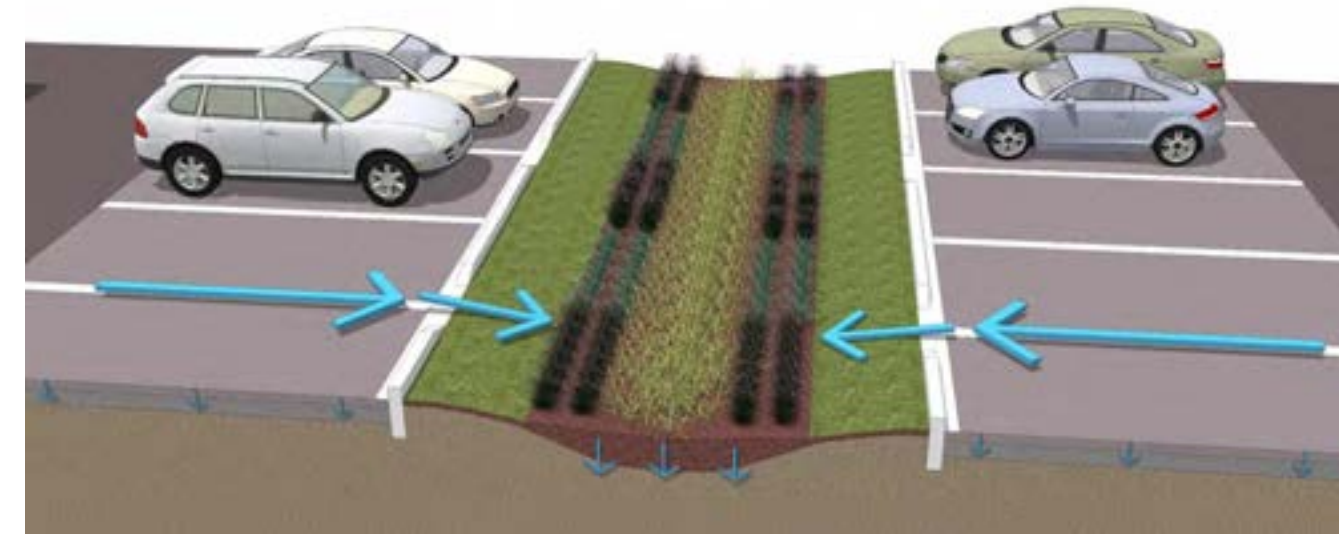
Landscape planters placed along the street provide opportunity for retention, infiltration, and/or treatment of water during storm events. Instead of transporting polluted water downstream, these facilities are designed with a wide variety of vegetation to slow down and treat stormwater. Curb-cuts will divert storm flows into the planters. Street site distances at intersections should be maintained by selecting low groundcover type plantings. This type of BMP helps to provide an aesthetic and ecological function to the street.





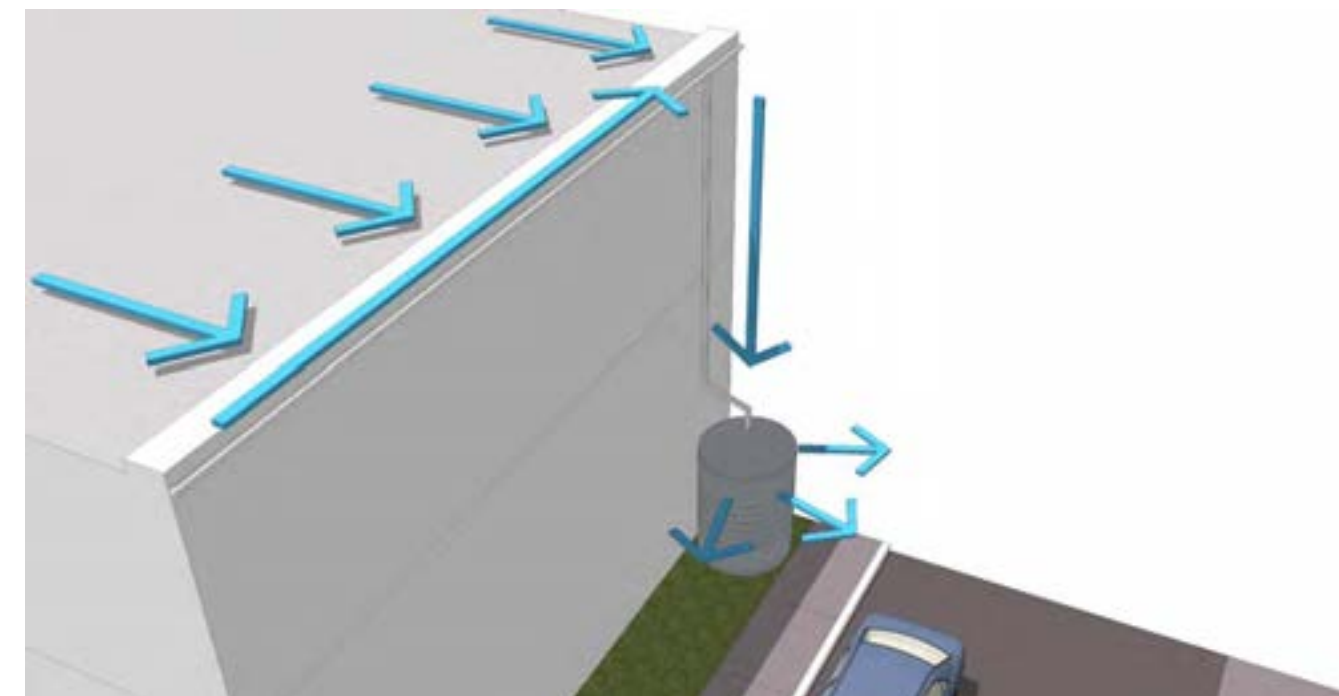
## Landscape Parking Median

Rain gardens are designed to filter, infiltrate, and treat stormwater runoff. Stormwater is treated as it passes through the plant and soil community. Their relatively small size allows them to be placed in many different locations, including parking medians and near buildings. Typically planted depressions, rain gardens should be designed in areas with well-drained soils to allow for infiltration. If well-drained soils are not available, amending the soil with a more permeable mix is advised. A plant palette that can tolerate wet and dry cycles is necessary.



## Rainwater Harvesting

This BMP involves the collection, storage, and reuse of stormwater runoff from building roofs. Rainwater harvesting reduces runoff volume and peak flows and can provide full water cycle benefit to communities. Depending on rooftop material and the harvesting system used, collected rainwater may be used for landscape irrigation, drinking water, and greywater uses, such as flushing toilets. Some of these may require treatment before use. Rainwater harvesting systems may be as inexpensive and simple as a rain barrel connected to a downspout, to more complex systems such as an underground catchment tank.





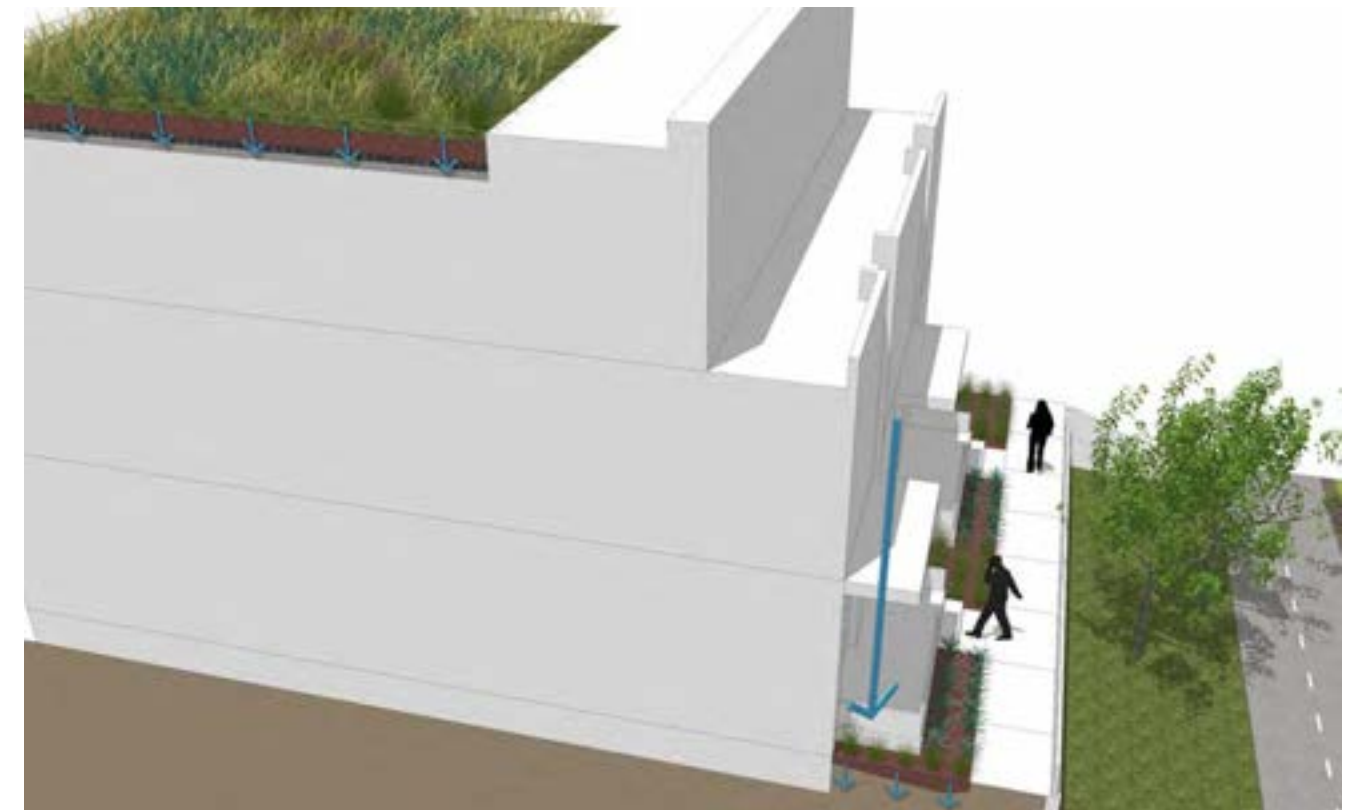
## Constructed Wetlands

Wetlands provide a full range of ecological services for polluted runoff, including retention, infiltration, and treatment as well as educational and aesthetic benefits for surrounding communities. Constructed wetlands are man-made but are designed to replicate the natural system. They enhance water quality and provide flood storage. Depending on the size of catchment, constructed wetlands are typically large in scale to provide enough area for water storage, vegetative cover, and wildlife habitat. Vegetation should consist of a variety of native species well-suited for wet soil conditions.



## Green Roofs

In urban areas, building roofs account for a large portion of impervious surface. These roofs can be planted with vegetation to help treat and retain stormwater. Green roofs require structural improvements to support soils, vegetation, and loads associated with rainfall and snowfall. Benefits include providing habitat for plants, animals, and insects, reducing the heat island effect, and providing a development tool to create green space in otherwise under-utilized space. Vegetation should ideally be native species that are drought tolerant.





# Urban Agriculture



Examples of community gardens and markets



urban agriculture  
Community Gardens



Community gardens help foster community pride, are environmentally friendly, and provide a place for residents to harvest locally grown produce. A study by The Leopold Center at Iowa State University found the average distance traveled for fruits and vegetables to be over 1,500 miles. By growing produce locally, people share a greater appreciation for their food, and avoid the external costs of a global food system. Placing community gardens throughout the South Campus allows residents the opportunity to partake in this growing movement, and furthers the goal of an environmentally responsible campus.





# Development Opportunities

introduction  
yield analysis



# introduction

A key element of the South Campus Plan is the identification of future Development Opportunities. These opportunities emerged from the Visioning Process, were tested during the Design Charrette, and were further refined and vetted during the refinement period following the Charrette. They are grounded in the Market Analysis prepared for this plan, and have been developed to the level of detail possible in a conceptual master plan. ***It bears emphasizing – the Development Opportunities identified on the following pages are conceptual in nature. Their value is to identify visions and ideas for specific areas of the site. Successful visions will endure, but details will change and evolve as projects are implemented.*** The plan is simply a vision, highlighting certain potential development projects. The Development Opportunities are listed with brief descriptions of each project or intervention.

Following the discussion of Development Opportunities is a brief yield analysis. The yield analysis summarizes the Development Opportunities that are listed, and includes conceptual buildings, building types, footprints, stories, square footage, parking demand, and parking provided. The yield analysis is provided in order to offer a sense of the site's development potential and impact.

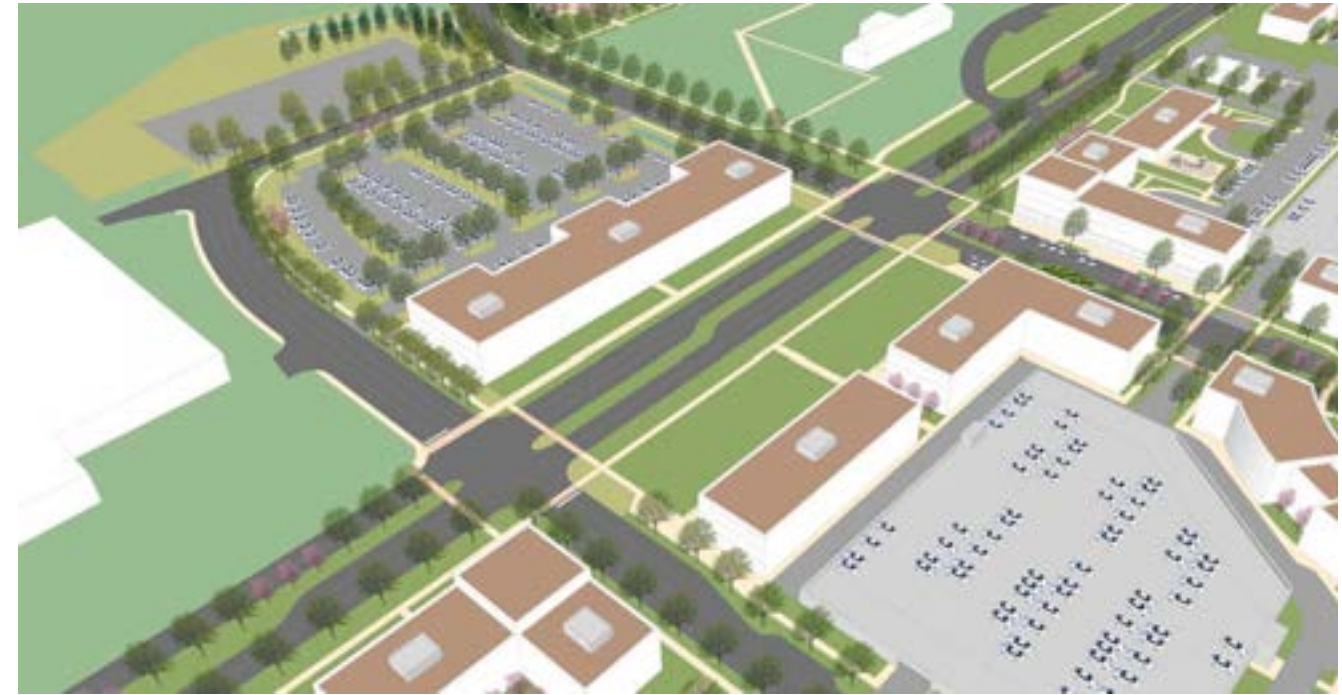


Development opportunities locator map



## SC-1: Health Education Complex

A major new initiative for the University of Nebraska at Kearney is the proposed Health Education Complex to be located on the western side of the Main Campus. The site will front onto U.S. Highway 30, and is created by the realignment of University Drive to the east. As a major gateway into campus from the west, and a key element of Loper Commons, which will be an iconic feature for South Campus (discussed in further detail in the Framework Elements chapter), the Health Education Complex should front onto, and help spatially enclose, Loper Commons. As such, the new complex should have an axial relationship with the mixed-use buildings on the south side of the commons, incorporate an enhanced southern façade, and address the required “build-to” line that will ensure spatial enclosure of the commons. Additionally, site landscaping of the U.S. Highway 30 “front yard” of the Health Education Complex should coordinate with that of Loper Commons so that it looks like, and functions, as one public space bisected by the highway.



SC-1: Health Education Complex on north side of U.S. Highway 30

## SC-2: Retail Core

Programmed with a variety of uses, including restaurants, neighborhood retail services, and office space, the retail core will be the heart of South Campus. It will contain two distinct sub-areas – the “main street” that fronts onto both sides of University Drive north of the Central Green, and the park-fronting retail bays that will open up to Loper Commons. Retail uses will be targeted to students and residents of South Campus, adjacent neighborhoods, and the entire City. Buildings in the retail core will be multi-story, with retail uses on the ground floor, and office and/or residential uses on the upper floors. Parking will be provided in on-street parking stalls or in the parking structures located to the rear of the buildings. Loper Commons will act as a programmable forecourt for the retail activity in the adjacent buildings.



SC-2: Retail Core including “Main Street” and park fronting retail bays



## SC-3: Child Development Center

A recurring theme throughout the Visioning Process and programming for South Campus was the need for a new on-campus Child Development Center. Identified as one of the initial catalyst projects for South Campus, the Child Development Center will be located to the east of University Drive, and have a ceremonial frontage on U.S. Highway 30. The functional front door and drop-off for the facility will be located on the south side of the building, adjacent to the outdoor play yard. This will be a mid-block location, with direct vehicular access to either U.S. Highway 30 or University Drive. This strategic location is within both walking and driving distance to most campus sites, which will allow for convenient and quick drop-off and pick-up for children.



SC-3: Child Development Center south of U.S. Highway 30

## SC-4: Flex Sites/Hwy 30 Frontage

A number of buildings front directly onto U.S. Highway 30 east of University Drive. These buildings are sited to maintain a shallow front yard/common build-to line that reinforces the urban nature of South Campus. Ceremonial entrances to the buildings provide pedestrian access from the north, while functional entrances provide access from the mid-block parking lots to the south. As long as the simple urban form of the plan is adhered to, uses for these sites will be market driven, and could range from apartments and commercial uses to corporate office and university-related. Location will be a prime driver for these sites, as they are strategically located between the Main Campus and South Campus.



SC-4: Flex sites along Hwy 30



## SC-5: University Heights Replacement

Another catalyst project for South Campus is the replacement of University Heights. This existing non-traditional student housing complex is currently located to the north and west of the Main Campus. Scheduled to be replaced in the next few years, the new site for this housing is strategically located on the east side of the Central Green. The replacement buildings will front directly onto this grand open space, which will be a focal point for South Campus, and should be three or more stories in height. This desired height will help to physically “enclose” the green, enhancing its appeal as a great outdoor space. As demand for additional student housing grows, additional student housing fronting onto the Central Green can be phased in.



SC-5: University Heights replacement fronting onto the Central Green

## SC-6: Greek Housing

Similar to University Heights, many of the existing Greek Housing structures on the Main Campus are nearing the end of their useful life. As these structures are phased out, a new “Greek Row” is proposed for South Campus. Not a traditional “row”, Greek houses will be located around a small neighborhood green. This green will act as an outdoor focal point for Greek life, and will be a center of activity throughout the year. Parking for the Greek houses will be provided on-street and in large surface parking lots located to the rear of the houses. Greenways and student recreational facilities are within a close walk.

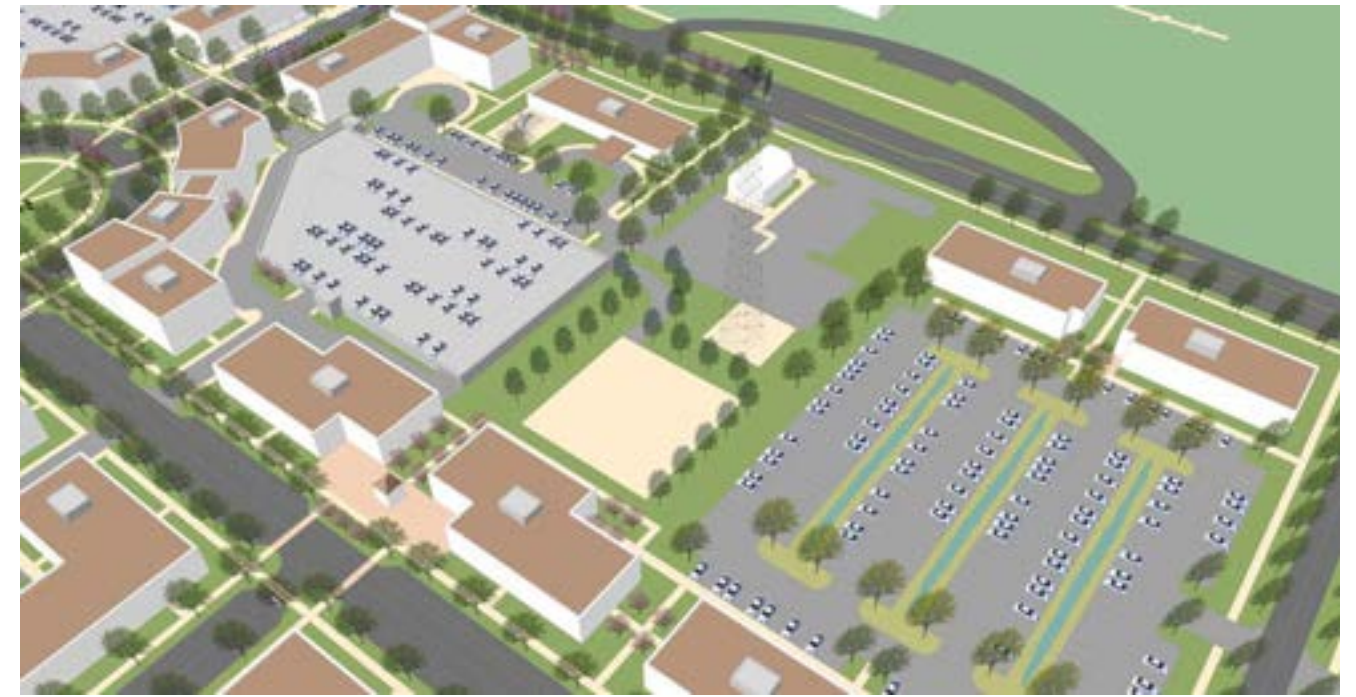


SC-6: Greek Housing



## SC-7: Utility Site

Although it is likely that clean energy sources (wind, solar, and geothermal) may be used to power facilities on the South Campus, it will likely be necessary to supplement these sources with traditional power sources. Because of this, a preferred site for a new electrical substation has been identified. This site is located near the base of the cell tower, on the interior of a large block that is not visible to most residents or visitors to South Campus.



SC-7: Utility Site at the base of the cell tower

## SC-8: Student Housing

As the need for additional student housing arises, sites for new housing units have been identified. These sites should contain buildings that are two to three stories in height, and maintain the urban form required of the rest of the campus. New units should be strategically located east of the central greenway in order to ensure that students have direct access to the regional trail system, and are within easy walking distance of the Main Campus. Similarly, the Central Green and retail core of South Campus are also located in close proximity. Parking for student housing units is located on-street and in parking lots located to the rear of the buildings.



SC-8: Student Housing located at the northeast corner of the site



## SC-9: Cottage Homes

The market study identified young professionals, empty nesters, and seniors as key targets for residential units in South Campus. These demographics typically desire walkable neighborhoods, smaller unit size, and minimal upkeep and maintenance. To meet this potential demand, Pocket Neighborhoods of small cottage homes are included in the design of the site. These neighborhoods typically front onto small neighborhood greens or open space, creating a communal atmosphere for residents. Homes, designed as small cottages with usable front porches, front onto these greens. Residents trade square footage for quality design and detailing, with interior rooms designed to provide flexibility of use. Cottages are often one story in height in order to accommodate empty nesters and seniors. Seasonal upkeep and maintenance is often provided by a local homeowners association.



SC-9: Cottage Homes fronting onto the west greenway

## SC-10: Townhouses

Rows of townhouses are scattered throughout the site. These units are designed for young professionals and empty nesters, and are located within close proximity to the retail core, Central Green, and open space greenways. Townhouse units are designed to be two or three stories in height, with front stoops, small rear yards, and detached garages. The Market Analysis identifies them as a missing element in Kearney's housing portfolio, and the provision of such will help fill a special niche between higher density apartment living and the lower density cottage homes.



SC-10: Townhouses fronting onto the central greenway



## SC-II: Apartments

There is a high demand for apartment units in Kearney, and new apartments are an even rarer commodity. In order to help satisfy this demand, the plan for South Campus identifies a number of locations suitable for new apartment construction. These sites typically front onto U.S. Highway 30 or are located in the core of the neighborhood, flanking University Drive. Apartment buildings should be two to three stories in height, with ceremonial entrances fronting the street and functional entrances located to the rear. Parking for the apartments should be located on-street and in surface parking lots located behind the buildings. Amenities for larger concentrations of apartments, such as leasing offices, swimming pools, and sand volleyball courts, should be contextually incorporated into the site.



SC-11: Apartments with swimming pools located south of the central green

## SC-12: Recreation Complex

A portion of the “buffer,” located at the southern edge of the site, contains a large recreation complex. This complex sits within the neighborhood park, which contains a playground, community garden, passive open spaces, and a network of trails. The recreation complex contains two community soft-ball fields and a state-of-the-art tennis complex. This tennis complex has six outdoor tennis courts and six indoor tennis courts. In addition, a 200 meter track, suitable for indoor track practice, is also located within the tennis complex (see page 75). From a design perspective, the location and layout of the recreation complex is strategic. It not only functions as a physical and acoustic buffer between the railroad to the south and the residential units to the north, but it also creates a site that is suitable for clean energy initiatives, including solar panels and a wind turbine. In addition, the north façade of the tennis center is on axis with the “grand vista,” and should be constructed with a vertical design element that terminates this special view corridor.

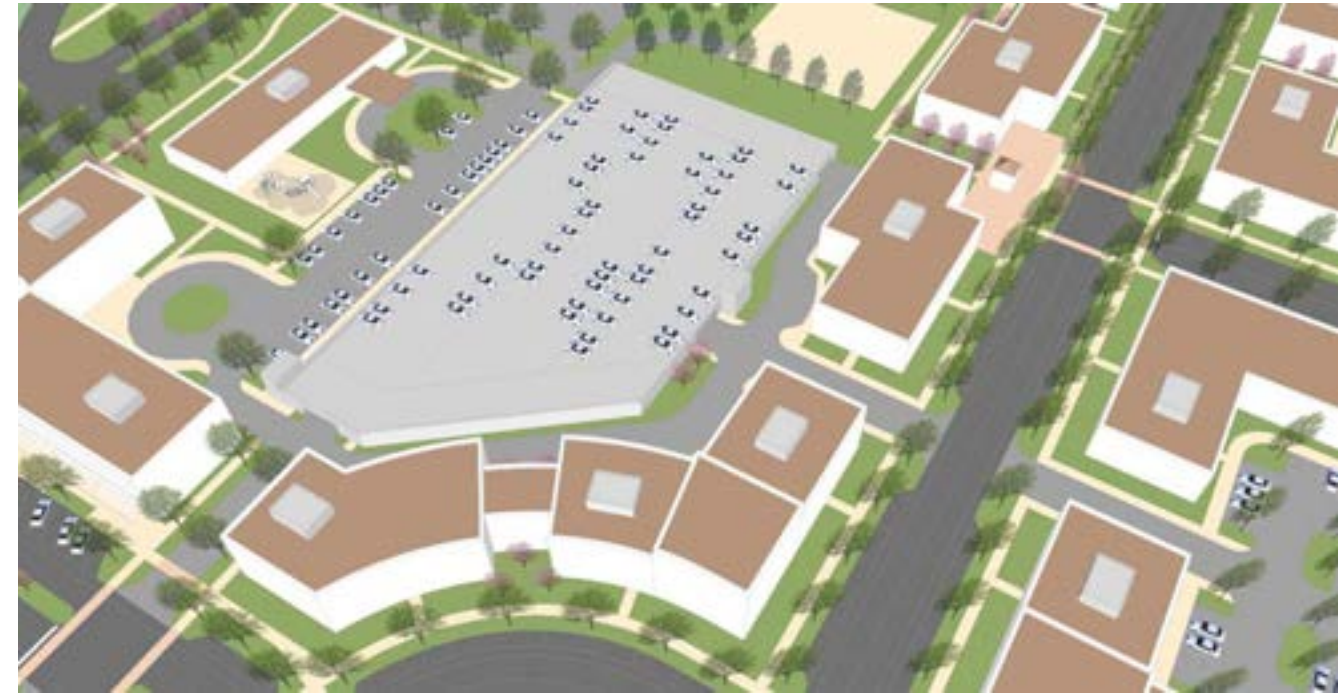


SC-12: Recreation Complex located in “the buffer”

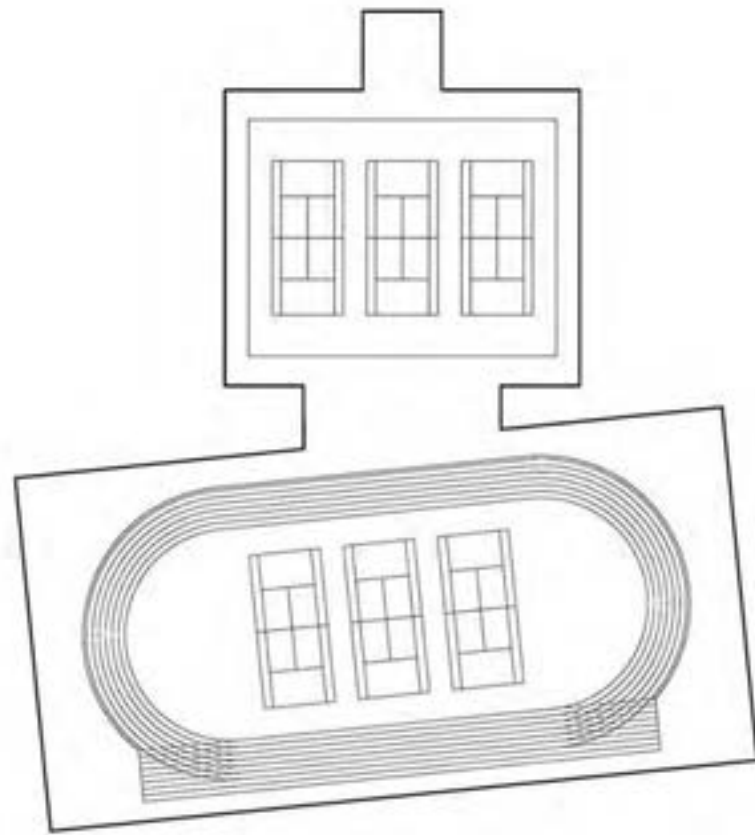


## SC-13: Parking Structure

In order to achieve the desired density on South Campus, it will be necessary to construct parking structures adjacent to the retail core. These structures should be phased in over time, and will be located in the interior of the blocks, behind the mixed-use buildings. If possible, they should be designed to accommodate district parking needs, such as retail, office, and residential uses. This shared parking will reduce the overall number of stalls that will be required, making the structures more cost effective. Because they will be located on the interior of their respective blocks, aesthetic enhancements to non-public facing facades can be kept to a minimum.



SC-13: Parking Structure located in retail core



Schematic design of tennis complex as discussed on page 74



## SC-14: East Property

The University owns a large parcel of land on the east side of the tailrace. This parcel, which is basically a large grass field, is currently used for practice by athletic teams. As South Campus begins to develop, the few remaining homes adjacent to the site should be purchased and their land added to the site. The facilities should be upgraded, with a new practice soccer field, practice football field, and outdoor practice track. In addition, a paved parking lot, restroom/locker facilities, equipment storage building, and pedestrian bridge across the tailrace to South Campus should be constructed. The site should be programmed for Athletic Department use during the afternoons and intramural/rec use in the evenings.

Over time, as South Campus nears full development, the market for additional residential units adjacent to the site will continue to grow. When this occurs, the East Property provides an ideal site for new, retail supporting, residential development. The long range, conceptual plan shows a series of pocket neighborhoods developed on the site. These neighborhoods contain small cottages, with a focus on craftsmanship, focused around communal open spaces and community gardens. With generous front porches and rear-loaded garages, these neighborhoods are designed to foster a friendly and inviting atmosphere, all within close walking distance of South Campus.



SC-14: East property with pocket neighborhood



Intramural fields as interim use of East property



East property fully developed as series of pocket neighborhoods



# yield analysis

## UNK SOUTH CAMPUS - YIELD ANALYSIS SUMMARY

HOUSING		
Dorms	744	Beds
Greek Housing	384	Beds
U Heights Replacement	123	Units
Market Rate Rental Apartments	354	Units
Rental Townhomes	101	Units
Rental Duplex	2	Units
Rental Cottages	100	Units
<b>TOTAL HOUSING</b>	<b>1,808</b>	<b>Beds/Units</b>
OTHER USES		
Child Development Center	10,800	SF
1st Floor Retail/University/Prof. Ofc.	43,200	SF
Upper Story Office	86,400	SF
Otto Olsen Replacement	106,200	SF
Indoor Track and Tennis Center	96,110	SF
Indoor Tennis Courts	6	Courts
200M Indoor Track	1	Track
Outdoor Tennis Courts	6	Courts
Softball Complex	2	Fields
Snack/Restroom Facility	460	SF
Clubhouse Facilities	5,600	SF
<b>TOTAL SQUARE FOOTAGE</b>	<b>348,770</b>	<b>SF</b>
PARKING		
Parking Lots	2,412	Spaces
Parking Garages	668	Spaces
On-Street Parking	718	Spaces
Private Garages	406	Spaces
<b>TOTAL PARKING SPACES</b>	<b>4,204</b>	<b>Spaces</b>

ASSUMPTIONS	yield	parking
TH / SFR	2 spaces / unit	2 spaces / unit
Apartments	1050 sf / unit (gross)	1.5 spaces / unit
Residential efficiency	85% building efficiency	-
U Heights replacement	875 sf / unit (gross)	1.5 spaces / unit
Dorm	388 sf / bed (gross), 4 beds/unit	3.2 spaces / unit
Office		1 space / 300 sf
General Commercial		4 spaces / 1000 sf
Mixed Use		3.65 spaces / 1000 sf





*Birdseye rendering of South Campus, looking northwest to southeast*

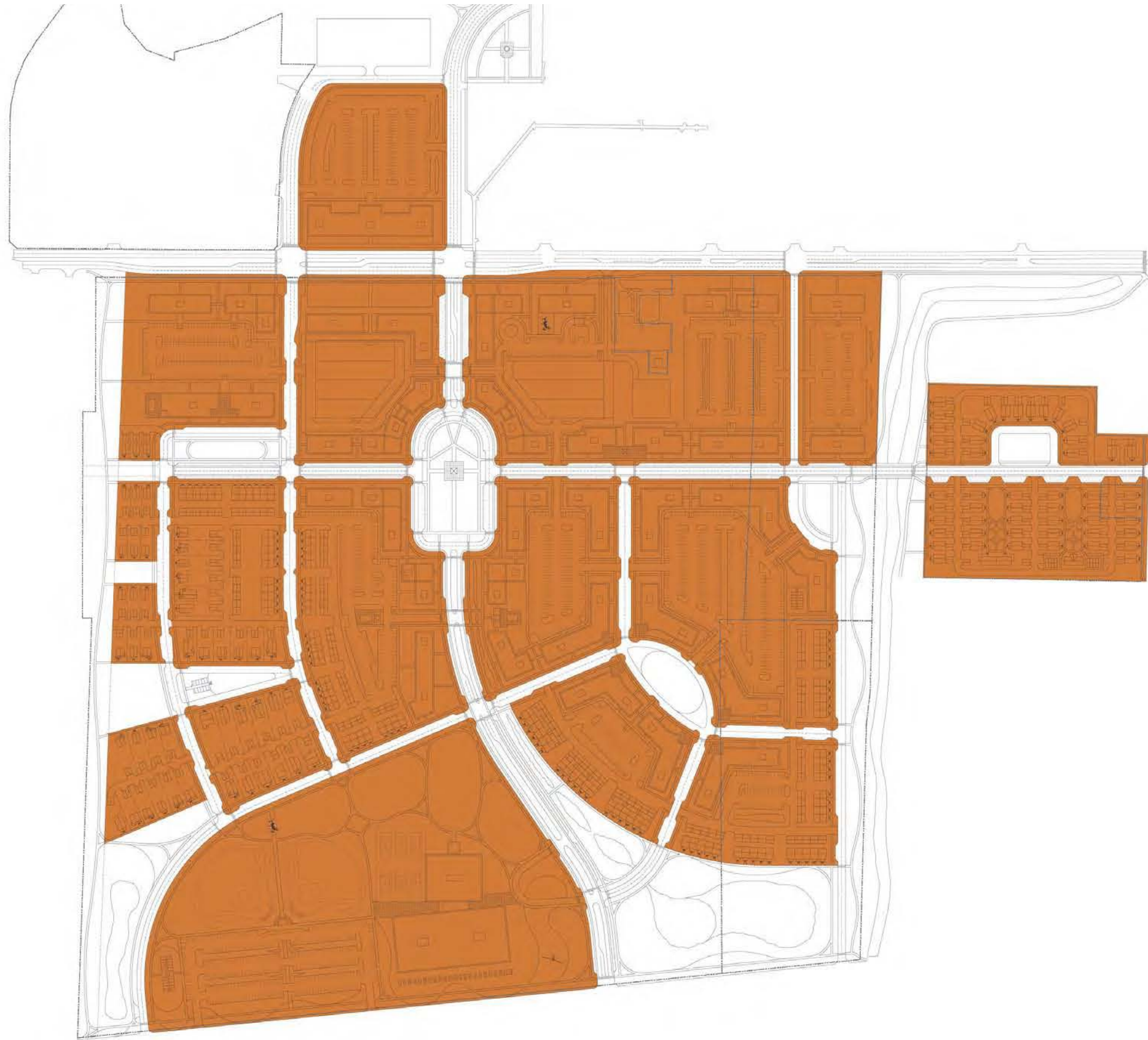


# Design Guidelines



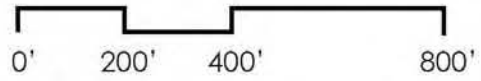
**Block Structure** The South Campus is divided into several development blocks that are scaled to increase pedestrian activity and accommodate a mixture of uses and building types. The extension of University Drive through the site and the new east-west street that parallels U.S. Highway 30 establish the basic block structure and help integrate the site into adjacent neighborhoods. Blocks vary in size, with the smallest intended for lower density residential development. Larger blocks contain student housing and are designed to accommodate large internal surface parking lots. The largest block is located on the southern portion of the site, and contains the neighborhood park and recreation center.





block structure

development blocks



**Land Use** The desire to accommodate a number of land uses on the site was critical for achieving the vision of a walkable, mixed-use neighborhood. Running counter to conventional planning over the past half-century, which focused on the separation of land uses, the South Campus Plan encourages a diversity of uses and their horizontal and vertical integration. While respecting key site issues, such as sensitivity to noise from the adjacent railroad, the resulting rich tapestry of uses was designed to create a diverse and active district with a lively pedestrian environment. Using this as a land use framework for the site, the main entrance to South Campus will be framed by mixed use buildings, with street-level retail and office or residential units above. The high volumes of traffic on U.S. Highway 30, combined with good visibility provided by this frontage, make this the only viable place for retail on the site. The market analyses prepared for this study shows that current demand for new retail space in Kearney is low; however, there is unmet demand for retail space within walking distance of the campus, and construction of initial phases of the plan will increase demand for nearby retail services.

A considerable portion of the site is planned for residential uses, including student housing, apartments, townhomes, and cottage homes. The non-university related units address unmet market demand in Kearney in the young professional, empty-nester, and senior demographic categories. Since the South Campus property will remain University owned, certain conditions should be met to build developer interest, including land and infrastructure incentives and a clear entitlement process. A mixture of student housing and multi-family apartments will frame the Central Green,

while townhomes will take advantage of open space views along the Tailrace and other greenways. Greek housing will cluster on the east side of the site, and small cottage homes will be located on the western edge of the property. The variety, size, and design of the residential units should further the goal of creating a diverse neighborhood with a stable population of long-term residents of all incomes and ages, rather than focusing only on the market for university student housing.

University facilities are planned throughout the site, including academic, child development, and recreational buildings. The inclusion of these facilities will help to draw more students to the site. As the “civic buildings” of the site, they should be designed to stand out from the residential buildings, and are located at prominent focal points to emphasize their importance.



*Low-rise apartments*



*Typical cottage neighborhood*

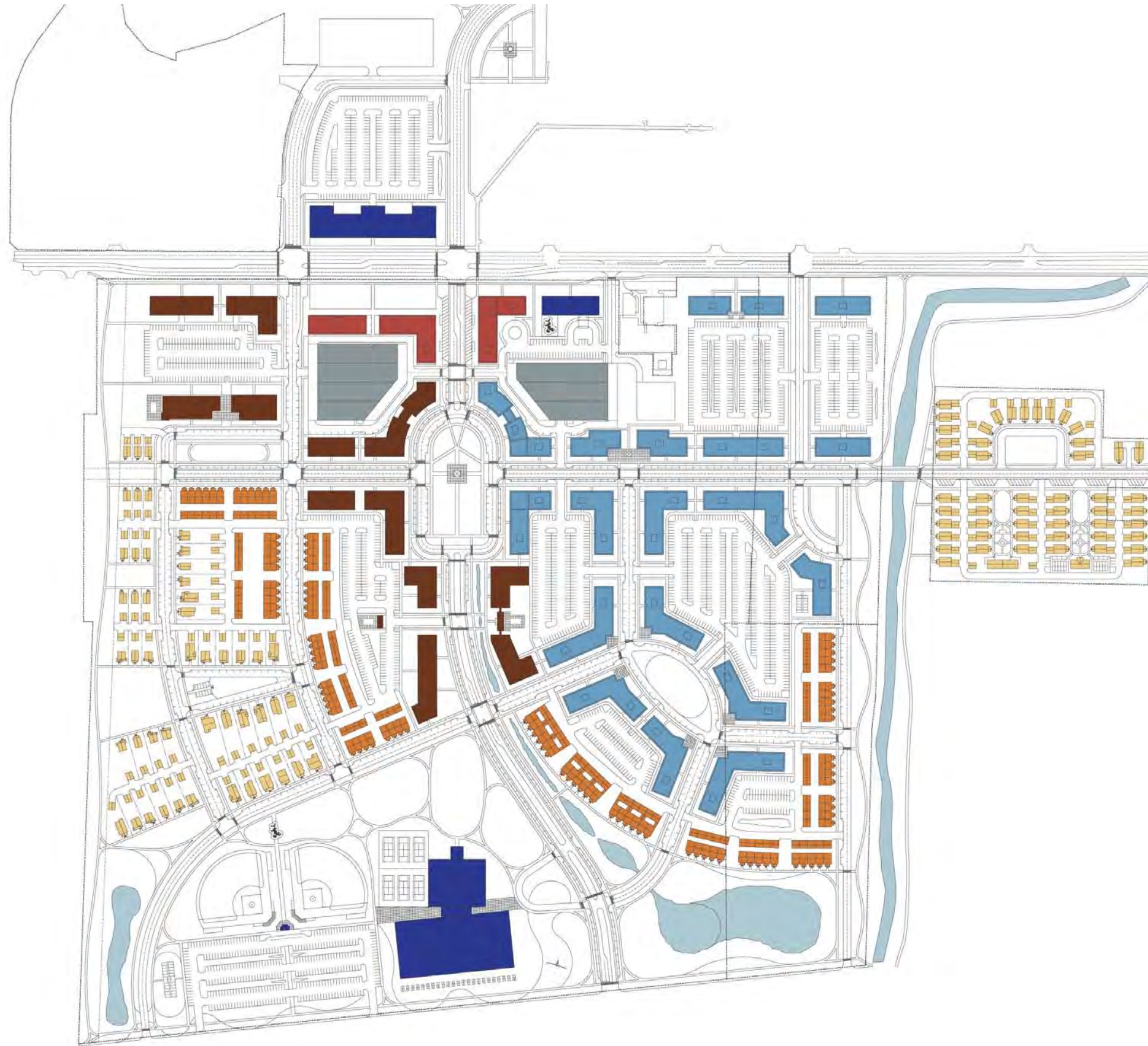


*Townhomes with traditional vernacular*



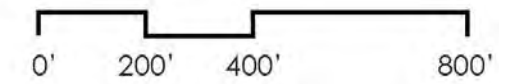
*Mixed-use development*





land use

- single family
- townhouse
- multifamily
- student housing
- university facilities
- mixed use
- parking structures





**Heights** The building heights for South Campus are based on the desired urban form of the campus and a market analysis of the residential and retail demand. The intersection of University Drive and the primary East-West street creates a campus core in which a strong urban environment should be created. These buildings are proposed to be 3 levels tall in order to provide density and create a sense of enclosure around the Central Green. The same is true for Loper Commons along U.S. Highway 30 and the Greek Housing concentration in the southeast quadrant of the site. Townhouses on the site range from three to two stories, and apartments outside the core are typically two stories. The small cottage homes on the east side of the site can range from two levels to one level.



*One to two story cottage homes*



*One to two story cottage homes*



*Two story multi-family apartments*



*Three story townhomes*

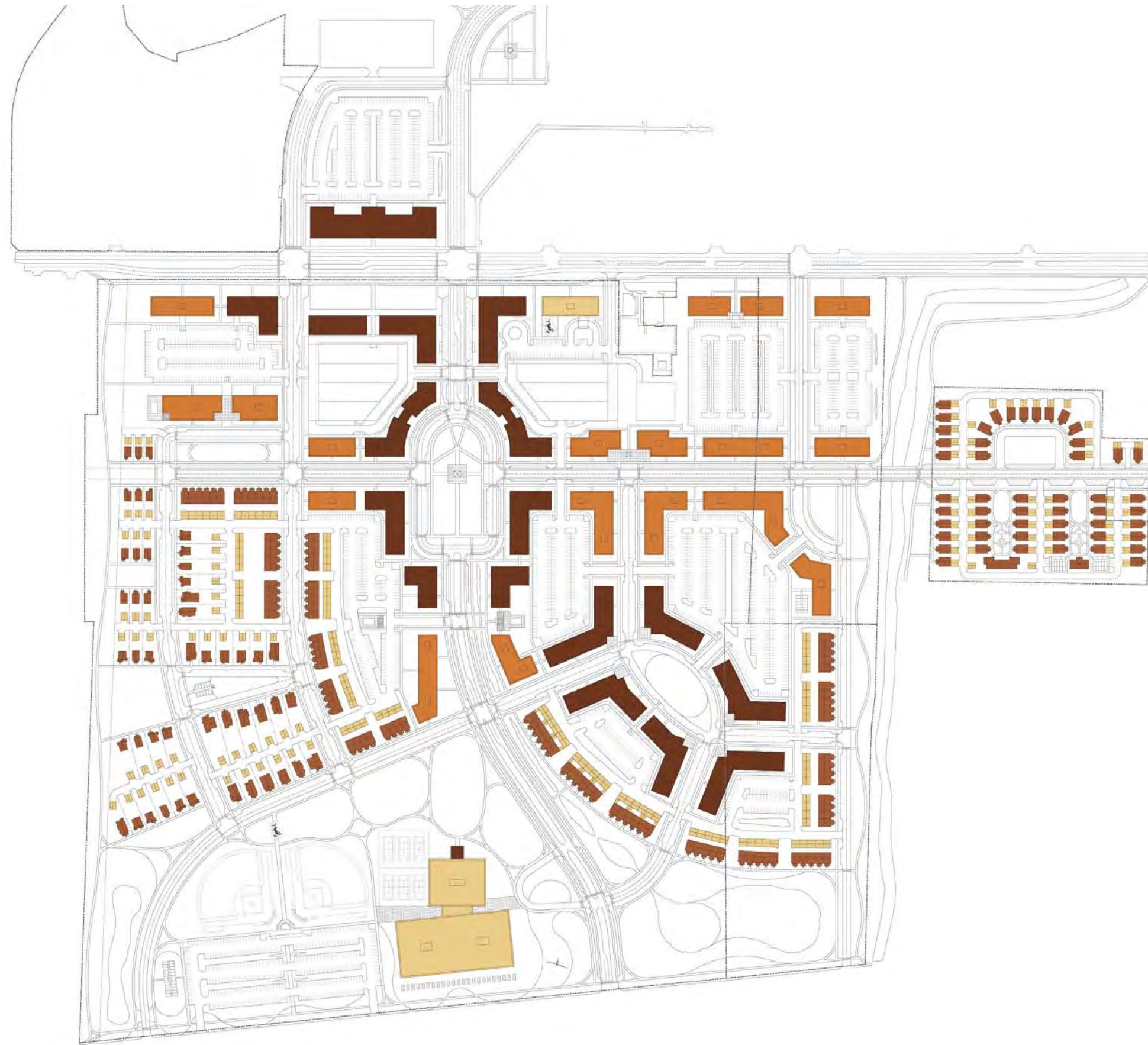


*Two story mixed-use*

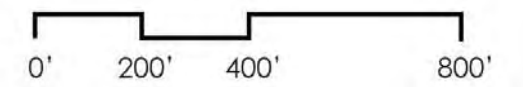


*Three story mixed-use*





building heights





**Building Setbacks** Guidelines for building setbacks help to ensure the proper engagement of buildings within the public realm. This will help to ensure that the interface between the buildings, sidewalk, and street are detailed appropriately. A majority of the plan proposes setbacks between ten and twenty feet from the property line. This is because a majority of the land uses in the South Campus are residential, and this will allow for a landscaped buffer between the residence and the sidewalk. Along U.S. Highway 30, most of the buildings have a 25' – 40' setback in order to allow for separation from the busy highway and a small tree yard. The exception is Loper Commons, which has a 95' + setback in order to create an “outdoor room.” At the other end of the spectrum, the northern segment of University Drive has a 0' – 5' setback in order to ensure that it functions as a true retail “main street.”



*Typical cottage street frontage*



*Cottages fronting onto neighborhood green*



*Townhouse setback to allow stoop frontage*



*Mixed-use “main street” retail frontage*

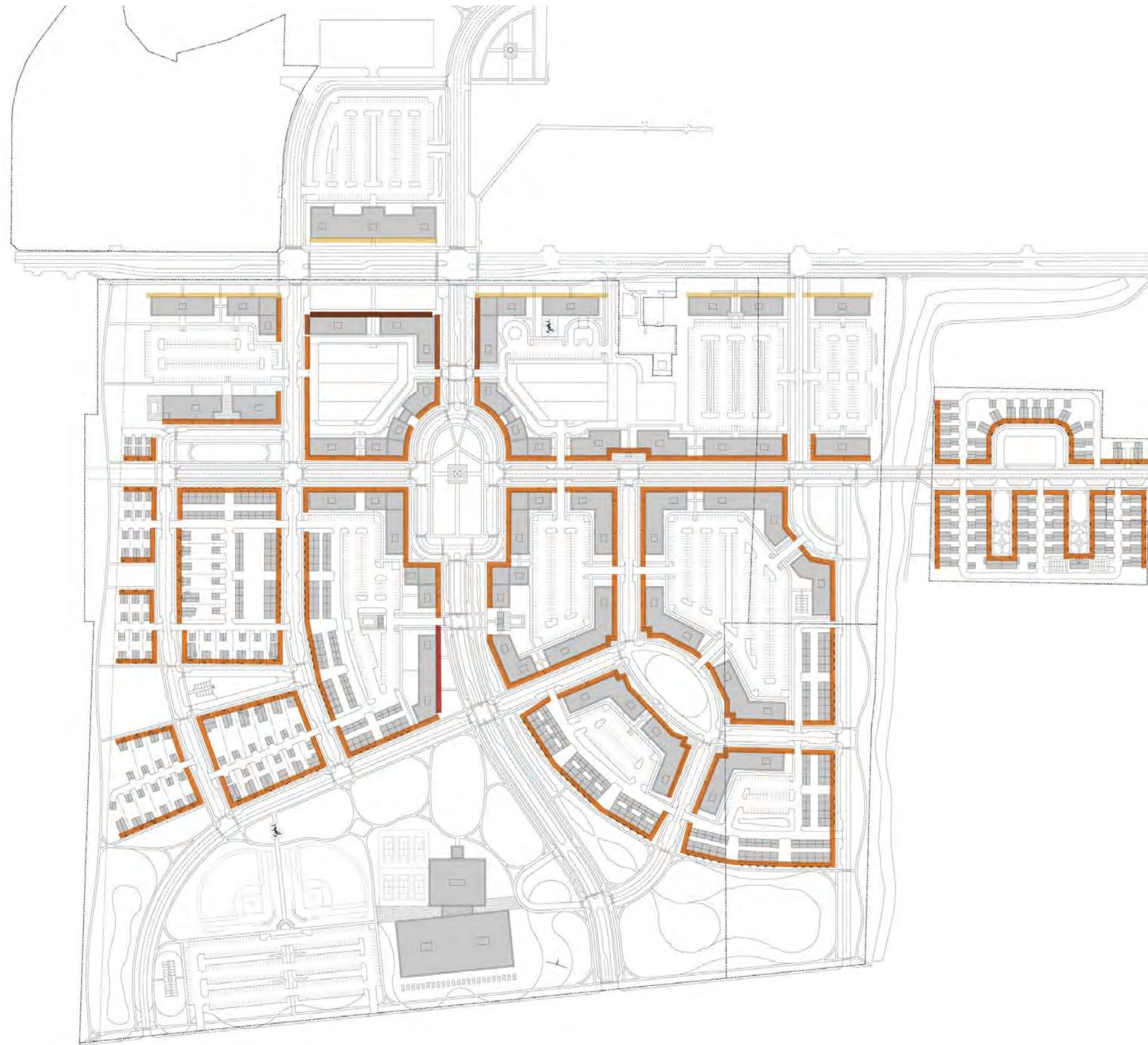


*Attached square similar to Loper Commons*








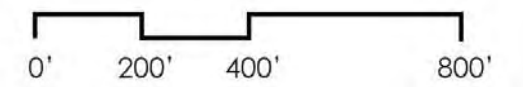
*Natural landscape buffer similar to Tennis Complex frontage*





building setbacks

-  0'-5'
-  10'-20'
-  25'-40'
-  95'+
-  Maintain View Axis





**Parking and Access** The type of parking and how it is accessed should be addressed for proper development of South Campus. Entries to parking areas should be limited from the street to ensure a comfortable, pedestrian-oriented environment. The more entries, the more unsafe and inconvenient the area becomes for pedestrians. Parking should always be located to the rear of buildings and accessed through alleys. On-street parking should be provided whenever possible to activate the street and provide a buffer for pedestrians. The intent of the South Campus Master Plan is to provide enough parking within each development block to accommodate its adjoining uses. The number of parking spaces will be determined by the density of development, with higher density blocks requiring structured parking solutions.



*Example of rear-in parking*



*Parking garage located behind liner buildings*



*Townhomes with detached garages accessed via alley*



*Surface parking lot located behind liner buildings*

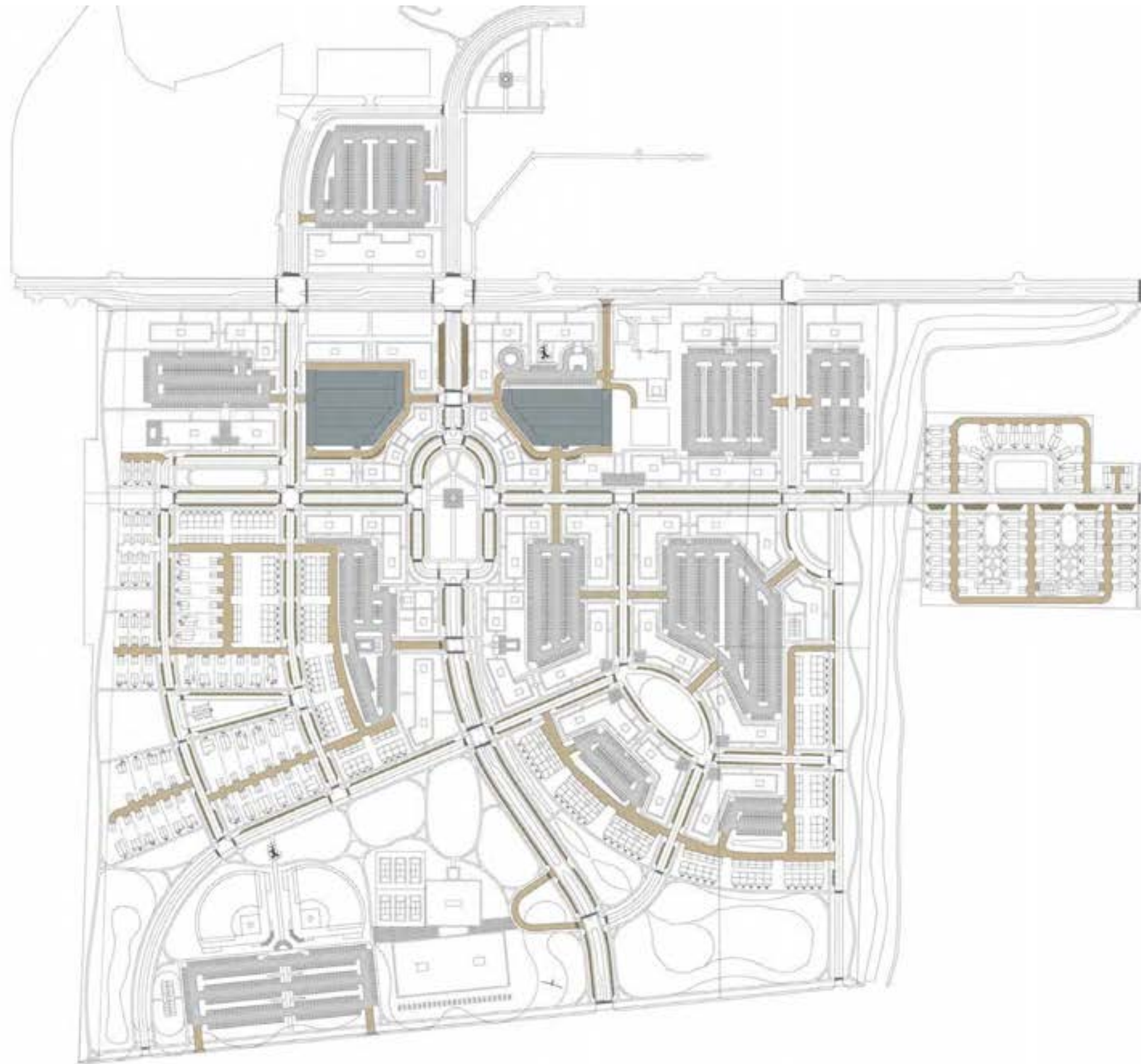


*On-street parking in front of townhomes*



*Cottage homes with alley garage access*





parking and access

- on street parking
- surface lots
- structured parking
- access





**Special Requirements** The South Campus Master Plan is designed to maximize the pedestrian experience, and visually articulate relationships between important buildings and public open spaces through axial views, terminated vistas, and enhanced facades. The relationship between terminated vistas and axial views is direct, where each axial view corridor is terminated by a vertical element. These elements can include architectural elements, statues, fountains, and public art. To create a more compelling public realm, visually significant building facades shall be designed to respond to functional and aesthetic cues. Important corners, as well as facades facing onto public open spaces, should receive special architectural consideration, and include elements that distinguish them from other buildings within the plan. The required storefronts require that the buildings provide a Storefront at sidewalk level along the entire length of the façade. This Storefront should be no less than 70% glazed in clear glass, and shaded by an awning or canopy overlapping the sidewalk. All street facing buildings should be required to have a minimum level of architectural treatment; however, higher design standards should be placed on buildings fronting public spaces and along key streets and corners.



*Strategically placed public art*



*Required retail storefronts at key locations*

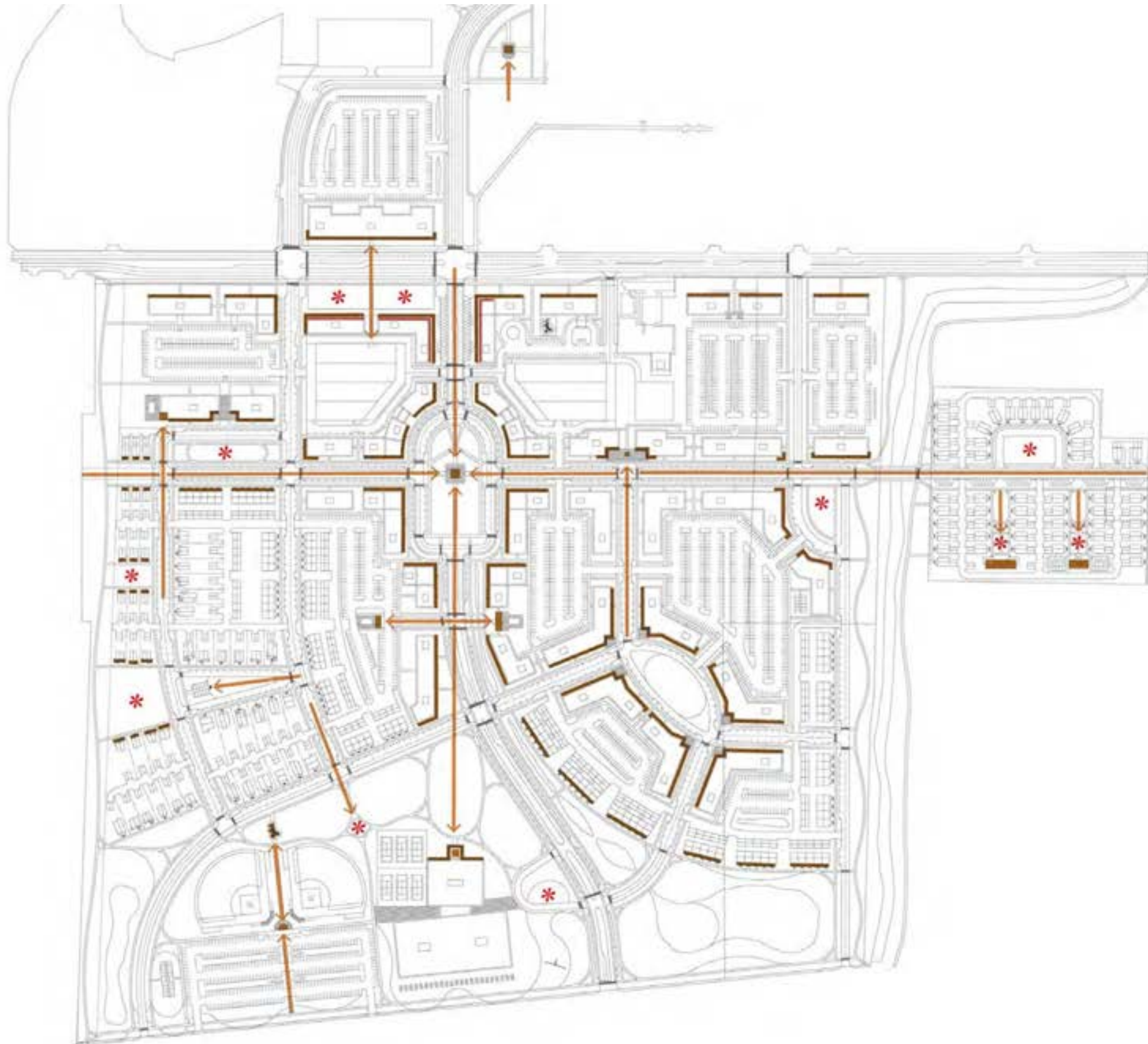


*Examples of axial views with terminating vistas*



*Examples of enhanced facades utilizing special materials and massing*





special requirements

-  enhanced facades
-  axial views
-  terminating vistas/vertical elements
-  required storefront
-  public art

