

Chapter 1

Development Strategy & Process

York County

About This Report

This Comprehensive Economic Development Strategy (CEDS) is the first regional economic development plan completed by citizen representatives of York County, Nebraska. As a member of the Southeast Nebraska Development District, York County and its communities are working with the River Country Economic Development District (River Country) to gain formal recognition as a constituent member of River Country.

York County is a component county of the Bureau of Economic Analysis (BEA) Economic Area 95 (November 2004 definition). This CEDS is the outcome of a county-wide planning process to address the economic issues and potential of York County within the larger surrounding nonmetropolitan region.

Through its CEDS planning process, York County seeks to establish a framework for comprehensive, objective reporting on the state of the York County area and define goals and strategies to coordinate activities in support of its vision within the larger regional economy. This report draws together a wide variety of data indicators to sketch a holistic picture of conditions in York County. And, it will continue this process to identify measurable indicators of county and regional conditions and link these to the development programs instituted for the county itself and those of the River Country Economic Development District.

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1. Governance Structure

The County of York, Nebraska operates under an organized county government of commissioner districts and is governed by a Board of Commissioners. York County is one of 66 counties among Nebraska's 93 counties with a commissioner-type government. The other 27 counties in Nebraska are organized as townships and governed by a board of supervisors.

York County is governed by a Board of Commissioners with five members who are elected to four-year terms. (Table 1.1).

Table 1.1
York County Board of Commissioners - Membership 2006

Eugene Bergen
Augustus Brown, Jr.
Steve Neujahr
Kenneth Stuhr
Bob Wolfe

Municipalities in York County are organized via instruments of incorporation recorded with the Office of the County Clerk. Nine incorporated communities are located in the county. The City of York is the largest community and the County Seat. It is organized as a "City of the First Class," a classification for Nebraska municipalities with a population between 5,001 and 100,000. The City of York is organized as a mayor-council form of government.

One community, City of Henderson, is organized as a "City of the Second Class" and it is organized as a mayor-council form of government.

Seven communities are organized as the municipal classification of "Village." These are the communities of Benedict, Bradshaw, Gresham, Lushton, McCool Junction, Thayer and Waco. Each village is organized as a five member board of trustees form of government. Nebraska's state constitution grants citizens the right to organize and incorporate as a "Village" if their community has a population of 100 to 800.

1.1 CEDS Committee

The Comprehensive Economic Development Strategy (CEDS) was developed through a public participatory process led by a CEDS Committee authorized by the York County Board of Commissioners.

The CEDS Committee is composed of county residents who, acting in a voluntary capacity, represent diverse populations (gender, age, ancestry) and interests, including educators, small business owners/employees, agricultural interests, corporate firms, health service providers, community representatives (elected and private citizen), professional industrial developers and media interests. (See Table 1.2)

Member	Place of Residence	Elective Status	Interest/ Affiliation
Gus Brown	York	Yes	County Commissioner
Jerry Elfring	York	No	Manufacturing
Noreen Fitzgerald	York	No	Economic Developer
Jim Green	McCool Junction	No	Municipal
Merlyn Hansen	York	No	Business
Terry Kenealy	York	No	Education
Steve Michel	Henderson	No	Finance
Pam Norquest	McCool Junction	Yes	Municipal
Barry Redfern	York	Yes	Municipal
William Scheve	York	No	Finance
Matt Spanjers	York	No	Business
Craig Vincent	York	No	Utilities
Bob Wolfe	York	Yes	County Commissioner

The York County CEDS Committee is constituted of the representatives of both private enterprises and public bodies. These representatives work to promote economic development in the county and area communities and providing local leadership on issues of business, transportation, housing and tourism development.

Working to develop its goals, objectives, and strategies, the CEDS Committee was representative of county-wide stakeholders. (See Table 1.2) Three general work sessions were completed for the purpose of gathering input.

Throughout the CEDS development process, the CEDS Committee brought forward insights from their individual capacities and discussions with other stakeholders. Staff of the Southeast Nebraska Development District gathered this information and used it for the foundation of the final CEDS strategic planning and priority setting effort of the CEDS Committee on April 18, 2006.

2. Strategic Planning Process

The York County CEDS is built upon a vision for the future. This vision has long-range measurable goals and strategies that lead to the achievement of those goals.

The CEDS Committee participated in the plan development process and reviewed information gathered through research activities, compilation of community activities, and strategic planning activities.

The 2006 York County CEDS presents a comprehensive review of regional trends, an inventory of environmental resources and assets, while focusing upon the opportunities and challenges presented by the county's and region's changing economy.

Basic community-based infrastructure and systems, including roads, community facilities, housing, and support services, serve not only local residents and business and industry but also the larger region and visitors. In addition, investments that enhance the economic well-being of county residents, whether by private or public sector entities, also contribute to the region's economy by enhancing regional income and employment opportunities.

2.1 Stakeholders

Recognition of stakeholders in the future prosperity of York County helps identify partners for economic development. As part of their analysis, local leaders can incorporate this information into their assessment of what groups, organizations or representatives they have the opportunity to partner with for development purposes. This assists in their determination if the identified opportunities and challenges are best able to be addressed by local institutions or other entities.

A stakeholder is any person, group or organization that can place a claim on a region's attention, activity, resources, products or services and anybody affected by an area's action has a "stake" in the future of the region. A stake is merely an "interest," something to gain or lose depending on what a region does and how. An interest can be economic, social, sentimental or historical; consequently, stakeholders have needs and expectations that center on a region's ability to provide, produce or preserve something.

A non-exhaustive list of York County's stakeholders would include:

STAKEHOLDERS	
<ul style="list-style-type: none"> > The Board of Commissioners of York County as the governing body of York County > York County's municipalities > Local chambers of commerce > Elected officials > Business and economic development entities > York County residents > York County workers > York County's youth > York County's parents > York County's seniors > Future generations of York County residents > Businesses wanting to enter the local market > Businesses outside the County patronized by York County residents > Businesses outside the County employing residents of York County > Agriculture operators and service providers > Area Fire Departments and Auxiliary organizations 	<ul style="list-style-type: none"> > Banking and financial institutions > Civic and religious organizations > Perennial Public Power District > York County property owners > People who would like to buy or rent property in York County > Utilities serving York County residents and businesses > Jurisdictions receiving sales, income or property taxes > Local, regional, state and federal governmental entities > Southeast Nebraska Development District > Community service providers > Schools, community colleges, and other institutions of higher education > Hospital and other healthcare providers > Enterprises and Industry throughout York County > Travelers who visit York County for recreation, business, etc.

2.2 Environmental Scan

Meetings and discussions conducted during the planning process were used to identify key issues, both internal and external constraints and opportunities. This activity provided an environmental scan of issues of concern to private and public entities in York County. Identification of these issues can assist in developing priorities to guide coordinated activities that address York County's competitive advantages and disadvantages. A summary of the constraints and opportunities identified via these meetings and discussions is provided below.

IDENTIFIED CONSTRAINTS	
<ul style="list-style-type: none"> ✧ Water quality concerns across the county ✧ Water system upgrades – Cost ✧ Water quantity concerns for irrigators ✧ WWTF operations have limits to future service – affects economic development ✧ Lack of coordinated planning across county to minimize and maximize Interstate 80 corridor impacts ✧ Labor market information ✧ Nursing occupation recruitment has been difficult over time ✧ Interlocal governmental cooperation in planning and development ✧ Awareness of opportunities among area youth ✧ Smaller school systems facilities concerns ✧ Lifelong learning opportunities restricted by resources – staffing, budgets, infrastructure availability ✧ Unpredictable English-as-a-second language enrollments affects schools ✧ Affordability of advanced telephony services across the county ✧ Availability of wireless/cellular services and dead spots ✧ Market size limits competition among telephony services providers ✧ Industrial park/tract expansions is costly (land, service extensions) ✧ Perception created by labor statistics data ✧ Data to demonstrate availability of labor to market region to business 	<ul style="list-style-type: none"> ✧ Natural gas expansion to serve smaller communities is cost prohibitive ✧ Lack of utility services (natural gas and telephony, for example) does impact economic development efforts ✧ Market size – limited size of region's population affects employee and business recruitment efforts ✧ Lack of housing choice for work force (management and labor) ✧ Affordable housing throughout county ✧ Availability of appropriate housing serving particular market segments (affordable, special need, and executive) ✧ Availability of venture capital, particularly 10K-20K level and higher risk uses ✧ Competition among jurisdictions' manufacturing recruitment incentives increasingly costly ✧ Depth of tourism attractions limits economic impact ✧ Housing stock is aged and does affect business recruitment efforts ✧ New housing market is limited within county – with exceptions ✧ Housing barriers for both owner and rental occupied units – costly infrastructure development ✧ Emergency services providers' resources to react to nuclear waste transport via Interstate 80 corridor ✧ Emergency services providers concern about Homeland Security demands on staffing and resources

IDENTIFIED OPPORTUNITIES

<ul style="list-style-type: none"> ✧ Regional water system to serve communities ✧ Value-added agriculture - livestock ✧ County and municipal coordination of investment supporting growth ✧ Tourism attractions develop depth ✧ Interstate 80 Corridor – six access points in county ✧ Economic development tools available to assist local businesses (private, local, regional, state, federal) ✧ York Airport improvements to assist economic development efforts ✧ U.S. and Nebraska highway network complements Interstate 80 ✧ Completion of Pan American Highway continental route – Investment in expressway upgrade in county and region ✧ Enhance City of York’s 12th Street Corridor supporting business development to U.S. 81 expressway ✧ Coordinated planning across county to fully benefit from Interstate 80 Corridor ✧ Current labor market study completion ✧ Completion of Retail Market Study for long term guidance ✧ City of York is a hub in area labor-shed ✧ Strong cooperative efforts among area manufacturers – York County Manufacturing Council ✧ Strong facility / structure resources availability in York County ✧ Strong business succession services available ✧ National and international prospects for industrial recruitment ✧ Strong business development services availability (peer-to-peer, REAP, entrepreneurial assistance) ✧ Available public power and utility presence and supply ✧ Training programs (local, regional, state) 	<ul style="list-style-type: none"> ✧ Existing industrial parks have capacity ✧ Excellent access to industrial tracts ✧ Existing continuum of care health facilities across county ✧ York Regional Hospital services excellent ✧ Henderson Hospital services excellent ✧ Health care system linked to regional system via Lincoln Bryan LGH ✧ Value-added agriculture - manufacturing ✧ Target downstream by-product development, esp. value-added ag. ✧ County and municipal coordination of investment supporting growth ✧ Excellent school systems ✧ Build on distance learning opportunities ✧ Building awareness among youth about opportunities ✧ Higher Education opportunities – York College investments and recruitment success ✧ Higher Education opportunities – Southeast Community College programs and partnerships ✧ Develop WiFi presence in county ✧ Presence of two natural gas providers ✧ Zoning is in place through out county ✧ Transportation planning to guide development efforts ✧ Continued planning and zoning activities positioning communities for growth ✧ County has good housing continuum opportunities ✧ Continued housing rehabilitation program in county ✧ Opportunities for conversion of structures into housing units ✧ Outdoor recreation opportunities abound ✧ Regional sports facilities markets ✧ McCool Junction Racetrack is a major attraction to build on ✧ Proximity to metropolitan areas ✧ Developed presence of tourism support services
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2.3 Strategic Issues

The Comprehensive Economic Development Strategy planning process has included participants representing diverse interests from across York County in order to establish a coordinated local economic development effort within the county and region.

Strategic issues are a response to economic opportunities and adjustment challenges. Identification of strategic issues within the framework of the CEDS process enables local leaders, both private and public, guide economic development efforts in a focused manner that builds upon an understanding of the area's changing economy. These strategic issues are about what York County, as a community and within the region, will do and why, and where, and when, and how, and to or for whom.

The CEDS Committee recognized that many strategic issues could be grouped into common sets of superordinate issues toward which to direct available resources. These issues illuminate broad policy questions and direction setting that will help York County assist efforts to increase employment and income opportunities and serve stakeholders effectively, efficiently, and responsibly.

The CEDS Committee identified strategic issues within York County. Six superordinate issues emerged and these are presented below.

✧ **Planning for Community and Economic Development**

Zoning is in place throughout the county. Recent updates have been completed by York County, Bradshaw and Waco. The City of York and McCool Junction are in process of updating Comprehensive Development and Zoning plans.

Growth and development imposes costs on communities. Positioning a community to succeed requires continued planning activities in numerous areas.

Coordinated planning across the county is imperative given the Interstate 80 Corridor impacts

The need to update or commission the creation of **Transportation, Labor Market** and **Retail Market** studies has been identified as a critical issue.

Water quality is an issue for communities across the county. York County completed a water study looking at Rural Water District options within the past six years.

❖ **Community Infrastructure**

Community wastewater treatment facilities have limits to future service capacity. This impacts several facets of a community's ability to serve its residents.

The ability of communities' wastewater treatment facilities to handle industrial waste for new industry is limited; posing a potential barrier to economic development activities.

Replacement or improvements to existing facilities may impose financial burdens on community residents.

Water quality issues affect communities' ability to respond to increasing burdensome mandates in operating water and waste water systems.

Water quality impaired by nitrates affects the ability of public water suppliers to adequately serve their communities. And "clean water" mandates increasingly are affecting the ability of communities to meet operational requirements.

Regional water distribution systems have been identified as an option to support community-based public water supplier systems which have numerous scattered well sites that are not easily interconnected.

Natural gas service is not available in every community in the county. The cost of service extension to smaller communities may be cost prohibitive, impacting economic development efforts in those communities.

Housing development barriers have been identified that impact the ability of communities to provide for new housing construction. These include the cost of infrastructure provision and extension.

Housing opportunity is an identified need throughout the county. Housing development strategies need to be reviewed and/or developed to meet the need.

Examples of housing programs include targeted first time homebuyer, rehabilitation, weatherization, energy efficiency and housing choice opportunities.

Emergency services providers are tasked with serving the Interstate 80 corridor. This imposes personnel and resource burdens on communities that not only must respond to traffic accidents but also potential nuclear waste transport and Homeland Security concerns.

✧ Economic Development

The York County area business assistance tool box includes services and resources that provide diverse tools to assist business development and recruitment activities.

- > Strong business development services
 - > Strong business succession service offerings available
 - > Strong building/structure resources availability in York County
 - > Need for venture capital resources, particularly in the \$10K-20K level and higher risk threshold flexibility
 - > Increasing burden of financial incentive recruitment competition
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Representatives of York County economic development agencies have developed liaisons with other agencies, resources and programs to provide business development services.

Overcoming labor supply availability perceptions is a key issue affecting industrial recruitment

Excellent transportation systems serve York County. This supports recruitment of national and international prospects.

Industrial parks/tracts are available across the county. Communities with existing industrial parks that have available capacity include Benedict, Bradshaw, McCool Junction, and York

- > Expansion of existing and development of new industrial sites face barriers of availability of land, cost of land, cost of service extensions
 - > Existing industrial tracts have excellent access to via highways, railroad spurs and airport services
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Value-added agriculture manufacturing represents a growing industry in York County and the region. Opportunities exist to expand both primary and downstream industries in York County.

Development along U.S. Highway 81 expressway offers opportunities for communities in the corridor.

Improvements to existing municipal arterial and business routes connecting "Old 81" and the new Highway 81 expressway affords opportunity and challenges for communities' business development and local budgets.

Interstate 80 Corridor offers excellent services and opportunities with six access points and supporting services.

✧ Value Added Agriculture

Value-added agriculture is an important industrial activity in York County and one that offers additional opportunities for area enterprises and residents.

Opportunities include expansion of existing industries such as livestock feeding, seed corn and bioethanol (corn) operations. New opportunities include biodiesel and biomass facilities and food processing manufacturing.

York County is a leading producer of corn in the State of Nebraska. Irrigated acreage ensures a reliable supply of inputs for value added agriculture enterprises.

York County has an excellent transportation system supporting industrial activity across throughout the county. Highway, railroad, and airport services are readily available and can be extended to existing and new industrial tracts.

The agriculture industry, both traditional and ag-manufacturers, utilize advanced telecommunication services to improve their competitiveness in the global market. The lack of available or affordable telecommunication services across the county is an identified concern.

✧ Labor Force

York County is a hub in the area laborshed. A low unemployment rate in York County and surrounding area is a constraint to economic development. Identified issues and needs include:

- > Statistics on labor supply understates availability of labor resources.
 - > Undertake a study to demonstrate availability of labor resources in the region.
 - > Continue cooperative efforts among area manufacturers to address concerns.
 - > Assist York County Manufacturing Council with labor resource issues, including recruitment, housing issues, and training.
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York County has a good continuum of housing opportunities but there are identified concerns that affect labor / work force recruitment retention.

The new housing market is limited within the county, particularly to York and McCool Junction.

A housing barrier for workers is the depth of housing options for both owner and renter unit availability with modern amenities. This is due to the median age of the housing stock.

Proximity to the metropolitan areas of Lincoln and Omaha is a positive attribute to economic development and labor recruitment in York County.

✧ Community Development

A full array of advanced telecommunication services are available in the county but there are areas that underserved or poorly served with competitive offerings and costs. Market size limits competition among providers and the delivery of services across the county.

Primary and secondary education systems throughout the county, both public and private, provide excellent services. Higher education institutions in the county and region provide liberal and technical education opportunities. Life-long learning opportunities serve the area but are limited by providers' staffing and infrastructure resource availability.

Availability of appropriate, affordable housing opportunities is an identified concern in the county. Developing strategies to address these issues will assist future economic development opportunities.

Financing for and feasibility of infrastructure development will require cooperative efforts on the part of public and private entities. Enhancing and establishing partnerships with existing and new businesses is an ongoing commitment by local and area economic development agencies.

The health system continuum of care is excellent in the county and region. Recent investment in services and facilities is supported by the community.

Recreation opportunities abound in York County. Development of new, complementary and enhancement of existing facilities (trails, parks, fields, raceway) would create depth of amenities and new recreation and tourism opportunities

2.4 Vision Statement

The CEDS Committee worked through the planning process and developed a strategic vision to guide economic development efforts toward attainment of identified goals.

Creating a sustainable and diversified economy supporting strong communities with a high quality of life, expanding traditional and new industry sectors and providing income and employment opportunities for residents and businesses.

Observation and insights gathered through the planning process can be woven together under the unified theme of positioning area businesses and residents to surmount challenges and utilize opportunities to enhance community economic development.

2.5 CEDS Goals

The Comprehensive Economic Development Strategy for York County is framed within five broad based goals. These include:

- [] To support and enhance civic engagement in York County
- [] To enhance public infrastructure systems in York County
- [] Encourage and support economic development in York County
- [] To improve the overall quality of life in York County
- [] Encourage and support value-added agriculture initiatives in York County

These five broad goals respond to the analysis of the area's development potential and challenges, as identified through the planning process conducted by the CEDS Committee. Goals are general statements that provide the basis for formulating the policy objectives and serve to guide strategic activities of the CEDS Committee, area officials, and economic development stakeholders.

York County
Comprehensive Economic Development Strategy -- Goals
(Not in ranked order)

1. To support and enhance civic engagement in York County	
<ul style="list-style-type: none"> ◇ Growth and development requires continual planning and zoning for facilities, transportation, land use, housing ◇ Coordinated planning across county is imperative give Interstate 80 impacts ◇ Promote continuum of care facilities ◇ Promote transportation system developments at all levels of government ◇ Develop youth involvement programs 	<ul style="list-style-type: none"> ◇ Support development of education systems and partnerships at primary, secondary and post-secondary levels ◇ Support public-private partnerships in community and economic development ◇ Capitalize on geographic proximity to metropolitan areas ◇ Assess emergency service provider recruitment needs and availability

2. To enhance public infrastructure systems in York County

<ul style="list-style-type: none">✧ Community wastewater operations have limits for future service✧ Interstate 80 Corridor development opportunities at each of six access points across county✧ U.S. Highway 81 expressway development✧ Regional water system(s) could address water quality issues of nitrates and arsenic✧ County-wide transportation planning is necessary for long term guidance✧ Advanced telecommunication services affordability across the county limits opportunities✧ Market size limits competition among telecommunication services providers✧ Interstate 80 corridor imposes many costs on emergency services across county	<ul style="list-style-type: none">✧ Communities have numerous scattered wells that are not easily interconnected✧ Enhance York's 12th Street corridor supporting development to U.S. 81 expressway✧ Impacts of consolidation and parochial systems on public school resources✧ Market size affects availability of wireless/cellular, cable, and internet services✧ Cost of extending natural gas services to smaller communities impacts development✧ Expansion of existing and new industrial sites are limited by cost, availability of land, and service extensions✧ Housing barriers include cost of infrastructure provision and extension of services
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3. Encourage and support economic development in York County

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| <ul style="list-style-type: none"> ✧ Support housing development initiatives addressing choice, affordability, and availability ✧ Enhance economic development tools ✧ Promote entrepreneurial education ✧ Promote business succession services ✧ Build on existing seed corn industry ✧ Assess opportunities to address perception of labor supply availability created by labor supply statistics ✧ Identify property assembly issues ✧ Develop tourism opportunities by building depth of attractions and support services ✧ Continue planning and development activities supporting strong transportation system ✧ Expand availability of industrial building and structure resources ✧ Expansion of existing and new industrial sites are limited by cost, availability of land, and service extensions ✧ Develop venture capital resources complementing existing tools (particularly \$10K-20K and higher risk threshold) | <ul style="list-style-type: none"> ✧ Continue to support value added agriculture development and employment ✧ Support distance learning opportunities ✧ Continue workforce development cooperative efforts among area manufacturers ✧ Develop WiFi presence in York County ✧ Build on City of York as an area hub in labor-shed ✧ Assess options to address community wastewater treatment facilities capacity to serve industrial waste ✧ Develop long term planning for retail services via Retail Market Study ✧ Enhance resources for recruitment efforts targeting national and international industrial prospects ✧ Capitalize on proximity to metropolitan areas of Lincoln and Omaha ✧ Build on opportunities offered by McCool Junction Racetrack speedway attraction ✧ Develop alternatives to address financial incentive demands in recruitment efforts |
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4. To improve the overall quality of life in York County

<ul style="list-style-type: none"> ✧ Continue to support continuum of care health systems ✧ Available housing continuum opportunities but issue of aged housing stock (amenities, size) ✧ Promote economic development to expand employment and income opportunities ✧ Support distance learning opportunities ✧ Expand opportunities for use of regional sports facilities ✧ Promote interlocal cooperation and initiatives on water issues ✧ Support higher education initiatives and investments at York College ✧ Promote planning and zoning efforts 	<ul style="list-style-type: none"> ✧ Support for county senior transportation services for intra- and inter-county accessibility ✧ Expand existing housing rehabilitation program ✧ Develop opportunities for conversion of structures into housing units ✧ Promote rehabilitation of rental unit stock ✧ Address staffing and infrastructure availability affecting life-long learning opportunities ✧ Continue and expand public-private partnerships with Southeast Community College; develop campus presence in York County
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5. Encourage and support value-added agriculture initiatives in York County

<ul style="list-style-type: none"> ✧ Support and target value-added agriculture ✧ Water issues are affecting county irrigators ✧ Implement livestock feedlot assessment recommendations ✧ Telecommunication services availability outside incorporated areas 	<ul style="list-style-type: none"> ✧ Build on existing resources by identifying and targeting food processing industries ✧ Promotion of biomass facility development ✧ Promotion of biodiesel facility development ✧ Highway and rail transportation systems provide competitive edge
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Resources & Time Frames

Partnerships with a variety of organizations and agencies in the region are a key to successful implementation of the CEDS. Those activities which address the areas or issues of greatest need and/or best enhance the region's competitive advantages were identified through the planning process. They represent identified activities that will have positive economic, environmental, and social impacts on York County and its region. The expected time frame and required resources for completion of objectives and activities are identified below.

The time frames established for completion of objectives and activities are:

<u>Term</u>	<u>Number of Years</u>
Short term	1 to 2 years
Mid term	3 to 4 years
Long term	5 or more years

Goal 1: Support and Enhance Civic Engagement in York County							
Specify Area	Task to be Implemented	Implementation Plan	Resources	Expected Results	Performance Measures	Timeline	Evaluation Indicators
County-wide	County-wide and regional leadership cooperative initiatives	Support and expand Leadership York Program	Local, regional and state agencies	Civic involvement and collaborative activities strengthening private-public initiatives	Number of communities and organizations utilizing program services	Ongoing	Number of collaborative and community partnerships
County-wide	County-wide and regional youth-oriented programs	Support and expand Youth Leadership York Program	Local, regional and state agencies	Youth involvement and awareness of area opportunities strengthening youth retention	Number of youth and organizations utilizing program services	Ongoing	Number of youth participants and program sponsorships and partnerships
County-wide	Planning in support of development activities	Completion of York County Comprehensive Plan update	Local	Consensus on future development needs and opportunities in unincorporated areas of York County	Completion of study	Short term	Completion of study
County-wide	Interlocal governmental planning on Interstate 80 Corridor issues	Council of government meetings to collaborate on Interstate 80 Corridor issues	Local	Cooperative and collaborative efforts concerning Interstate 80 Corridor issues	Number of communities committing to efforts	Mid term	Interlocal governmental awareness of issues
County-wide	Civic organization promotion	Support engagement and recruitment of organizations in civic life	Local	Stronger civic organization working to improve quality of life in York County	Efforts conducted by local organizations	Ongoing	Membership numbers in civic organizations

Goal 2: To enhance public infrastructure systems in York County							
Specify Area	Task to be Implemented	Implementation Plan	Resources	Expected Results	Performance Measures	Timeline	Evaluation Indicators
Regional	Enhance provision of county-wide sanitary landfill services	Develop County-City Municipal Landfill	Local, grant / loan funds (state and federal)	Licensed facility serving county industries and residents	Facility development (concept, budget, timeline, funding)	Ongoing	Development milestones
Communities in York County	Encourage development of housing by private developers	Review municipal zoning and future land use plans to accommodate new housing development in all income ranges; Build streets and provide utilities as needed; Encourage spec housing	Private, local, state and federal funds	Additional housing within communities supporting economic development strategies	Number of parcels and units developed, municipal improvements, acres of municipal land use for housing	Ongoing	Community growth; Increased property base; Housing Choice and Opportunities
County-wide	Public transportation services	Review present service level and projected need; implement affordable, accessible transportation services	Local, regional, state and federal agencies and funds	Provision of accessible and affordable public transportation services serving York County residents	Review present system and projected needs; Identify program and fleet resources; ridership figures	Ongoing	Study milestones; Service levels; ridership figures
County-wide	Availability of advanced telecommunications services	Identify and encourage private service provision of advanced telecommunications services to business, industry and residential consumers	Private, Local	Improved telecommunication services	Assessment of services, type of new or improved services, cost to consumers, areas affected	Ongoing	Improve availability and/or delivery of services
County-wide	Civic organization promotion	Support engagement and recruitment of organizations in civic life	Local	Stronger civic organization working to improve quality of life in York County	Efforts conducted by local organizations	Ongoing	Membership numbers in civic organizations

Goal 2, continued: To enhance public infrastructure systems in York County

Specify Area	Task to be Implemented	Implementation Plan	Resources	Expected Results	Performance Measures	Timeline	Evaluation Indicators
City of York	Develop new municipal well field	Secure resources to identify and assess development of basic public works facilities	Local, state, federal	Provision of basic infrastructure systems serving residents and industry	Status of project, resources secured, facility development, service numbers	Ongoing	Affordable, secure public services to the public
County-wide	Improve roadways including reconstruction and new construction serving industrial traffic	Continue supporting four-lane US Hwy 81 improvements	Local, state, federal	Improved access to region	Completion of by-pass in City of York and development to north	Ongoing	Status of project in the State plan
City of York and Waco		Improve Nobes Road / 12th Street	Local, state, federal	Improved accessibility and serviceability of roadway	Roadway development (concept, budget, timeline, funding)	Long term	Traffic/Truck volume and development of parcels along roadway
McCool Junction		Reconstruct 8th Street from 'O' to extending street	Local, state, federal	Improved accessibility and serviceability of roadway	Roadway development (concept, budget, timeline, funding)	Mid term	Number of businesses and jobs retained
County-wide		County bridge deficiency improvements	Local, state, federal	Improved accessibility and serviceability of roadways	Bridge assessments; Budget projections; Timeline and Funding proposals	Ongoing	Number of bridges identified as structurally deficient
McCool Junction		Update of Comprehensive Development Plan	Conduct and complete public conversations and document creation	Local	Community guidance for community development efforts	Completion of study	Short term
City of York	Update of Comprehensive Development Plan	Conduct and complete public conversations and document creation	Local	Community guidance for community development efforts	Completion of study	Short term	Completion of study and implementation of activities
Benedict	Interstate 80 access improvements	Develop designs and program to improve roadway access to Interstate 80	State, Federal, County	Improved transportation system serving community and industry	Programming on state road plans	Long term	Monitor progress with NDOR

Goal 2, continued: To enhance public infrastructure systems in York County

Specify Area	Task to be Implemented	Implementation Plan	Resources	Expected Results	Performance Measures	Timeline	Evaluation Indicators
McCool Junction	Interstate 80 access improvements	Develop designs and program to improve roadway access to Interstate 80	State, Federal, County	Improved transportation system serving community and industry	Programming on state road plans	Long term	Monitor progress with NDOR
County-wide	Assess infrastructure resources supporting Biomass facility	Secure resources to assess opportunities to support value added agriculture facilities	Local, state, federal	Position York County to facilitate development of value added agriculture facilities	Status of project, resources secured,	Long term	Organization efforts to begin project and activities
County-wide	Interstate 80 Interchange development	Access at interchange number 366	Local, state, federal	Improved access to region and opportunities for development	Compatible development zoning and State Highway Plan status	Ongoing	Local champion efforts and status of State plan
		Access at interchange number 360					
		Access at interchange number 353					
		Access at interchange number 348					
		Access at interchange number 342					
		Access at interchange number 338					

Goal 3: Encourage and support economic development in York County							
Specify Area	Task to be Implemented	Implementation Plan	Resources	Expected Results	Performance Measures	Timeline	Evaluation Indicators
All Communities	Industrial pretreatment system needs assessment	Develop assessment of need and potential resources to apply	Local, state and federal agencies	County-wide readiness to address industrial WWTF needs	Proposal development (stakeholders, concept, budget, funding) and programming	Ongoing	Completed needs assessment
Henderson	Expansion of the tourism/recreation industry	Create Immigrant House Property attraction	Local-regional groups, state and federal	Heritage tourism added to attraction density and employment growth	Facility development and master plan for operation; programming	Ongoing	Facility restoration, programming and attendance figures
Henderson	Expansion of the tourism/recreation industry	Enhance the Christian Music Festival event	Local, industry groups, grant funds (state and federal)	Cultural tourism expands attraction density; employment growth	Number of scheduled acts / performances and attendance figures	Long term	Number of performances and attendance figures
Region	Expansion of the tourism/recreation industry	York County Fair event expansion	Local, regional and state agencies and funds	Expansion of County Fair to four day event	Proposal development (stakeholders, concept, budget, funding) and programming	Ongoing	Stakeholder ownership, programming and attendance figures
County-wide	Expansion of the tourism/recreation industry	Tourism Development Plan and Attraction Density Measurement	Local, regional, state resources	Expansion of tourism overnight draws and number of attractions	Completion of plan	Mid term	Number of overnight hotel stays; Tourism support industry figures
Region	Expansion of the tourism/recreation industry	Wessel's Living History Farm	Local, regional, state resources	Enhance attraction density; programming, employment growth	Facility development (concept, budget, timeline, programming)	Ongoing	Attraction and programming milestones
York County	Maintain York County Visitors website	Coordinate and implement website to market tourism industry	Local, regional resources	Website delivering comprehensive county-wide information	Operational performance	Ongoing	Collaborative effort and comprehensive scope
County-wide	Planning supporting economic development	Create TARGET Study for York County	Local, state	Analysis of community and industrial development opportunities	Completion of study	Mid term	Completion of study

Goal 3, continued: Encourage and support economic development in York County

Specify Area	Task to be Implemented	Implementation Plan	Resources	Expected Results	Performance Measures	Timeline	Evaluation Indicators
York County	Encourage Business Owners to participate in Business Transfer Seminars for Southeast Nebraska	Contact York County business-owners at or near retirement age to plan for the sale and/or transfer of their business	RBEG, NBCD, SENDD, Private, YCDC Chambers, Businesses, Media Outlets	To educate local business-owners as to the process associated with getting their business ready to sell/transfer	Attendance at seminars/assessment of usefulness of seminars	Short term	Attendance at seminars/assessment of usefulness of seminars
York County	Encourage local entrepreneurs to invest in existing businesses, expand market share or in the development of a new product/service.	Hold seminars to educate entrepreneurs in business planning, accessing capital and marketing	Grants/private, local, regional, state and federal resources	To educate entrepreneurs in starting a new business, buying an existing business or expanding products/services	Proposal development (stakeholders, concept, budget, funding) and programming	Ongoing	Collaborative effort and comprehensive scope
York County	Encourage local investors to capitalize seed monies for startup business ventures	Hold meetings to educate investor on the positive impact/need for start-up business venture capital	Grants/private, local, regional, state and federal resources	To educate investors in the potential impact/need for access to seed monies for small business start-up	Proposal development (stakeholders, concept, budget, funding) and programming	Ongoing	Collaborative effort and comprehensive scope
York County	Encourage locals to retain and invest wealth in York County	Hold meetings/ develop pamphlets to educate locals for the need to maintain wealth in the county	Local, regional, state resources	To capitalize a York County Foundation, whereby the proceeds could be used for the field of interest designated by the grantor.	Proposal development (stakeholders, concept, budget, funding) and programming	Ongoing	Foundation portfolio, County-wide investments
Interstate 80 Corridor	Develop traveler campground	Create plan to assess and identify development potential	Local, private, state	New market niche for tourism-travel businesses	Identification of project champion and resources	Long term	Identification of project champion and resources

Goal 4: To improve the overall quality of life in York County							
Specify Area	Task to be Implemented	Implementation Plan	Resources	Expected Results	Performance Measures	Timeline	Evaluation Indicators
City of York and McCool Junction	Enhance facilities to offer premier softball/baseball complexes in York and McCool Junction	Identify the overall need for a softball/baseball complex and associated amenities	Local, regional, state and federal resources	Construct a premier softball/baseball complex, equipped with appropriate amenities, to attract local, state and regional tournaments	Public input (surveys, meetings) on the need for a softball/baseball complex and associated amenities.	Short term	Number of patrons utilizing the complex, including tournaments, organized summer programs, etc.
Region	Expand water-based recreation	Develop Butler County NRD Lake	Local, regional, state and federal resources	Recreation area for residents	Plan Status	Mid term	Water-related recreation resource used by residents
McCool Junction	Encourage development of recreation industry	Recreation area and campground	Local, state	Tourism support facility	Public input on need for tourism support facilities, development proposal of facilities	Ongoing	Local champion developing proposal
City of York	Develop regional multi-use sport complex (16 field)	Enhance existing soccer field facility and associated amenities	Local, regional, state and federal resources	Construct a premier soccer complex, equipped with appropriate amenities, to attract local, state and regional tournaments	Public input (surveys, meetings) on the need for a soccer complex and associated amenities.	Long term	Number of patrons utilizing the complex, including tournaments, organized summer programs, etc.
City of York	Development of a new YMCA facility	Assess project potential and resources	Local, private	Community facility providing new services	Proposal development and public support	Long term	Local champion supporting project
City of York	Create community trail system master plan	Create project committee to implement process	Local, private, state	Identification of trail system and resources for community resource	Proposal development and public support	Ongoing	Local champion supporting project
McCool Junction	Create new community trail plan and system	Create project committee to implement process	Local, private, state	Identification of trail system and resources for community resource	Proposal development and public support	Ongoing	Local champion supporting project

Goal 4, continued: To improve the overall quality of life in York County

Specify Area	Task to be Implemented	Implementation Plan	Resources	Expected Results	Performance Measures	Timeline	Evaluation Indicators
County-wide	Provision of educational services serving residents and businesses	York Middle School construction completion	Local	Provision of excellent public education services	Construction and integration of facility in York school system	Short term	Serve identified community need
		McCool Junction Media Center	Local	Provision of excellent public education services	Construction of and integration of facility in McCool Junction school system	Mid term	Serve identified community need
Bradshaw	Encourage the reuse of community facilities	Closing of existing facilities will result in vacant, unused structures	Local, state	Identify options for the reuse of facilities	Control of facility, identification of uses, reintegration of facility into best-use	Long term	Serve identified community need

Goal 5: Encourage and support value added agriculture initiatives in York County							
Specify Area	Task to be Implemented	Implementation Plan	Resources	Expected Results	Performance Measures	Timeline	Evaluation Indicators
County-wide	Encourage location and expansion of value-added agriculture related industry	Develop Biomass facility providing fuel and by-products	Investment groups, Local, state, federal resources	Growth in value-added industry – employment and income growth	Prospects identification, resource and site assessments, marketing efforts	Long term	Number of facilities/jobs, Area resources used, Cluster development
County-wide		Livestock feeding industry expansion	Local, state resources	Growth in value-added industry – employment and income growth	Prospects identification, resource and site assessments, marketing efforts	Ongoing	Number of permitted facilities and livestock
County-wide		Develop Biodiesel facility	Investment groups, local, state, federal resources	Value-added agriculture industry utilizing local inputs – employment and income growth	Prospects identification, resource and site assessments, marketing efforts	Long term	Number of facilities/jobs, Area resources used,
County-wide	Expand seed corn industry presence	Identify prospects and market opportunities	Private, Local	Industrial investment in existing industry	Prospects identification, resource and site assessments, marketing efforts	Ongoing	Marketing contacts
County-wide	Telecommunication service availability improvement	Develop information demonstrating service needs and market	Local, PSC, Private	Improved telecommunication service availability to ag-industry	Monitor provider and PSC activity	Ongoing	Improved service availability across county
Region	Food processing industry study	Identify resources and service providers	Local, UNL, Utilities	Market assessment of food processing industry opportunities in county/region	Collaborative effort initiated to assess opportunities for growth	Ongoing	Project champion and resources secured
County-wide	Wastewater treatment facility assessment	Identify capacity and service of community wastewater facilities	Local, state	Identified facility needs to support industry	Project initiation and completion	Mid term	Identified needs and opportunities for industrial use

3. Glossary of Acronyms

A list of acronyms used in this chapter is provided below. A brief description of an agency or entity is provided, also.

<u>Acronym</u>	<u>Full Name / Description</u>
BVCA	<i>Blue Valley Community Action Partnership (BVCA)</i> BVCA is a non-profit human service agency serving a nine county core area in southeastern Nebraska. The BVCA staffs Family and Community Service Centers providing health, maternal and child, Head Start, transit and housing & rural development programs.
Byway	<i>Nebraska Byway Program – Lincoln Highway Scenic Byway</i> Communities along U.S. Highway 30 from Blair (Washington County) to past Bushnell (Kimball County) who cooperatively market tourism opportunities under the America's Byways brand.
SCC	<i>Southeast Community College</i>
CDBG	<i>Community Development Block Grant Program</i> Administered by the Nebraska Department of Economic Development, the CDBG program provides grants to eligible communities for Economic Development, Public Works, Planning and Housing activities. Source of funds is the U.S. Department of Housing and Urban Development (HUD).
Chambers	<i>Chamber of Commerce</i> Voluntary association of local businesses working together to enhance marketing of local businesses and commercial activity.
Colleges	<i>Colleges in the Region</i> This includes the public Peru State College and Central Community College and the private institutions of Concordia University, Doane College, and York College.
Cooperatives	<i>Cooperatives in the Region</i> This includes agriculture cooperatives such as Farmers Co-Operative Elevator and smaller, niche market associations organized as member-controlled cooperatives (eg, GROW Nebraska).
ED-RLF funds	<i>Economic Development Revolving Loan Funds</i> Business and industry loan funds operated by municipalities, ED groups and organizations. These are usually capitalized by loans or grants from federal agencies such as the USDA or Small Business Administration. Private (for profit and non-profit) local ED groups have capitalized RLF programs through shares sold to member.

<u>Acronym</u>	<u>Full Name / Description</u>
EDA	<i>Economic Development Administration</i> The EDA is a bureau of the U.S. Department of Commerce. EDA works with Economic Development Districts to assist industrial development activities such as provision of public works (infrastructure and industrial areas).
Entrepreneurs	<i>Small Business Enterprises</i> (usually start-up proprietorships)
FHLB-Topeka	<i>Federal Home Loan Bank of Topeka</i> A private financial institution whose membership is affiliated banks. FHLB-Topeka promotes housing and community development by providing the services and rate of return necessary to attract and retain borrowing stockholders.
Foundations	<i>Private and Non-profit Organizations</i> This category includes community foundations created to support local activities and charitable organizations created by private entities to advance particular interests such as delivery of human services, community development, cultural activities, etc.
GPRCD	<i>Great Plains Resource Conservation District</i> Great Plains RC&D is a locally sponsored multi-county organization affiliated with the U.S. Department of Agriculture. The purpose of the Resource Conservation and Development program is to encourage and assist rural areas to plan, develop, and carry out programs for resource conservation and development.
GROW Nebraska	GROW Nebraska is a non-profit organization, whose mission is focused on maximizing Nebraska's entrepreneurial spirit and focused on building Nebraska businesses globally by providing sustainable business environments through marketing, education, business building services and access to markets.
Investment Groups	<i>Private Organizations</i> Organizations of private individuals or Groups organized for specific purposes, such as an ethanol production facility and housing corporation.
Municipal	<i>City, Village, or County Governmental Entity</i> with responsibilities to provide services to their jurisdiction.
NBDC	<i>Nebraska Business Development Center</i> The NBDC at the University of Nebraska at Omaha (UNO), is a cooperative program of the U.S. Small Business Administration and UNO. Designated service areas have offices that provide business assistance such as marketing analysis and market planning services. There is a Nebraska Business Development Center located within the region in Geneva.
NDED	<i>Nebraska Department of Economic Development</i>
NDoA	<i>Nebraska Department of Agriculture</i>

<u>Acronym</u>	<u>Full Name / Description</u>
NDoL	<i>Nebraska Department of Labor</i> (Nebraska Workforce Development)
NDoR	<i>Nebraska Department of Roads</i> The NDoR administers the Transportation Enhancement Program which provides funding to local, regional and state government entities to construct and restore transportation facilities such as pedestrian/bicycle trails, development of scenic byways and restoration of historic transportation facilities.
NEDCO	<i>Nebraska Economic Development Corporation</i> NEDCO is a state-wide Community Development Corporation that offers several types of Small Business Administration Guaranteed Loans to small businesses including, SBA 504 and SBA 502 fixed asset subordinated loans for land, building acquisition and equipment, and SBA 7A working capital loans.
NGPC	<i>Nebraska Game and Parks Commission</i> NGPC makes matching grants to political subdivisions for developing outdoor recreation projects and indoor support facilities (rest rooms, maintenance, storage, and concession stands).
NETF	<i>Nebraska Environmental Trust Fund</i> The NETF is funded through the Nebraska Lottery. Grant funds are awarded by the NETF for projects meeting their priorities -- preservation and restoration of critical habitat areas, surface water quality, ground water quality, and development of recycling markets and reduction of solid waste volume and toxicity.
NIFA	<i>Nebraska Investment and Finance Authority</i>
NRD	<i>Natural Resource District</i>
NSHS	<i>Nebraska State Historical Society</i>
Non-Profits	<i>Non-Profit Organizations</i> (human service, housing agencies, foundations, etc.)
Private	<i>All Private Sector</i> businesspersons and organizations
Public	<i>All Public Entities</i> (Governmental and Quasi-Governmental, eg, cities, utilities)
Railroad ED Representatives	<i>Economic Development Agents of the Railroad Companies</i>

<u>Acronym</u>	<u>Full Name / Description</u>
RCEDD	<i>River County Economic Development District</i> RCEDD is a designated Economic Development District of the U.S. Department of Commerce Economic Development Administration. SENDD and RCEDD are sister organizations which share staff.
REAP	<i>Rural Enterprise Assistance Project</i> Initiated by the Center for Rural Affairs in Walthill, the REAP begins with a community commitment to raise seed capital funds to be used for small business loans and structured programs to provide training in business planning, management, and finance.
SBA	<i>Small Business Administration</i> The U.S. Small Business Administration offers international trade counseling for individuals and companies, with an emphasis on the practical application of successful exporting and importing procedures.
Schools	<i>Public and Private School Districts</i>
SENAHC	<i>Southeast Nebraska Affordable Housing Council</i>
SENDD	<i>Southeast Nebraska Development District</i>
UNL	<i>University of Nebraska</i> Expertise and services provided by faculty, colleges, and offices governed by the university, such as the UNL Food Processing Center's food scientists and food industry business consultants who assist food-manufacturing entrepreneurs.
UNL Extension	<i>Nebraska Cooperative Extension Service</i> Extension agents and specialists serve as faculty of the Institute of Agriculture and Natural Resources, UNL. Major areas of service include agriculture, natural resources, family living, youth development, and community resource development.
USDA	<i>United State Department of Agriculture</i>
Utilities	<i>Public and Private Utility Providers</i> (examples include NPPD, Perennial Public Power District, Aquila, etc.)
YCDC	<i>York County Development Corporation</i> The York County Development Corporation is a non-profit corporation which fosters economic development within York County and its local communities.