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BEATRICE

STAKE YOUR CLAIM

CITY HALL

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Phone: 402.228.5200 Fax: 402.228.2312

SERVICE CENTER

500 North Commerce Street | Beatrice, NE 68310
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April 18, 2016

It is my pleasure to present the 2016-2021 Beatrice Strategic Plan.

This plan reflects the input of engaged citizens, community and business partners, City Council members, and city staff members. The effort represents the first community-wide strategic plan in our city's history.

The City of Beatrice began the strategic planning process in the fall of 2015. The city utilized common city/community building themes to provide the foundation for the plan's seven key outcome areas: housing growth; infrastructure development; economic vitality; environmental sustainability; outstanding community services; educational opportunities; and good governance. We developed the strategic objectives in each strategy area through extensive analysis of citizen needs and desires, local and national trends, and information provided by experts within the community. These objectives will guide the work in all city service areas for the next five years.

The Beatrice Strategic Plan is a tool that clearly expresses community priorities to direct a shared community development purpose. I am confident that this year's planning process will lead to a comprehensive and responsive development that balances the diverse needs of our community through its emphasis on accountability, partnership, innovation, and efficiency.

I want to convey my appreciation to the citizens who provided their time and input to the process, the City Council members for their leadership, and community leaders for their hard work and commitment to Beatrice.

Sincerely,

Stan Wirth
Mayor

Why Do Strategic Planning?

If community development strategies are to have any meaning, they must be accompanied by deliberate planning efforts to move community organizations and leaders toward a desired future. This requires clearly defined strategies, proactive objectives, committed leadership, and effective management. Above all, it requires managing the forces of change. Those forces include community demographics, state and federal mandates, fiscal constraints, economic conditions, emerging technologies, and many other influences on civil society. High performing organizations are those that learn to anticipate and adapt to change by creating value for those we serve, and motivation and meaning for those who serve them. The best tool for accomplishing these objectives is strategic planning.

The Strategic Plan is organized around seven primary themes that can alter the city's development path: Environment, Government, Economy, Community Service, Infrastructure, Housing, and Education. Specific objectives and actions move the community towards an achievable future.

Each theme embraces detailed community-driven strategies that provide well-positioned and well-timed public and private strategic interventions. The goals should remain constant over time and should only be revised to reflect significant community changes or unanticipated events. A list of measurable objectives will allow the community to track progress toward accomplishing the strategy. Objectives cover the five-year planning period from the date the Beatrice Strategic Plan was adopted, or revised in the future. Actions are the steps needed to meet the objective. Additional actions may be developed at the Strategy Advocate and/or Responsible Party level to align community organization with the strategies and objectives.

This plan is intended as a work in progress. While the strategies should remain constant, the objectives and actions will need to be periodically reviewed and refined. Responsibility and accountability drive the community to accomplish objectives and action items within strategic planning. At the same time, responsibility and accountability provides an avenue to recognize failures in completing objectives and action items while also providing the opportunity to reassess and amend to create an achievable objective and action item. The Mayor and City Council should request a monthly update regarding of all strategies.

The following is the process and output from the strategic planning process.

The Strategic Plan is organized around seven primary themes that can alter the city's development path:

- **Environment**
- **Government**
- **Economy**
- **Community Service**
- **Infrastructure**
- **Housing**
- **Education**

Participation Plan

In October 2015, the City of Beatrice engaged Olsson Associates to develop a community strategic plan that focused on improving existing conditions around seven primary themes: Environment, Government, Economy, Community Service, Infrastructure, Housing, and Education. Furthermore, the planning process was designed to identify specific strategies that would guide community leaders and organizations toward a desired outcome.

Kickoff Meeting

A kick-off meeting was held with city staff members on October 22, 2015. Tobias Tempelmeyer, city administrator, led off the meeting by stating the city's expectation of the Beatrice Strategic Planning process. Mr. Tempelmeyer and Olsson brainstormed potential members for a community Steering Committee. Olsson presented an overview of the information collection process for gaining strategies that encompass a well-rounded community perspective, including: government, education, environment, economy, community service, infrastructure, and housing.

Following the kick-off meeting, Mr. Tempelmeyer provided a list of key businesses/employers, service providers, education leaders, and other community leaders that would form the Steering Committee. This list included detailed contact information. Olsson Associates engaged Steering Committee members via email, and phone communications (as appropriate) and encouraged them to attend upcoming Steering Committee meetings and provide their valuable input into the strategic planning process.

Steering Committee Meeting

Olsson staff members provided the current benchmark of "Beatrice Today." This included general economic and demographic statistics providing current conditions. The "Beatrice Today" information is presented in

Appendix A.

Olsson uses a place-making approach with comprehensive community-based participation at its center, and focuses on capitalizing local assets, inspiration, and potential. The process results in the creation of quality of place strategies that contribute to people's health, happiness, and well-being. The community strategy themes are symbolized in a graphic that highlights community building topics that were used to guide discussion and focus in the planning process.

Steering Committee members then broke into teams and spent 15 minutes per topic discussing strengths, weaknesses, opportunities, and threats. Following this exercise, each committee member applied stickers on their top three priority statements. This led to the development of 35 strategy statements.

Steering Committee Strategy Engagement

Following the Steering Committee meeting, members were asked to perform a photographic survey in which they went out into their community and took photos of both the good and the bad aspects of Beatrice. This process allows the Steering Committee members to become even more engaged in their community and to focus, through photos, on "how" they see their community now and "how" they desire their community to look in the future. Also, photographic surveying provides a physical benchmark for the success of this strategic planning process.

Steering Committee Strategy Prioritization

In mid-December 2015, the Steering Committee members were engaged via a Survey Monkey, Internet-based poll, to allow each member to select his or her top 20 strategic priorities. This process allows the Steering Committee to narrow its 35 Strategy Statements to 20 Strategic Statements. Prioritization is an extremely important step

in the Strategic Planning Process because this allows each Steering Committee member to independently assign a value to his or her own interest and goals for the Strategic Plan.

Steering Committee Strategy Engagement

The Steering Committee was engaged by email communication to review the 20 specific strategies and provide their valuable input. Each strategy contained a brief description of the aspect(s) that the strategy will address, step-by-step action items, assignment of the strategy to specific person or “champion of the cause,” a cost benefit analysis, and follow-up/accountability strategy.



Public Engagement

On March 2, 2016, an Open House was held to review each strategy with city staff members, community stakeholders, and members of the public. This meeting served to gauge the community response to define the strategy, objective, and action step. Additionally, the Open House provided an opportunity to further identify the appropriate agency or organization responsible for implementing a stated strategy or objective and prioritized strategies or objectives.

General public engagement is critical to any community planning process, as it creates “buy-in.” This step of collecting and aggregating public input data to include in the strategic plan and documents provides the opportunity to create the base of support throughout the duration of the project. By garnering support from the organizations represented on the Steering Committee and opening the strategic planning work to the public, the City of Beatrice has increased the community’s branding image and built trust between the organization behind the strategic plan and the community.

Strategic Plan Adoption

The final strategic plan document will be presented to the Mayor and City Council of the City of Beatrice at a public meeting by Olsson Associates. This step in the process allows for the Mayor and City Council to discuss the strategic plan with each other in a public meeting and provides the leadership that will be required to carry out the strategies contained within the plan. Also, this step is another opportunity to engage the Steering Committee and the public.

Strategic Themes

EDUCATION

Provides a foundation for community leadership and workforce for the 21st century.

HOUSING

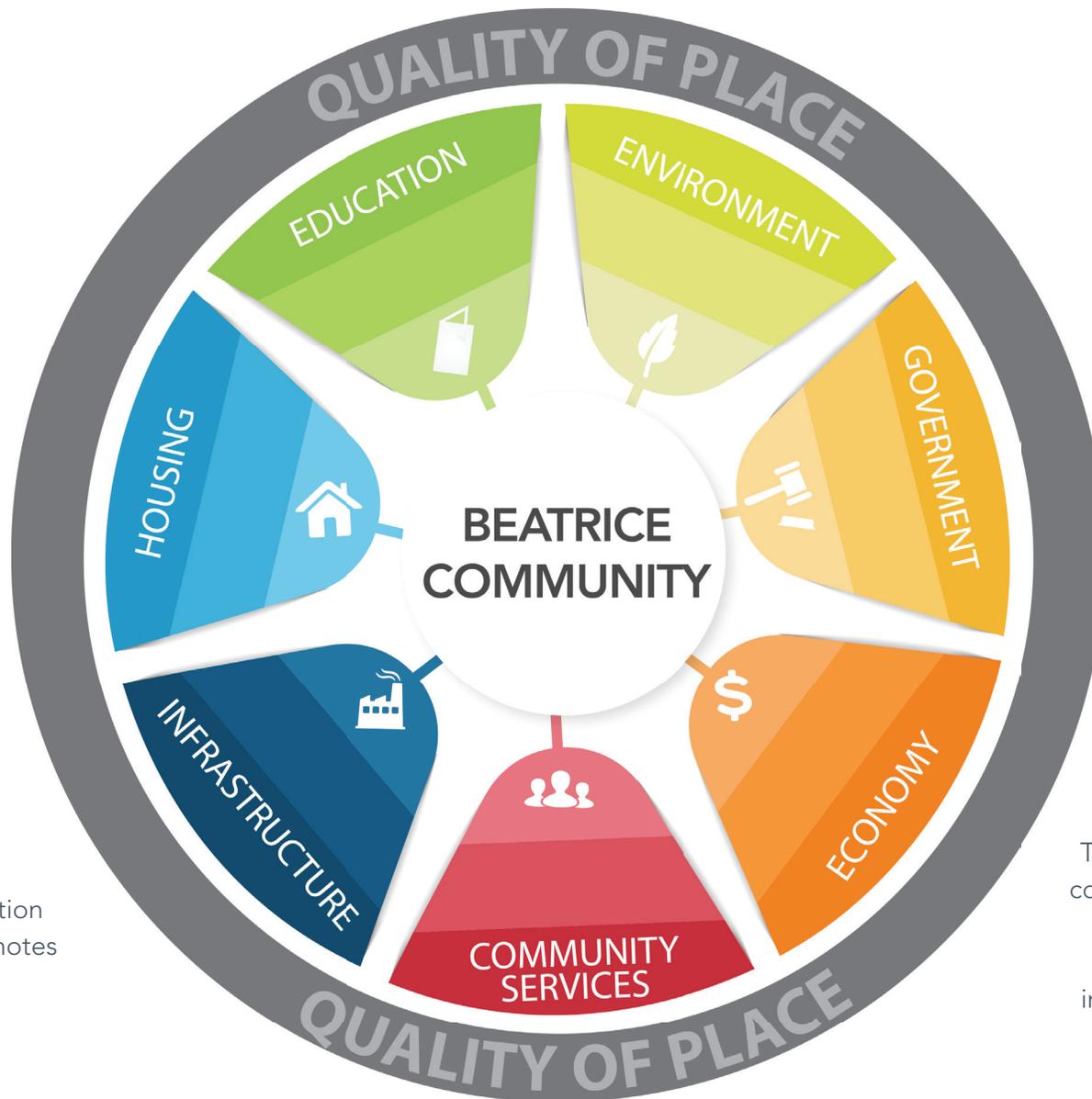
A basic need of human kind and a significant component of local investment.

INFRASTRUCTURE

The greatest factor affecting the development of a community.

COMMUNITY SERVICES

Provides quality of place infrastructure for the attraction of young families and promotes historic places.



ENVIRONMENT

Environmental sustainability encompasses principles of environmental considerations in our social and economic activities.

GOVERNMENT

A system of democratic institutions, and policy makers and a means of providing public services.

ECONOMY

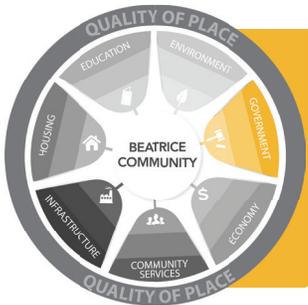
The primary measurement of community health as it relates to diversified employment, competitiveness, local investment, and affordability.

2016 – 2021 Community Strategies



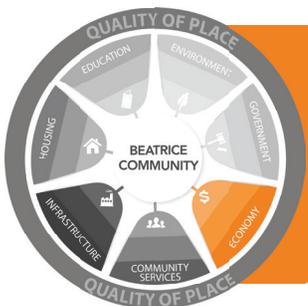
ENVIRONMENT

- We will use the federal and state brownfield programs to clean up and encourage reinvestment in specific properties.
- We will improve the sidewalk and streetscapes in the downtown.
- We will improve community aesthetics.



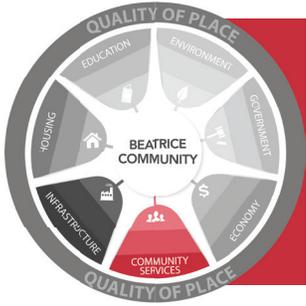
GOVERNMENT

- We will develop and implement a rental property inspection program.



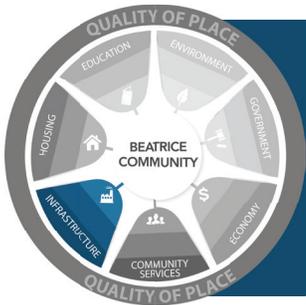
ECONOMY

- We will develop and implement a community economic development and growth plan.
- We will develop and implement a program to attract and train a quality workforce to meet local industry needs.
- We will develop and implement a downtown revitalization and sustainability plan.
- We will develop and implement a local career academy for local, state, and national targeted growth industries.



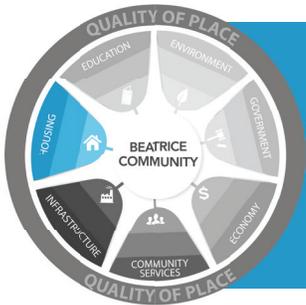
COMMUNITY SERVICES

- We will enhance and improve quality of place infrastructure.
- We will develop and implement a program to retain and recruit young families to the community.
- We will recognize, protect, and promote historic structures.



INFRASTRUCTURE

- We will develop and implement a solution for redeveloping the Dempster industrial area and buildings located south of Downtown.
- We will implement a solution that discourages building neglect and encourages building maintenance.
- We will develop and implement a solution that provides fiber optic communication technology to every home and business.
- We will develop and implement a fiscally constrained long-term capital improvement plan.



HOUSING

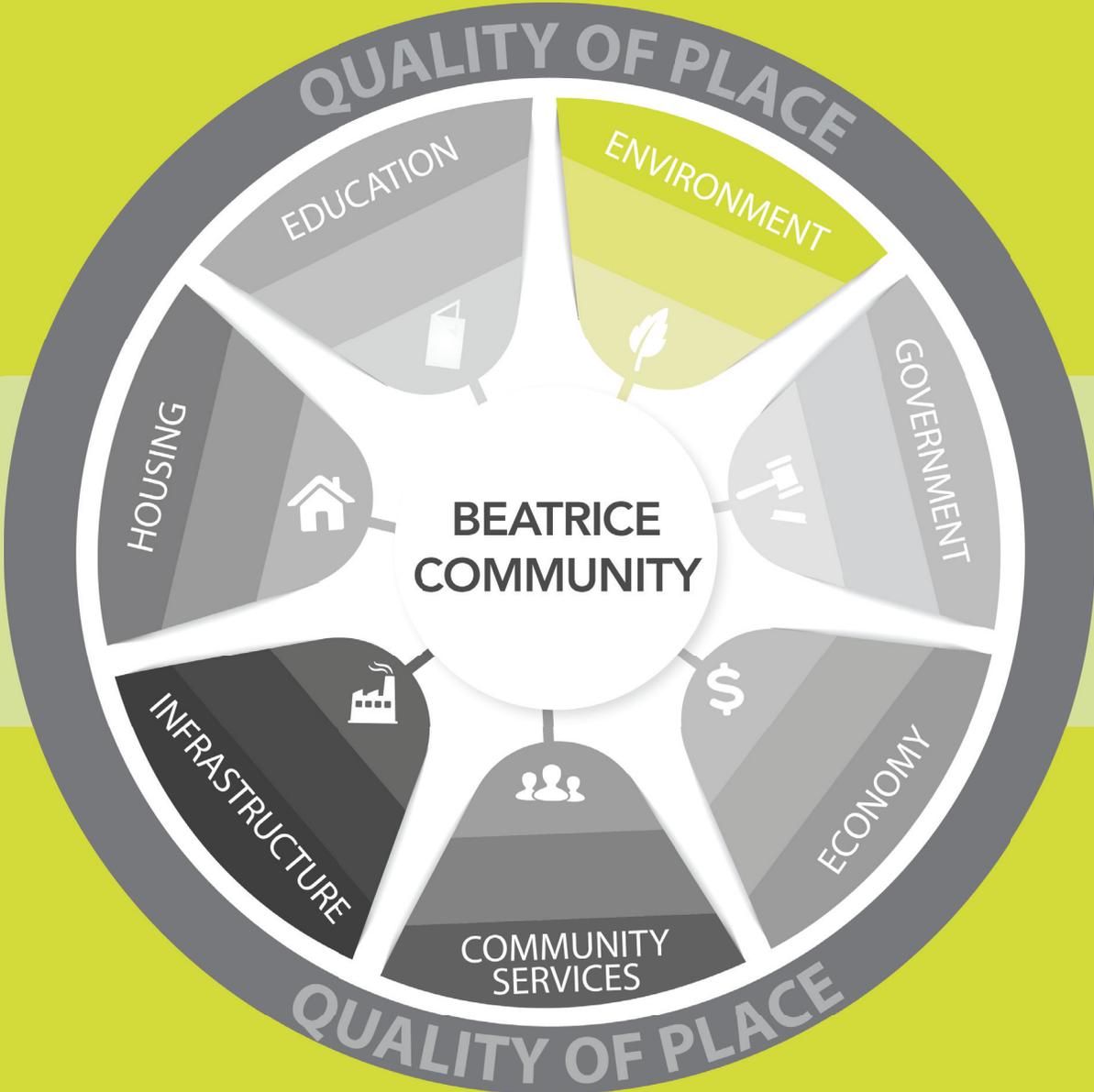
- We will improve the existing housing stock.
- We will use current state and local laws to demolish uninhabitable and dilapidated housing structures.
- We will encourage the rehabilitation of habitable and dilapidated housing structures.



EDUCATION

- We will support a long-range school facilities plan for both Beatrice Public Schools and Southeast Community College.
- We will develop and implement a comprehensive community involvement program between educational institutions, businesses, and community groups.

Environment



Strategy Focus

Environment can be defined by both our natural surroundings and sustainability practices that affect our social and economic activities. The Environment theme and subsequent strategies, objectives, and action items focus on environmental site clean up to encourage reinvestment, to improve physical environment of the downtown area to encourage economic activities, and to improve the overall community aesthetic environment to promote a quality impression of place.

Resources

Nebraska Department of Environmental Quality's Voluntary Cleanup Program, Environmental Protection Agency's Brownfields Cleanup Grants, Beatrice LB-840 Funding, Tax Increment Financing, Municipal Bonding, Beatrice General Fund, Beatrice Proprietary Fund, Nebraska Department of Roads' Statewide Transportation Improvement Program (STIP) – Transportation Alternatives, Community Neighborhood Associations, Re-Tree Nebraska, Nebraska Job Creation and Main Street Revitalization Act, Community Development Block Grant Application for Downtown Revitalization (DTR) Phase I & Phase II, and Trees for Nebraska Towns Grant.

Cost-Benefit Analysis

Cost-benefit analysis is typically used by governments to evaluate the desirability of a given intervention. It is used to measure tangible and intangible cost as well as the tangible and intangible benefits to see if those benefits outweigh the costs. The intention is to measure the efficiency of the intervention relative to the status quo. The Environment theme and subsequent strategies, objectives, and action items have unknown costs associated with the completing the strategies, and further insight is needed to appropriately determine costs. However, completing the strategies ensures a much greater possibility of sustainable, long-term, social and economic growth activities. A quality visual environment is a valuable resource.



STRATEGY SECTOR: ENVIRONMENT

DATE: _____

STRATEGY: ENV - 1

STRATEGY ADVOCATE: TOBIAS TEMPELMEYER

SPECIFIC STRATEGY: We will use the federal and state brownfield programs to clean up and encourage reinvestment in specific properties.

#	Key Objectives	Action Steps	Responsible Party	Timeline			Progress to Date
				Year 1 & 2	Year 3 & 4	Year 5	
1.	Use Nebraska Department of Environmental Quality and federal brownfield program to clear identified hazardous properties.	<ul style="list-style-type: none"> a. Identify potential hazardous sites. b. Offer written communication to the potential hazardous site owner to communicate the benefits of cleaning up the property. c. If the property owner is a willing participant, then the City of Beatrice will contact the NDEQ's Voluntary Cleanup Program (VCP) Coordinator to discuss their proposed project. d. Prepare and submit the Section 128(a) Assessment Application and Access Agreement to the VCP Coordinator. The Nebraska Department of Environmental Quality (NDEQ) offers 128(a) assessments to communities at no cost. e. NDEQ reviews the application and determines the eligibility of the site and availability of funds. f. After approval of the work, NDEQ tasks its contractor to conduct the work. g. Upon completion of the assessment, a report is submitted to the applicant and site owner. h. Based on the results of the assessment, the City of Beatrice will prepare and submit an Environmental Protection Agency (EPA) Brownfields Cleanup Grants application. Cleanup grant recipients are required by the Brownfields Law to provide a 20 percent cost share. This cost share is calculated as 20 percent of the total federal cleanup funds awarded. i. Once the EPA Brownfield application is approved and funds are obligated, the City of Beatrice will follow federal regulation to clean up the property. 	City of Beatrice				
2.	Promote the development of cleaned up property.	<ul style="list-style-type: none"> a. Update the redevelopment plan for the property to allow the use of Tax Increment Financing to be used. b. List the property as an available industrial/commercial site of various state and federal site selection sites. (such as LOIS). c. Request a grant from the LB840 Program to prepare a preliminary site layout based on the guidance of the Community Redevelopment Agency. d. Enter into a services agreement with an industrial site development and engineering firm to accomplish the preliminary site layout and identify critical infrastructure needs of the site. e. The Beatrice Community Redevelopment Agency shall request a zero percent interest loan from the LB840 Program to construct critical infrastructure to create a shovel ready site. 	Beatrice Community Redevelopment Agency				

SPECIFIC STRATEGY: We will improve the sidewalk and streetscapes in the downtown.							
#	Key Objectives	Action Steps	Responsible Party	Timeline			Progress to Date
				Year 1 & 2	Year 3 & 4	Year 5	
1.	Continue efforts using the national Main Street Program principles and the Beatrice Main Street organization.	<ul style="list-style-type: none"> a. Continue efforts to designate the Beatrice Downtown as a National Registered History District. b. Establish a downtown reinvestment group or other type of business/company structure that can own and rehabilitate properties within a defined area. The goal of the structured group is to own historic property. c. Groups or other types of business/company structure can be organized to use and capture the 20 percent tax credit for improving to qualifying historic property under the Nebraska Job Creation and Main Street Revitalization Act (Act) (Laws 2014, LB191 and Neb. Rev. Stat. §§ 77-2901 to 77-2912). 	Beatrice Main Street				
2.	Continue the Community Development Block Grant application for Downtown Revitalization (DTR) Phase I funding, with a focus on sidewalks improvements.	<ul style="list-style-type: none"> a. Procure a consultant to develop and analyze opportunities for growth and improvements to match the future vision for the downtown area. b. Emphasis will be placed on façade improvements, streetscapes, and deteriorating and hazardous sidewalks in the downtown area. c. Hold public participation meeting to further gather data and input. d. Develop design guidelines for façade improvements. e. Continued efforts to adopt and implement the Adjoining Building Ordinance. f. Finalize draft DTR Plan. g. Submit final DTR Plan to the Nebraska Department of Economic Development, full using the Beatrice Sidewalk Improvement Program and other local funding options. h. Conduct NDED Review. i. Receive NDED approval. 	City of Beatrice				
3.	Submit a Community Development Block Grant application for Downtown Revitalization (DTR) Phase II funding.	<ul style="list-style-type: none"> a. Prepare DTR Phase II grant application and grant administration. b. Determine funding options for matching funds required for DTR Phase II, to include funding through the Beatrice Sidewalk Improvement Program, building owner participation for façade improvements, and other local funding sources. c. Submit DTR Phase II grant application. d. Once awarded Phase II funding, the City of Beatrice will enter into a services agreement with a professional engineering firm to prepare plans and specifications for implementing downtown public improvements. e. Hold a public participation meeting to further gather data, input, and project buy-in. f. Get the plans approved by the City of Beatrice. g. Complete bid advertising, letting, and award. h. Complete construction. 	City of Beatrice				

STRATEGY SECTOR: ENVIRONMENT

DATE: _____

STRATEGY: ENV - 3

STRATEGY ADVOCATE: LORA YOUNG

SPECIFIC STRATEGY:		We will improve community aesthetics.					
#	Key Objectives	Action Steps	Responsible Party	Timeline			Progress to Date
				Year 1 & 2	Year 3 & 4	Year 5	
1.	Create a Highway 77 and Highway 136 Advisory Committee.	a. Identify representation from the city, the chamber, Economic Development, Main Street, residents, commercial users, industrial users, and the Nebraska Department of Roads to form the Highway Corridor Advisory Committee. <ul style="list-style-type: none"> Committee should represent the users of the space and those that live in the area. b. Hire a consultant to help the Highway Corridor Advisory Committee in developing design and infrastructure improvements recommendations. The design and infrastructure improvements should address the following: <ul style="list-style-type: none"> Zoning and regulatory issues Traffic movement issues Land development preferences Aesthetics c. Present design and infrastructure improvement recommendations to the Planning Commission for input and approval. This step allows for public input. d. Present design and infrastructure improvement recommendations to the City Council for input and adoption. This step allows for public input. e. The City of Beatrice strategically obligates funding annually to complete priority improvements and will seek other funding options.	Beatrice Chamber of Commerce				
2.	Encourage additional home owner associations and neighborhood associations throughout the community.	a. The Keep Beatrice Beautiful Program holds an annual competition for home owner associations and neighborhood associations for the most (tons or volume) unwanted debris cleared. Keep Beatrice Beautiful shall provide the prize. b. Conduct an annual competition for homeowner associations and neighborhood associations for the most trees planted. City of Beatrice shall provide the prize. c. Conduct an annual competition for home owner associations and neighborhood associations for the best home owner association and neighborhood association holiday display. Chamber of Commerce shall provide the prize.	Beatrice Chamber of Commerce				

STRATEGY SECTOR: ENVIRONMENT

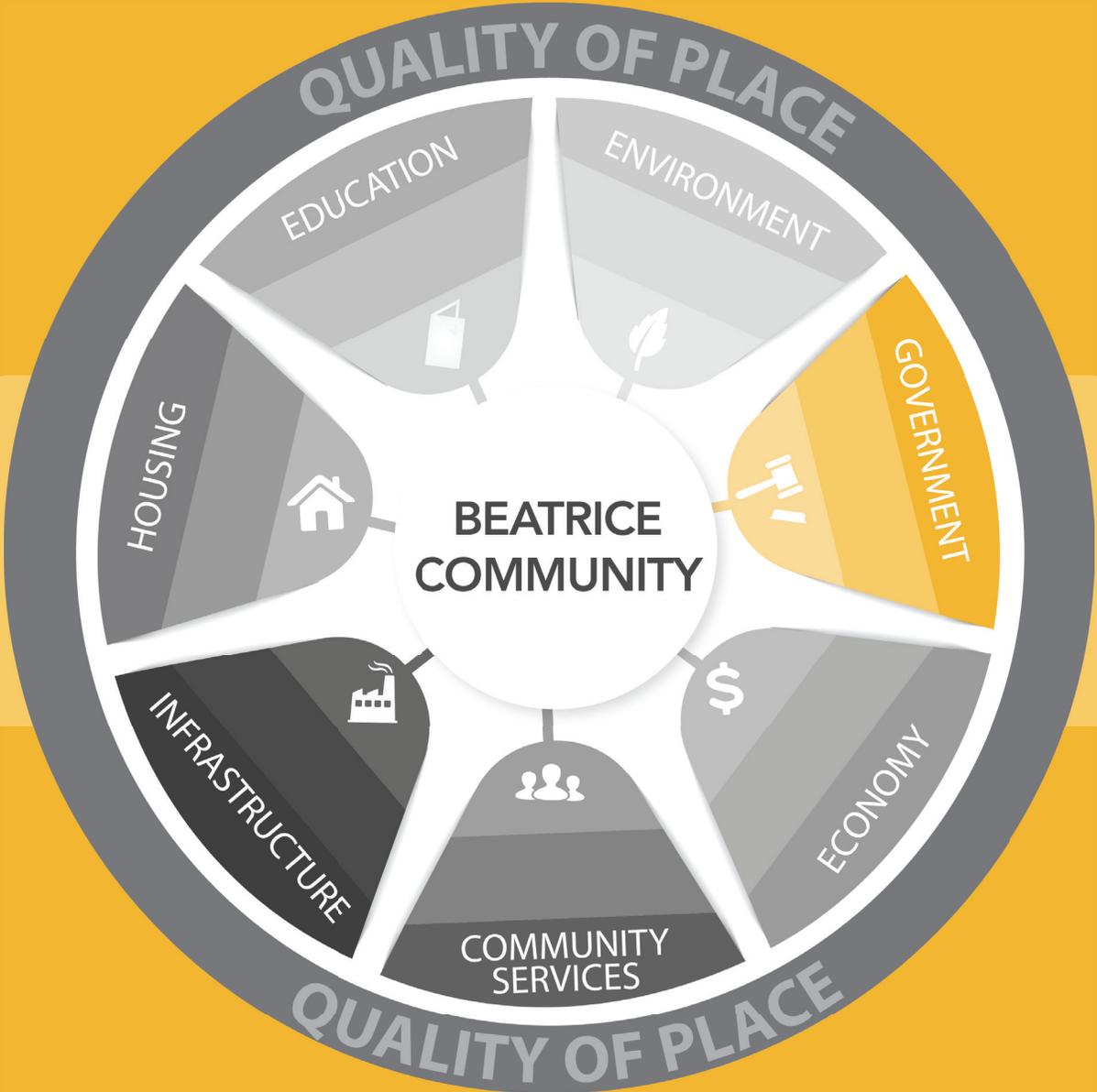
DATE: _____

STRATEGY: ENV - 3 (Continued)

STRATEGY ADVOCATE: LORA YOUNG

SPECIFIC STRATEGY:		We will improve community aesthetics.					
#	Key Objectives	Action Steps	Responsible Party	Timeline			Progress to Date
				Year 1 & 2	Year 3 & 4	Year 5	
3.	Implement a Re-Tree Beatrice Program that removes dying trees and replaces them with new trees.	<ul style="list-style-type: none"> a. Continue Beatrice’s 28-year history of being a Tree City USA. b. The City of Beatrice, Chief Building Inspector, will conduct a street tree assessment of the community to identify dying or hazardous trees. c. The City of Beatrice shall bring up to date the “List of Tree Species to be Planted” in accordance with Municipal Code Section 25-5. d. The City of Beatrice shall implement an annual 25/25 Re-Tree Beatrice City Program to remove 25 dying or hazardous trees and to plant 25 new 4-inch caliper trees. e. The 25/25 Re-Tree Beatrice Program will use volume to gain tree purchasing power and lower tree removal cost. These costs will be leveraged to encourage home owners to participate financially. f. The 25/25 Re-Tree Beatrice Program will accept applications from home owners with identified dying or hazardous trees. g. Once 25 home owners/trees are identified, the city will seek out funding from local and state sources to cost share with the city. h. The city shall submit an application for a Trees for Nebraska Towns Grant. i. The city will implement project. 	City of Beatrice				
4.	Conduct a community entrance beautification process.	<ul style="list-style-type: none"> a. Conduct an inventory of the established entrances of the community. b. Prioritize beautification process by involving local citizens. c. Establish a phased plan to complete improvements on various locations. d. Utilize the Beatrice Community foundation to help fund signage and plantings to visually improve the community entrances. 	Beatrice Chamber of Commerce				
5.	Eliminate graffiti.	<ul style="list-style-type: none"> a. The Beatrice Police Department will publish quarterly an ad in the Beatrice Daily Sun and produce a local radio Public Service Announcement to encourage reporting of graffiti. b. The Beatrice Police Department will document and track graffiti to identify trends and affiliations. c. The Beatrice Public Works Department will remove or paint over using matching colors. 	City of Beatrice				

Government



Strategy Focus

Government is a system of democratic institutions, policy makers, and a means of delivering public services. The Government theme and subsequent strategies, objectives, and action items focus on a community-wide rental inspection program as a means of improving the existing housing stock and providing safe and habitable living units for residents.

Resources

Beatrice General Fund, Nebraska Planning and Zoning Association, and Beatrice LB-840 Funding.

Cost-Benefit Analysis

Cost-benefit analysis is typically used by governments to evaluate the desirability of a given intervention. It is used to measure tangible and intangible costs as well as the tangible and intangible benefits to see if the benefits outweigh the costs. The intention is to measure the efficiency of the intervention relative to the status quo. The Government theme and subsequent strategies, objectives, and action items have drafting, approval, and implementation costs associated with completing the strategy. However, completing the strategies provides a much greater long-term sustainable housing atmosphere. Also, completing this strategy provides safe and habitable options for the many users along the spectrum of affordable housing options. Moreover, additional oversight of temporary housing units may prevent decreases in permanent housing unit values.



STRATEGY SECTOR: GOVERNMENT

DATE: _____

STRATEGY: GOV - 1

STRATEGY ADVOCATE: TOBIAS TEMPELMEYER

SPECIFIC STRATEGY:		We will improve community aesthetics.					
#	Key Objectives	Action Steps	Responsible Party	Timeline			Progress to Date
				Year 1 & 2	Year 3 & 4	Year 5	
1.	Implement a residential rental property inspection program.	<ul style="list-style-type: none"> a. Draft Residential Rental Inspection Ordinance and Inspection Forms. b. Hire or train an inspector specifically for inspections. c. Select/appoint Inspection Board Members based on the Ordinance. d. The Inspection Board conducts various meetings and public meetings regarding the Ordinance and Forms. e. Planning Commission and City Council adopts property maintenance codes. f. Inspection Board conducts public informational meetings on proposed Ordinance. g. Inspection Board recommends adoption of the Ordinance to the City Council. h. City Council reviews Ordinance and considers staffing options for implementing Ordinance. i. City Council conducts public readings of Ordinance. j. City Council adopts Ordinance. k. The Rental Property Inspection Program is implemented. l. Information is collected for database. 	City of Beatrice				

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Economy



Strategy Focus

Economy is used as a measurement of community health as it relates to employment, competitiveness with other economies, local investments towards community growth, and affordability. The Economy theme and subsequent strategies, objectives, and action items focus on developing a community-driven economic growth plan, providing a quality work force that meets currently occupational needs, revitalizing the heart of the community, and working with educational institutions to develop career pathways for students to meet the employment demands of the local, state, and federal labor markets.

Resources

Nebraska Department of Economic Development, Lincoln Area Development Partnership, Southeast Regional Network, NGage, Beatrice LB-840, National Registered History District, Main Street Nebraska, Nebraska Job Creation and Main Street Revitalization Act, Community Development Block Grant Application for Downtown Revitalization (DTR) Phase I and II, Southeast Community College, Beatrice Public Schools, and Downtown Business Owners.

Cost-Benefit Analysis

Cost-benefit analysis is typically used by community organizations to evaluate the desirability of a given intervention. It is used to measure tangible and intangible costs as well as tangible and intangible benefits to see if the benefits outweigh the costs. The intention is to measure the efficiency of the intervention relative to the status quo. The Economy theme and subsequent strategies, objectives, and action items have many unique planning processes that involve every sector of the community and that involve implementing revitalizations projects and training activities. This cost will greatly depend on the extent of the projects and training activities/facilities. However, completing the strategies provides a specific industrial targeting plan aimed at attracting business and employment opportunities to Beatrice. Also, revitalizing Downtown Beatrice will have a drastic impact on positive economic growth and community pride. Moreover, training local high school and college students to fill employment gaps and providing a specific technically skilled work force to attract specific industries will increase the population of Beatrice.



STRATEGY SECTOR: **ECONOMY**

DATE: _____

STRATEGY: **ECON - 1**

STRATEGY ADVOCATE: **GLENNIS MCCLURE**

SPECIFIC STRATEGY:		We will use the federal and state brownfield programs to clean up and encourage reinvestment in specific properties.					
#	Key Objectives	Action Steps	Responsible Party	Timeline			Progress to Date
				Year 1 & 2	Year 3 & 4	Year 5	
1.	Conduct an economic development strategy.	a. Develop a competitive assessment that determines Beatrice’s strengths as a place to live, work, and conduct business. b. Work with the Nebraska Department of Economic Development to conduct Business Retention and Expansion (BR&E) interviews to gain current business climate and secondary markets that local industries are using. c. Develop a target business analysis that contains quantitative and qualitative research that provides technical information, including detailed site maps, economic base analysis, industry employment data, and defined target sectors that logically will result in industrial growth. <ul style="list-style-type: none"> • Work with the Nebraska of Department of Economic Development to define area and state target sectors. d. Develop a marketing plan that focuses on the community and community partners (i.e. Main Street Beatrice, Chamber of Commerce, City, etc.) to recruit employees and businesses. Marketing strategies may include the following: <ul style="list-style-type: none"> • Community websites; • Advertising materials; • Inbound/outbound marketing events; • Positive public relations; • Trade shows • Hosting site selection professional visits annually. e. Conduct a development strategy with supporting information based on economic development strategies. The strategy will serve as a tool to gain consensus between public and private leadership. The strategy shall provide the framework essential to accomplish the following: <ul style="list-style-type: none"> • Improve housing opportunities. • Create and retain jobs and generate employment opportunities within the local labor market. • Create opportunities to form and grow small/local businesses. • Attract new capital investment to the community. • Broaden the tax base. • Provide economic diversification to ensure economic stability and vitality. f. Adopt strategies. g. Implement strategies.	NGage				
2.	Beatrice will cooperate regionally to establish a sustainable, strong, diverse, and healthy economy.	a. Encourage regional partnerships with the Lincoln Area Development Partnership, and the Southeast Regional Network (SERN) for expanded resource-sharing and exposure of Beatrice to promote economic development opportunities. b. Increase communication between Beatrice, the surrounding regional partners, and the Nebraska Department of Economic Development to identify cooperative methods of business recruitment and area advantages. c. Identify resource drivers and demands for appropriate allocation of funds to support maintenance or construction of infrastructure capable of serving economic development. d. Include the Nebraska Department of Economic Development in developing target markets, identifying suitable sites for development, and initiating cost-effective marketing opportunities. e. Involve regional utility and rail service providers for consideration of economic development opportunities seen as likely or important to these entities. f. Research and develop targeted marketing options for economic development through cooperation with regional economic development entities, such as Silicon Prairie.	NGage				

SPECIFIC STRATEGY:		We will develop and implement a program to attract and train a quality work force to meet local industry needs.					
#	Key Objectives	Action Steps	Responsible Party	Timeline			Progress to Date
				Year 1 & 2	Year 3 & 4	Year 5	
1.	Create a healthy and stable local economy by retention, expansion, and recruitment of businesses.	a. Encourage cooperation between Beatrice’s governmental and civic organizations and the NGage Economic Development Corporation to identify and support bolstering local economic development. b. Perform business retention/ expansion surveys through NGage for every primary/ industrial company within the city at a minimum of once every two years. c. Prioritize visits with corporate office headquarters of local primary employers once every two years. d. Establish multiple means for NGage to collect attitudes and business survey data from existing retail and commercial businesses to ensure that their community needs are being met. e. Support the continued development of Geographic Information System (GIS) parcel data to support economic development mapping and information efforts. f. Encourage job recruitment efforts towards those sectors that meet the following requirements: <ul style="list-style-type: none"> • Are compatible with environmental and quality-of-life standards for Beatrice; • Provide higher wages than the national average; • Help diversify the local economy; • Capitalize on strengths of the export economy (agriculture and manufacturing). g. Support efforts to develop a formal process involving NGage, civic organizations, and businesses to study and develop strategies for business retention, expansion, and recruitment. h. Encourage public/private partnerships for creative financing of local economic development and affiliated projects. i. Promote the use of utility rate tiers to investment as incentives to development. j. Support the Beatrice Chamber of Commerce in its efforts to provide revolving loan funds for local façade improvements. k. Continue to support LB 840 as a community revolving loan fund and support the eventual re-vote and passage sunset of this local-option tax. l. Identify funding sources to continue the Downtown Revitalization Plan of Beatrice. m. Investigate developing a local loan fund to support entrepreneurialism.	NGage				

STRATEGY SECTOR: **ECONOMY**

DATE: _____

STRATEGY: **ECON - 3**

STRATEGY ADVOCATE: **MICHAEL SOTHAN & GREG BUTCHER**

SPECIFIC STRATEGY:		We will develop and implement a downtown revitalization and sustainability plan.					
#	Key Objectives	Action Steps	Responsible Party	Timeline			Progress to Date
				Year 1 & 2	Year 3 & 4	Year 5	
1.	Continue efforts using the national Main Street Program principles and the Beatrice Main Street organization.	a. Main Street Beatrice shall continue with its efforts to designate the Beatrice Downtown as a National Registered History District. b. Main Street Beatrice will establish a downtown reinvestment corporate entity that can own and rehabilitate properties within a defined area. c. The newly formed community reinvestment entity ought to be organized in a manner to use and capture the 20 percent tax credit for improvements to qualifying historic property under the Nebraska Job Creation and Main Street Revitalization Act (Act) (Laws 2014, LB191 and Neb. Rev. Stat. §§ 77-2901 to 77-2912.	Main Street Beatrice				
2.	Continue the Community Development Block Grant application for Downtown Revitalization (DTR) Phase I development.	a. Procure for a professional consulting firm to conduct a study for future vision for the downtown area. b. Appoint DTR steering committee. c. Hold public participation meeting to further gather data and input. d. Finalize draft DTR Plan. e. Submit final DTR Plan to the Nebraska Department of Economic Development for review and approval. f. Receive Invite to apply for Phase 2.	City of Beatrice				
3.	Submit by May 2017 a Community Development Block Grant application for Downtown Revitalization (DTR) Phase II funding.	a. Prepare DTR Phase II grant application and grant administration. b. Determine funding options for matching funds required for DTR Phase II. c. Submit DTR Phase II grant application. d. Once awarded Phase II funding, the City of Beatrice will enter into a services agreement with a professional engineering firm to prepare plans and specifications to implement downtown public improvements. e. Hold public participation meeting to further gather data, input, and project buy-in. f. Get the plans approved by the City of Beatrice. g. Complete bid advertising, letting, and award. h. Implement the project.	City of Beatrice				

STRATEGY SECTOR: ECONOMY

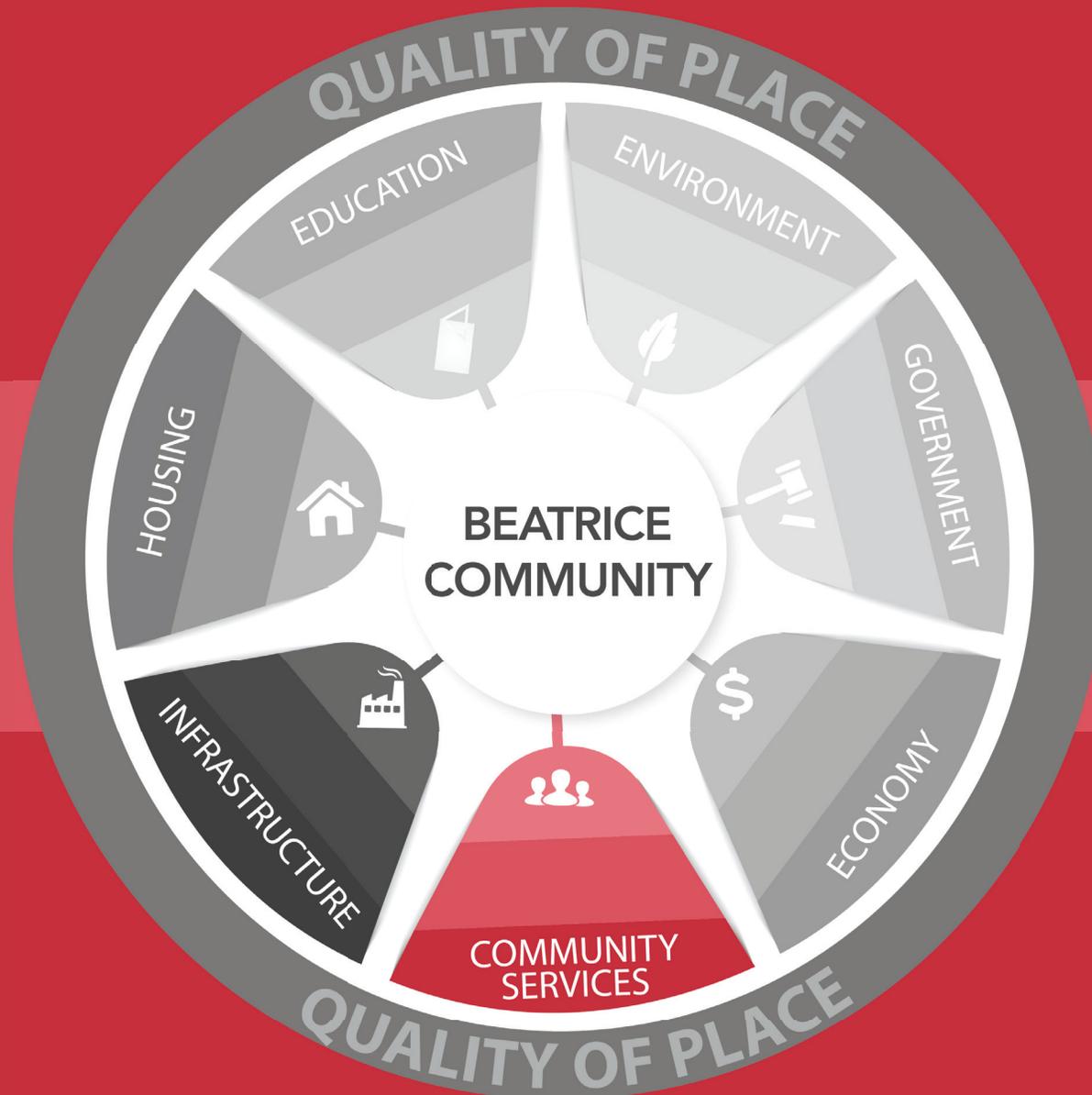
DATE: _____

STRATEGY: ECON - 4

STRATEGY ADVOCATE: PAT NAROUTH AND BOB MORGAN

SPECIFIC STRATEGY:		We will develop and implement a local career academy for local, state, and national targeted growth industries.					
#	Key Objectives	Action Steps	Responsible Party	Timeline			Progress to Date
				Year 1 & 2	Year 3 & 4	Year 5	
1.	Promote a qualified labor force that is globally competitive and responds to the changing needs of the workplace.	<ul style="list-style-type: none"> a. Encourage the expansion of educational offerings in Beatrice, especially those programs that provide technical training to support business needs as identified through retention and expansion survey efforts and businesses sectors identified as Beatrice's targeted industries. b. Support the cooperation between NGage and the Southeast Community College and University of Nebraska Extension regarding labor and work force training opportunities with a continued focus on entrepreneurship. c. Continue support of K-through-12 education to include skills-based training and creative partnerships with businesses. d. Advocate for greater partnership between the community, community college, and local school district for enhanced workforce training. e. Conduct research through demographic and economic analysis as well as business retention and expansion visits to determine assets and deficiencies in the skill sets found within the local labor pool. f. Encourage community college, specifically Southeast Community College, and additional regional technical school involvement to develop customized training programs to meet advanced technical business needs in specific trades. g. Encourage the region's community colleges to offer courses that position students to be prepared for employment opportunities found in the modern, technology, and information age. h. Encourage the region's community colleges and universities to invest in providing distance-learning courses to residents of Beatrice specific to the identified labor needs of existing businesses. i. Advocate for legislative change to provide a funding mechanism for technical skills training in the local high schools. j. Prioritize the development of quality housing stock as a means of attracting and maintaining a qualified local labor base. 	<p>Southeast Community College & NGage</p>				

Community Services



Strategy Focus

Community Services are the public and private infrastructure amenities that provide for a quality of place impression and are commonly discussed as a means of attracting and retaining young families. Also, Community Services include preserving of historic places and historic stories for the community's past. The Community Services theme and subsequent strategies, objectives, and action items focus on established park, recreation, historic sites, and other aesthetics/amenities that individuals want to tell their friends about.

Resources

Beatrice Daily Sun, Beatrice LB-840, National Registered History District, Main Street Nebraska, Main Street Beatrice, Nebraska Job Creation and Main Street Revitalization Act, Homestead National Monument of America, National Parks Service, Nebraska Department of Game and Parks, Southeast Community College, Beatrice Public Schools, Business Owners, City of Beatrice General Fund, Leadership Beatrice, Beatrice Chamber of Commerce, Keep Beatrice Beautiful, Neighborhood Associations, Tree City USA, Beatrice Planning Commission, Center for Rural Entrepreneurship, Gage County Foundation, Nebraska State Preservation Society, Gage County Historical Society, Gage County Heritage Preservation, Inc., and Nebraska Community Foundation.

Cost-Benefit Analysis

Cost-benefit analysis is typically used by community organizations to evaluate the desirability of a given intervention. It is used to measure tangible and intangible costs as well as the tangible and intangible benefits to see if the benefits outweigh the costs. The intention is to measure the efficiency of the intervention relative to the status quo. The Community Services theme and subsequent strategies, objectives, and action items don't require much monetary resources but do require a great deal of human capital and time. However, completing the strategies provide the foundation for community pride and a sense of a place.



STRATEGY SECTOR: COMMUNITY SERVICES

DATE: _____

STRATEGY: CS - 1

STRATEGY ADVOCATE: LORA YOUNG & MARK PETHOUD

SPECIFIC STRATEGY:		We will enhance and improve quality of place infrastructure.					
#	Key Objectives	Action Steps	Responsible Party	Timeline			Progress to Date
				Year 1 & 2	Year 3 & 4	Year 5	
1.	Develop a specific Beatrice Community Foundation	a. Identify 10 local philanthropists, key financial leaders, and the members of Gage County Foundation to participate in a presentation by the Nebraska Community Foundation as well as interested citizens. b. Contact the Nebraska Community Foundation, to schedule and provide a presentation regarding the benefits and action steps to forming a Beatrice affiliated fund. c. Make a determination of local philanthropists and key financial leaders to decide to move forward or not on becoming a local affiliated fund: <ul style="list-style-type: none"> • File articles of incorporation and obtain non-profit 501 (c)(3) status. 	Gage County Foundation				
2.	Seek information and education on the benefits of partnering with the Center for Rural Entrepreneurship.	a. Identify 10 local community leaders to participate in a presentation by the Center for Rural Entrepreneurship. b. Contact Center for Rural Entrepreneurship’s solutions regarding the following: <ul style="list-style-type: none"> • Continue outreach and use of community brand. • Community Development Philanthropy • Youth Engagement • Measurement Research Policy • Entrepreneurial Communities c. Make a determination of local community leaders to decide to move forward or not on one or more solutions.	Beatrice Chamber of Commerce				
3.	Form a Highway 77 and 136 Improvement District Committee to pursue revitalization of the street corridor and other economic development opportunities.	a. Identify invested Highway 77 and 136 individuals from the city, Chamber, Main Street, Economic Development, residents, commercial user, industrial users, and Nebraska Department of Roads to form an Improvement District Committee. b. The committee identifies current strengths and weaknesses of the corridor: <ul style="list-style-type: none"> • Zoning and regulatory issues • Traffic movement issues • Land development preferences • Aesthetics c. The committee develops vision and preliminary design master plans. d. The committee develops design guidelines for buildings and public realm amenities aesthetics. e. The committee and the city identify actions and incentives for developing of the master plan and design guidelines. f. Hold public involvement meetings to keep the public informed about issues and progress. g. Work with owners/tenants and/or their representatives to facilitate implementation of actions steps to complete master plan.	Beatrice Chamber of Commerce				

SPECIFIC STRATEGY:		We will enhance and improve quality of place infrastructure.					
#	Key Objectives	Action Steps	Responsible Party	Timeline			Progress to Date
				Year 1 & 2	Year 3 & 4	Year 5	
4.	Encourage residential home owner associations and neighborhood associations to promote pride in community appearance.	<ul style="list-style-type: none"> a. Identify existing neighborhoods and develop a map to support the development of home owners' associations. (ie., Old Town, South Addition, Cole Addition, etc.). b. Identify current home owners' associations and neighborhood associations and create database. c. Identify 10 community leaders who reside in an area that is NOT represented by a current home owner or neighborhood association. d. Community leaders form home owner and neighborhood associations with the goal of having 75 percent of the residential area of Beatrice encompassed within a home owner or neighborhood association. e. The Keep Beatrice Beautiful Program holds an annual competition amongst home owner and neighborhood associations to collect the most (tons or volume) waste, unused paint, or other unwanted materials and awards a prize (for example, \$10 Chamber Dollars to each home owner). f. The City of Beatrice holds an annual competition amongst home owner and neighborhood associations to plant the most trees and awards a prize (for example, \$10 Chamber Dollars to each home owner). The City of Beatrice can apply for funding through the Re-Tree Nebraska Program and Arbor Day Foundation. Incorporation of this competition can be included in the annual Tree City USA program reporting. g. The Beatrice Chamber of Commerce holds an annual competition amongst home owner and neighborhood associations for best neighborhood holiday display and awards a prize (for example, \$10 Chamber Dollars to each home owner). The Chamber can gain sponsorships, use this as a market event, promote and circulate press releases to encourage membership, and involve local civic and religious organizations in the Chamber. 	City of Beatrice and Beatrice Chamber of Commerce				
5.	Complete a park, green space, and recreational master plan with action items for future recreational spaces and existing parks.	<ul style="list-style-type: none"> a. Conduct an inventory of existing park, green spaces, and recreational opportunities within the community. b. Conduct public input or assessment to determine park, green space, and recreational wants of the community. c. Determine improvements and desired enhancements based on identified wants, current demographics, and desired improvements for each location. d. Develop a park and recreation master plan document that includes concepts, scope of project, and budget for improvements. e. Create a fiscally constrained 5-year capital improvement plan (CIP) for park, green space, trails, water recreation, and recreational general fund expenditures. f. Develop programs and infrastructure that will provide greater connection and association between Homestead National Monument of America and Beatrice. g. Develop programs, frequent activities, and infrastructure that will provide for a community festival area located on 2nd Street. h. Carry out the CIP. 	City of Beatrice				

STRATEGY SECTOR: COMMUNITY SERVICES

DATE: _____

STRATEGY: CS - 2

STRATEGY ADVOCATE: PAT NAROUTH & LORA YOUNG

SPECIFIC STRATEGY:		We will develop and implement a program to retain and recruit young families to the community.					
#	Key Objectives	Action Steps	Responsible Party	Timeline			Progress to Date
				Year 1 & 2	Year 3 & 4	Year 5	
1.	Conduct a survey of middle and high school students.	a. Identify two Beatrice public school leaders, four junior or senior high school students, two Southeast Community College students, one Southeast Community College faculty members, two community leaders, and two city leaders to form a Retaining Our Youth Committee to design a youth survey to gain information to build Beatrice where young people will choose to live, work, and raise their families. b. Have survey approved by the School Board of Beatrice Public Schools. c. Conduct survey of middle and high school student annually. d. Compile Retaining Our Youth Committee reviews survey results, and prioritizes specific annual strategies.	NGage				
2.	Encourage individuals from the ages of 17 to 27 to participate in Leadership Beatrice program provided by the Beatrice Area Chamber of Commerce.	a. Beatrice Public Schools will provide full registration for one high school student to attend Leadership Beatrice. b. Southeast Community College will provide full registration for one student to attend Leadership Beatrice. c. The city will provide LB840 funding to provide full registration for two young professional (age 22 to 27) to attend Leadership Beatrice.	Beatrice Chamber of Commerce				
3.	Complete annual marketing to young adults that have ties to Beatrice.	a. Obtain current high school senior contact information. b. Obtain all current Southeast Community College – Beatrice Campus student contact information. c. Obtain all Beatrice Public School alumni contact information. d. Obtain all Southeast Community College – Beatrice Campus alumni contact information. e. Work with the Beatrice Daily Sun to publish a semi-annual newspaper that is devoted to promoting the positive characteristics and stories of Beatrice. The following ought to feature in the publication: <ul style="list-style-type: none"> • Housing Opportunities • Employment Opportunities • Quality of Place f. The Beatrice Daily Sun will gain advertisement income from this semi-annual newspaper.	Beatrice Public School's Alumni Association and Southeast Community College Registration and Records Office				
4.	Develop a cultural and diversity support system.	a. Organize a cultural and diversity committee to organize and promote activities. b. Encourage an annual diversity celebration or festival. Foods from around the world could be featured or the city could have a restaurant feature a food from a different part of the world. c. The city auditorium or SCC campus facilities could be used to invite special guest to discuss topics of interest or encourage diversity. d. Encourage existing venues to feature evening events that encourage diverse talents.	Southeast Community College				

SPECIFIC STRATEGY:		We will recognize, protect, and promote historic structures.					
#	Key Objectives	Action Steps	Responsible Party	Timeline			Progress to Date
				Year 1 & 2	Year 3 & 4	Year 5	
1.	Identify prospective historic buildings/sites/districts that meet one or more of the National Register Criteria.	<ul style="list-style-type: none"> a. Identify potential historically sites, buildings, or districts, to include churches and paper mill dam sites. b. Notify the owners of identified sites or buildings that their property may be eligible for inclusion on the National Historic Register, and request their attendance at an informational meeting. c. Set up a meeting with each identified prospective historic building/site owner to explain the benefits to historic dedication and to form a group of advocates and willing participants. d. Once sites/buildings and willing property owners are identified, then the Gage County Historical Society shall make a requests for National Register listing to the State Historic Preservation Officer. Materials required to begin the process of National Register listing will be sent, including preliminary forms that are designed to identify the potential qualifications of the property. e. Evaluation - When the completed forms are returned to the Nebraska State Historical Society, the staff members will review them, focusing on technical and professional considerations of the potential eligibility of the property. Staff members can then also supplement the form with academic and statewide research that can support the nomination of the property. The review will also identify potential weaknesses in documentation, areas needing additional research, or other questions regarding technical aspects of completing the forms. Staff opinions and recommendations will be provided to property owners. f. Preparation of National Register Nomination Forms - The National Register of Historic Places registration forms, along with instructions for its completion, will be forwarded to the property owners after a positive staff evaluation. Staff members are available to help each property owner prepare the form. Upon receipt of a complete National Register form, a property will be scheduled for State Historic Preservation Board review. If property owners want staff members to write the nomination, the property can be added to our list of nominations to write. This may draw out the process depending on the backlog of nominations awaiting completion. 	The Gage County Historical Society, Gage County Heritage Preservation, Inc., and Main Street Beatrice				

STRATEGY SECTOR: COMMUNITY SERVICES

DATE: _____

STRATEGY: CS - 3 (continued 1)

STRATEGY ADVOCATE: LAUREEN RIEDEL & MICHAEL SOTHAN

SPECIFIC STRATEGY:		We will recognize, protect, and promote historic structures.					
#	Key Objectives	Action Steps	Responsible Party	Timeline			Progress to Date
				Year 1 & 2	Year 3 & 4	Year 5	
1.	Identify prospective historic buildings/sites/districts that meet one or more of the National Register Criteria.	<p>g. State Historic Preservation Board - The preservation board meets three times a year to review requests for National Register listing. The board is composed of professionals in architecture, archeology, architectural history, and history, as well as interested lay people. All meetings are open to the public. Comments concerning a request for nomination will be received by the board during the meeting, or they can be addressed to the board by letter before the meeting date. Owners, sponsors, and applicants are notified of the board's action following the meeting. Upon the positive action of the board, the nomination is forwarded to the State Historic Preservation Officer.</p> <p>h. State Historic Preservation Officer - The State Historic Preservation Officer performs the final state level review of the nomination. If the State Historic Preservation Officer agrees that the property is eligible, the form is signed and submitted to the Keeper of the National Register.</p> <p>i. National Register of Historic Places- The final review and approval of nominations rests with the Keeper of the National Register, National Park Service.</p> <p>j. Update the historic repository of historic sites/buildings on the Gage County Historic Society's website.</p>	The Gage County Historical Society, Gage County Heritage Preservation, Inc., and Main Street Beatrice				

SPECIFIC STRATEGY:		We will recognize, protect, and promote historic structures.					
#	Key Objectives	Action Steps	Responsible Party	Timeline			Progress to Date
				Year 1 & 2	Year 3 & 4	Year 5	
2.	Encourage and promote the use of the Nebraska Historic Tax Credit program.	<ul style="list-style-type: none"> a. Main Street Beatrice shall schedule and host a public information meeting with historic building/site property owners to gain information on the use and process of the Nebraska Historic Tax Credit program, as authorized by the Nebraska Job Creation and Main Street Redevelopment Act, which offers a total of \$15 million in state historic preservation tax credits for each calendar year from 2015 to 2018. b. Main Street Beatrice shall identify a downtown historic building that satisfies the requirement under the law AND identify a local investor that could benefit from the use of income tax credits. c. Form an organization that exists for the sole reason of purchasing a dilapidated downtown building using an LB840 grant and then rehabilitating of that building using Nebraska Historic Tax Credits. d. R.S.S. 77-2909 shall be used to transfer, sell, or assign the credits, in full, to any person or legal entity (If the person who receives the original issuance of credits from the department is a political subdivision or a tax-exempt entity under section 501(c)(3) of the Internal Revenue Code of 1986, as amended, such fifty-percent limitation shall not apply). e. Any income, property, or valuable consideration from the transfer, sell, or assigned credits shall be used to rehabilitate additional historic structures. 	Main Street Beatrice				
3.	Become a Certified Local Government, as sponsored by the National Park Service and administered by the Nebraska State Preservation Society.	<ul style="list-style-type: none"> a. Establish a preservation ordinance that includes specific building maintenance protection code for historic properties at a level the community decides is appropriate. b. Promote preservation education and outreach. c. Conduct and maintain some level of a historic building survey. d. Establish a mechanism to designate local landmarks. e. Create a preservation commission to oversee the preservation ordinance and the CLG program. 	Main Street Beatrice				

Infrastructure



Strategy Focus

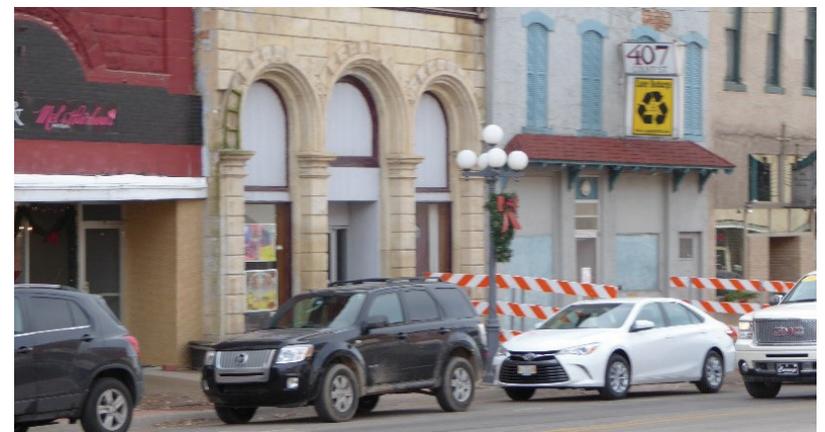
Infrastructure has the greatest impact on the development or redevelopment of a community because it provides the backbone for growth. Infrastructure can be an interconnected system delivering services such as bandwidth, water, and electricity. Infrastructure can be a system to remove wastewater, storm water, and garbage. Infrastructure can also be a key property that discourages or encourages the development of a specific place.

Resources

Beatrice LB-840, Property Owner(s), Elected Officials, Developers, Engineers, Community Leaders, Department of Environmental Quality's Voluntary Cleanup Program, Environmental Protection Agency's Brownfields Cleanup Grants, Beatrice Community Redevelopment Agency, City of Beatrice, Tax Increment Financing, NGage, Beatrice Chamber of Commerce, Adjoining Building Ordinance, Beatrice Building Committee, and Third-Party Telecommunication Provider(s).

Cost-Benefit Analysis

Cost-benefit analysis is typically used by government and community organizations to evaluate the desirability of a given intervention. It is used to measure tangible and intangible costs as well as the tangible and intangible benefits to see if the benefits outweigh the costs. The intention is to measure the efficiency of the intervention relative to the status quo. The Infrastructure theme and subsequent strategies, objectives, and action items will require funding for planning, policy creation, and, potentially, substantial public investment if a developer is not involved. For example, providing fiber optic communication technology to every home and business through a private telecommunication company requires public financing needed to accomplish the task. This same principle can be applied to buildings/structures as well. However, completing the strategies will provide essential growth systems to be deployed, will increase the predictability of replacement costs on city utility services, and will redevelop highly visible and prime real estate within the community.



STRATEGY SECTOR: INFRASTRUCTURE

DATE: _____

STRATEGY: I - 1

STRATEGY ADVOCATE: STAN WIRTH

SPECIFIC STRATEGY:		We will develop and implement a solution for redeveloping the Dempster industrial area and buildings located south of Downtown.					
#	Key Objectives	Action Steps	Responsible Party	Timeline			Progress to Date
				Year 1 & 2	Year 3 & 4	Year 5	
1.	Undertake a "Dempster District" revitalization and visioning movement.	a. Establish a "Dempster District" Committee comprising of the property owner(s), elected officials, developers, an engineer, and community leaders. b. Seek an LB-840 grant to fund a tailored redevelopment plan that is aggressive yet realistic for the area. c. Examples of potential redevelopment efforts could include the following: <ul style="list-style-type: none"> • Mixed Use Development • Residential lots on the west side of the property • Two-story townhomes using the existing buildings along Highway 77 frontage • Trail development/extension of concrete trail on the north side of the property • Park spaces located throughout the property • Commercial spaces within existing building that do not have frontage to Highway 77 	City of Beatrice				
2.	Use Nebraska Department of Environmental Quality and federal Brownfield program to raze selected buildings from the property.	a. The City of Beatrice will contact the NDEQ's Voluntary Cleanup Program (VCP) Coordinator to discuss their proposed project. VCP Coordinator <i>NE Department of Environmental Quality</i> <i>Suite 400, The Atrium</i> <i>1200 "N" St.</i> <i>P.O. Box 98922</i> <i>Lincoln, NE 68509-8922</i> <i>402.471.3388</i> b. The City of Beatrice will prepare and submit the Section 128(a) Assessment Application and Access Agreement to the VCP Coordinator. The Nebraska Department of Environmental Quality (NDEQ) offers 128(a) assessments to communities at no cost. c. NDEQ reviews the application and determine the eligibility of the site and availability of funds. d. Upon approval of the work, NDEQ tasks its contractor to conduct the work. e. Upon completion of the assessment, a report is submitted to the applicant and site owner. f. Based on the results of the assessment, the City of Beatrice will prepare and submit an Environmental Protection Agency (EPA) Brownfields Cleanup Grants application. Cleanup grant recipients are required by the Brownfields Law to provide a 20 percent cost share. This cost share is calculated as 20 percent of the total federal cleanup funds awarded. g. Once the EPA Brownfield application is approved and funds are obligated, the City of Beatrice will follow federal regulations to clean up the property.	City of Beatrice				

STRATEGY SECTOR: INFRASTRUCTURE

DATE: _____

STRATEGY: I - 1 (continued)

STRATEGY ADVOCATE: STAN WIRTH

SPECIFIC STRATEGY:		We will develop and implement a solution for redeveloping the Dempster industrial area and buildings located south of Downtown.					
#	Key Objectives	Action Steps	Responsible Party	Timeline			Progress to Date
				Year 1 & 2	Year 3 & 4	Year 5	
3.	Community will promote the development of "Dempster District" property.	<ul style="list-style-type: none"> a. The Beatrice Community Redevelopment Agency shall update the redevelopment plan for the property to allow the use of Tax Increment Financing to be used for various identified projects. b. NGage shall list the property as an available industrial/commercial site of various state and federal site selection sites. c. The Beatrice Community Redevelopment Agency shall request a grant from the LB840 Program to prepare a preliminary site layout based on the guidance of the Community Redevelopment Agency. d. The Beatrice Community Redevelopment Agency will enter into a services agreement with an industrial site development and engineering firm to accomplish the preliminary site layout and identify critical infrastructure needs of the site. e. The Beatrice Community Redevelopment Agency shall request a zero percent interest loan from the LB840 Program to construct critical infrastructure to create a shovel ready site. 	City of Beatrice				

STRATEGY SECTOR: INFRASTRUCTURE

DATE: _____

STRATEGY: I - 2

STRATEGY ADVOCATE: GREG BUTCHER & RICK CLABAUGH

SPECIFIC STRATEGY:		We will implement a solution that discourages building neglect and encourages building maintenance.					
#	Key Objectives	Action Steps	Responsible Party	Timeline			Progress to Date
				Year 1 & 2	Year 3 & 4	Year 5	
1.	Adopt and implement an Adjoining Building Ordinance.	a. Continue the City of Beatrice’s effort and formation of local policy and law to adopt and implement an Adjoining Building. b. The building Committee will review and amend the ordinance. c. The building Committee will hold a public participation meeting to gain input. d. The building Committee will forward its recommended Adjoining Building Ordinance to the Planning Commission and City Council. e. The Planning Commission will review, make changes, and recommend to the City Council. f. The city council will adopt or reject the Adjoining Building Ordinance. g. If adopted, the city staff members will implement the Adjoining Building Ordinance.	City of Beatrice				
2.	Adopt and implement “area” specific design guidelines.	a. Continue Building Committee(s) meetings for specifically defined area(s) with representation from the city, Chamber, Economic Development, residents, commercial users, industrial users, and others with a vested interest in the area. b. The Building Committee will amend the draft as needed to gain support for area specific design guidelines. c. The Building Committee will hold a public participation meeting to educate the public. d. The Building Committee will forward its recommended area specific design guidelines to the Planning Commission and City Council. e. The Planning Commission will review, make changes, and recommend to the City Council. f. The City Council will adopt or reject the area specific design guidelines. g. If adopted, city staff members will implement the area specific design guidelines.	City of Beatrice				
3.	Adopt and implement Building Improvement Assistance Program and Guidelines.	a. Designate a Building Committee(s) specifically defined area(s) with representation from the city, Chamber, Economic Development, residents, commercial users, industrial users, and others with a vested interest in the area. b. The Building Committee drafts the Building Improvement Assistance Program and Guidelines. c. The Building Committee will hold a public participation meeting to gain input. d. The Building Committee will forward its recommended Building Improvement Assistance Program and Guidelines to the Planning Commission and City Council. e. The Planning Commission will review, make changes, and recommend to the City Council. f. The City Council will adopt or reject the Building Improvement Assistance Program and Guidelines. g. If adopted, city staff members will implement the Building Improvement Assistance Program and Guidelines.	City of Beatrice, Beatrice Chamber of Commerce, & Main Street Beatrice				

STRATEGY SECTOR: **INFRASTRUCTURE**

DATE: _____

STRATEGY: **1 - 3**

STRATEGY ADVOCATE: **TOBIAS TEMPELMEYER**

SPECIFIC STRATEGY:		We will develop and implement a solution that provides fiber optic communication technology to every home and business.					
#	Key Objectives	Action Steps	Responsible Party	Timeline			Progress to Date
				Year 1 & 2	Year 3 & 4	Year 5	
1.	Deploy fiber optic communication to every home and business in Beatrice.	<ul style="list-style-type: none"> a. Form a local fiber optic / bandwidth committee with representation from businesses, schools, the city, the county, the chamber, economic development, large bandwidth user(s), and citizens. b. The committee will determine and establish a bandwidth standard that is to be achieved, and will develop a local story and reasons for increasing bandwidth. c. Set up a meeting and discuss bandwidth standards with current telecommunication providers. d. Enter into a franchise agreement with the current provider for deploying fiber optics to meet the established bandwidth standard. e. The committee will discuss providing locally owned fiber optic network for lease (local control) or privately owned (no local control). f. Develop a franchise agreement RFP for third-party telecommunication provider to deploy fiber optics to meet the established bandwidth standard. g. Develop a local ownership and funding plan to deploy fiber optics to meet the established bandwidth standard. h. Deploy fiber optics. 	City of Beatrice				

STRATEGY SECTOR: INFRASTRUCTURE

DATE: _____

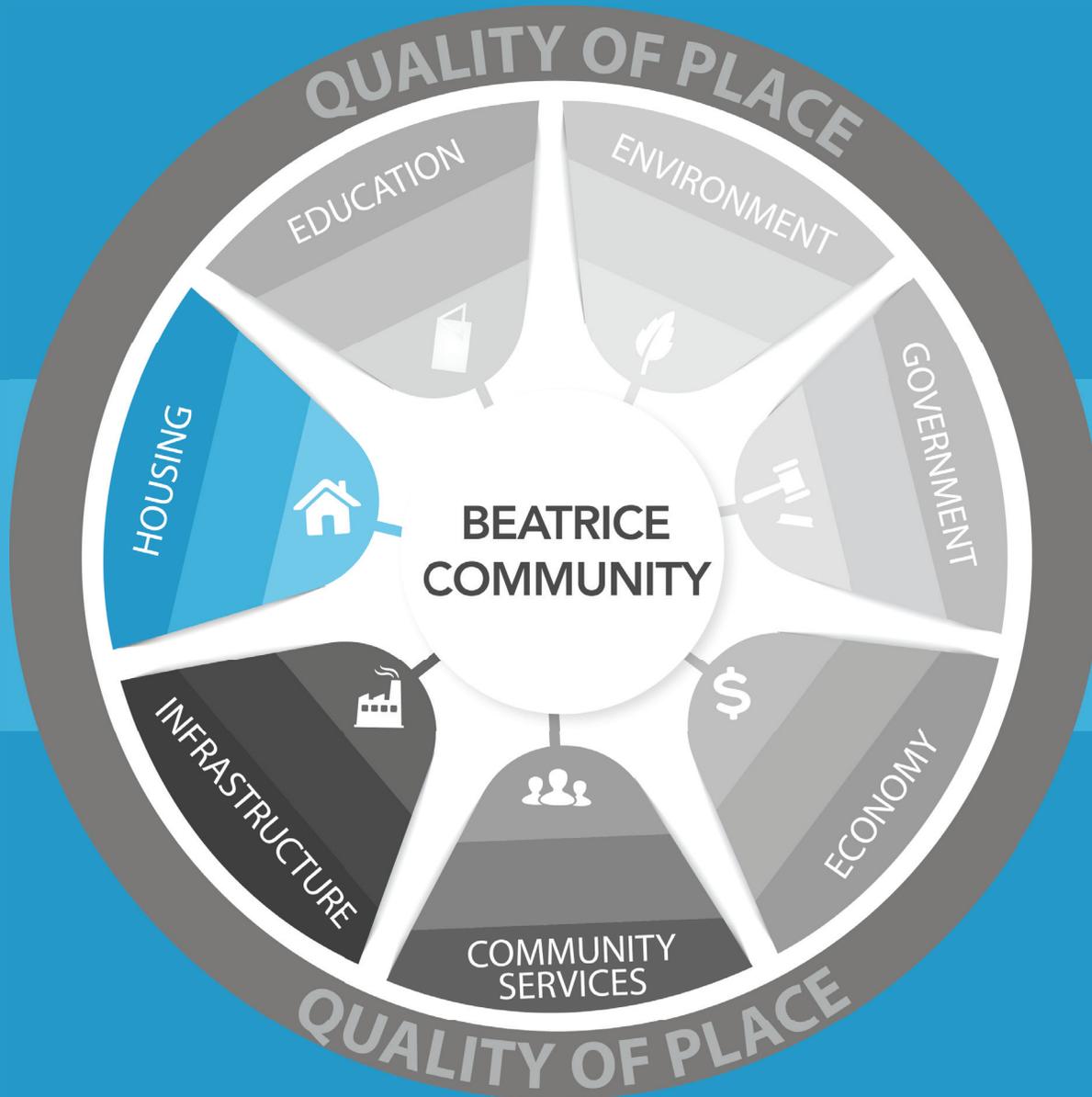
STRATEGY: I - 4

STRATEGY ADVOCATE: TOBIAS TEMPELMEYER

SPECIFIC STRATEGY:		We will develop and implement a fiscally constrained long-term capital improvement plan.					
#	Key Objectives	Action Steps	Responsible Party	Timeline			Progress to Date
				Year 1 & 2	Year 3 & 4	Year 5	
1.	The City of Beatrice will adopt an annual long-range capital improvement plan.	a. Conduct a condition analysis of roadways, park equipment, trails, storm sewers, water mains, sanitary sewers, electric systems, storm sewers, and gas systems to produce a city infrastructure condition report with GIS mapping of the same. b. Develop and implement a one-year, two-year and three-year fiscally constrained capital improvement plan. c. Develop and implement a five-year, 10-year, and 20-year capital improvement plan. d. Update plans annually during the budget process.	City of Beatrice				

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Housing





Strategy Focus

Housing is one of the most important building blocks of a community because it fulfills the basic requirements of shelter that people required to live. Moreover, housing is the largest investment in private capital in any community and provides the greatest growth potential for population gains. The focus of this Housing Strategy is to improve older housing units because those housing units provide a critical housing recycling/transition resource for the community to grow in all income levels.

Resources

Beatrice Housing Study, Nebraska Investment Finance Authority, Nebraska Department of Economic Development's Affordable Housing Program - Owner Occupied Housing Rehabilitation & Down Payment Assistance, Local Banks, Local Realtors, Housing and Urban Development, Beatrice Housing Authority, State of Nebraska Unsafe Building Laws, City of Beatrice's Nuisance Code, Beatrice Chamber of Commerce, NGage, and Nebraska Municipal Land Bank Act.

Cost-Benefit Analysis

Cost-benefit analysis is typically used by government and community organizations to evaluate the desirability of a given intervention. It is used to measure tangible and intangible costs as well as tangible and intangible benefits to see if the benefits outweigh the costs. The intention is to measure the efficiency of the intervention relative to the status quo. The Housing theme and subsequent strategies, objectives, and action items will require a holistic community structured and workable policy creation and implementation. It should be noted that addressing housing issues in a community system that values individual property owner rights requires a delicate balance. However, completing the strategies will provide essential community growth, will provide access to safe and habitable housing choices, will eliminate blight and substandard housing units that have a negative influence on abutting properties, and will provide for sustainable housing valuations.

STRATEGY SECTOR: HOUSING

DATE: _____

STRATEGY: H - 1

STRATEGY ADVOCATE: GREG BUTCHER & LYNN REMMERS

SPECIFIC STRATEGY:		We will improve the existing housing stock.					
#	Key Objectives	Action Steps	Responsible Party	Timeline			Progress to Date
				Year 1 & 2	Year 3 & 4	Year 5	
1.	Conduct an Annual Review of Housing Study.	<ul style="list-style-type: none"> a. Community leaders will be engaged to provide a common vision for housing and identify goals. b. Prioritize goals and develop formal strategy based on the housing study and review. c. Conduct and review a housing condition assessment, specifically targeting dilapidated housing. d. Review opportunities for new housing development. e. Identify if an investment club would be an opportunity to purchase, rehabilitate, and resale dilapidated properties, or if an investment club would be a good opportunity to develop new "spec" homes within a new development. 	NGage				
2.	Apply for funding through the Nebraska Affordable Housing Program (NAHP) to implement an owner occupied housing rehabilitation program.	<ul style="list-style-type: none"> a. Contact the Department of Economic Development to discuss the merits of a home owner occupied housing rehabilitation project. b. Attend the Nebraska Affordable Housing Program funding announcement and annual workshop (Spring). c. Organize a housing review committee to make recommendations to the City Council on housing grant related items (including "re-use" program and program income). d. Housing committee will prepare rehabilitation guidelines based on Housing and Urban Development guidelines and will recommend that the City Council accept the guidelines. <ul style="list-style-type: none"> • Housing Inspection, to include project (home) eligibility/feasibility, lead inspection, construction observation, and HUD compliance. e. Market the program and solicit qualified applications for housing rehabilitation and develop a waiting list if funding is secured. f. Prepare and submit a homeowner occupied housing rehabilitation grant application. g. Implement the program as funding becomes available. 	City of Beatrice				

STRATEGY SECTOR: HOUSING

DATE: _____

STRATEGY: H - 1 (continued)

STRATEGY ADVOCATE: GREG BUTCHER & LYNN REMMERS

SPECIFIC STRATEGY:		We will improve the existing housing stock.					
#	Key Objectives	Action Steps	Responsible Party	Timeline			Progress to Date
				Year 1 & 2	Year 3 & 4	Year 5	
3.	Apply for funding through the Nebraska Affordable Housing Program (NAHP) to implement a homeownership project/down payment assistance program.	<ul style="list-style-type: none"> a. Contact the Department of Economic Development to discuss the merits of a home-buyer assistance program. b. Attend the Nebraska Affordable Housing Program funding announcement and annual workshop (Spring). c. Meet with local banks and realtors to determine if a home-buyer assistance program is needed and the scope of the program (down-payment assistance, with or without minor rehabilitation, and the income group targeted). d. Organize a loan and housing review committee to make recommendations to the City Council on housing loan and grant related items (including "re-use" program and program income). e. The loan and housing review committee will prepare program guidelines based on Housing and Urban Development guidelines and will recommend that the City Council accept the guidelines. f. Market the program and solicit qualified applications for down payment assistance, and develop a waiting list if funding is secured. g. Prepare and submit a down payment assistance grant application. h. Implement the program as funding becomes available. 	City of Beatrice				
4.	Hold an annual meeting to review the challenges and needs for income-based housing for elderly, disabled, and income restricted families.	<ul style="list-style-type: none"> a. Collaborate with local leaders to identify housing concerns. b. The Housing Authority Board will provide its vision for the future housing demands for Beatrice. c. Identify if there is a need to set up a non-profit housing charity like Habitat for Humanity. Work with non-profit charities to develop housing opportunities for income restricted families. 	Beatrice Housing Authority				

STRATEGY SECTOR: HOUSING

DATE: _____

STRATEGY: H - 2

STRATEGY ADVOCATE: ROB MIREAU

SPECIFIC STRATEGY:		We will use current state and local laws to demolish uninhabitable and dilapidated housing structures.					
#	Key Objectives	Action Steps	Responsible Party	Timeline			Progress to Date
				Year 1 & 2	Year 3 & 4	Year 5	
1.	Continue and expand the City of Beatrice's enforcement of nuisance and unsafe building code to address property maintenance.	a. The city currently uses "Unsafe Building" (R.S.S. 18-1722 & 18-1722.01) State Statutes to provide for an efficient means of abating uninhabitable and dilapidated housing structures. b. City Council will continue to budget and obligate funds to carry out an abatement program. c. For each property that is determined to be an "unsafe building"/public nuisance, the City Council shall pass a resolution to declare the property a public nuisance (based on criteria set in Muni. Code). The property may be posted, the owners and occupants will be notified of the condition and given specific directions on how to rectify the nuisance within a reasonable time frame (could do a target area each year). d. If the nuisance is not corrected, the city will have cause to abate the nuisance, and the cost may be filed as a special assessment against the property. The city may also pursue a civil action against the property owner. (This can be to collect fees OR to have the judge order clean-up/abatement of the property.) e. Action steps are recurring annually until all uninhabitable and dilapidated housing structures are repaired, rehabilitated, or demolished and removed.	City of Beatrice				
2.	Provide annual tracking and reporting.	a. The City of Beatrice shall share with community organizations, including the Beatrice Housing Authority, the results of an annual residential property nuisance and unsafe housing abatement. b. The goal of this communication objective is to bring awareness to the issue and to provide the community with information on progress.	City of Beatrice				

STRATEGY SECTOR: **HOUSING**

DATE: _____

STRATEGY: **H - 3**

STRATEGY ADVOCATE: **GLENNIS MCCLURE & TOBIAS TEMPELMEYER**

SPECIFIC STRATEGY:		We will encourage the rehabilitation of habitable and dilapidated housing structures.					
#	Key Objectives	Action Steps	Responsible Party	Timeline			Progress to Date
				Year 1 & 2	Year 3 & 4	Year 5	
1.	Engage the Beatrice Housing Authority Board.	<ul style="list-style-type: none"> a. The City of Beatrice, the Chamber of Commerce, NGage, and local businesses will schedule and participate in a meeting with the Beatrice Housing Authority Board. b. Housing Authority Board will provide its vision for the future housing demands (market rate and low-income) for Beatrice. c. The community will share its guidance on the future housing demand (market rate and low-income) for Beatrice. d. Define, in writing, common housing directions and opportunities to work together. 	NGage				
2.	Continue and complete the Housing Study Process.	<ul style="list-style-type: none"> a. NGage is the lead on the current housing study process. b. Gather Community leaders to provide a common vision and goals. c. Develop formal strategies based on the study. d. Ensure the study includes a community housing condition assessment with identified uninhabitable and dilapidated housing structures. e. Ensure the study identifies new neighborhood opportunity areas. f. Implement housing study strategies. 	NGage				
3.	Promote the expansion of the Nebraska Municipal Land Bank Act to First Class Cities.	<ul style="list-style-type: none"> a. R.S.S. 19-5201 to 19-5218 is the Nebraska Land Bank Act, which only applies to the counties of Douglas and Sarpy. b. Vacant, abandoned, and tax-delinquent properties represent lost revenue to Beatrice and large costs associated with demolition, safety hazards, and the deterioration of neighborhoods. Land banks may acquire these properties to facilitate the return of vacant, abandoned, and tax-delinquent properties to productive use. c. Contact Nebraska Senator Roy Baker to encourage his leadership to expand the Nebraska Land Bank Act to First Class Cities. d. Contact the League of Nebraska Municipalities to encourage their leadership to expand the Nebraska Land Bank Act to First Class Cities. 	City of Beatrice, Beatrice Chamber of Commerce, & NGage				

Education



Strategy Focus

Education is the key driver of local job growth and wage growth. Companies and businesses require a highly skilled workforce to meet the demands of today's increasingly competitive global economy. Moreover, education is the only means to produce quality future community leaders who are required to be critical thinkers, who are independently motivated, collaborators, and who have some technical knowledge. The focus of the Education Strategy is to foster the growth of educational opportunities and to engage businesses and community leaders and organization in education.

Resources

Beatrice Public Schools, Southeast Community College, Nebraska Department of Economic Development, NGage, Oklahoma City Francis Tuttle Technology Center, Grand Island Career Pathways Institute, and City of Beatrice.

Cost-Benefit Analysis

Cost-benefit analysis is typically used by governments, communities, and educational institutions to evaluate the desirability of a given intervention. It is used to measure tangible and intangible costs as well as tangible and intangible benefits to see if the benefits outweigh the costs. The intention is to measure the efficiency of the intervention relative to the status quo. The Education theme and subsequent strategies, objectives, and action items involve planing, creating policy, and implementing educational partnerships between education institutions to deliver curriculum and facilities for a highly skilled work force. However, completing the strategies will provide local job and wage growth and ensure Beatrice is competitive in the global economy.



STRATEGY SECTOR: EDUCATION

DATE: _____

STRATEGY: ED - 1

STRATEGY ADVOCATE: PAT NAROTH AND BOB MORGAN

SPECIFIC STRATEGY:		We will support long-range school facilities plan for both Beatrice Public Schools and Southeast Community College.					
#	Key Objectives	Action Steps	Responsible Party	Timeline			Progress to Date
				Year 1 & 2	Year 3 & 4	Year 5	
1.	Identify common future facilities needs for Beatrice Public Schools and Southeast Community College.	a. Form a Joint Task Force for Future School Facilities, including community leadership, the business community, and citizens. This task force will address all future education facility needs and promote joint facilities. b. The Joint Task Force for Future School Facilities shall create a long-range school facilities plan that may or may not include joint facilities.	Beatrice Public School & Southeast Community College				

STRATEGY SECTOR: **EDUCATION**

DATE: _____

STRATEGY: **ED - 2**

STRATEGY ADVOCATE: **KAREN STOHS**

SPECIFIC STRATEGY:		We will develop and implement a comprehensive community involvement program between educational institutions, businesses, and community groups.					
#	Key Objectives	Action Steps	Responsible Party	Timeline			Progress to Date
				Year 1 & 2	Year 3 & 4	Year 5	
1.	Create a stronger available work force for Beatrice.	<ul style="list-style-type: none"> a. Work with the Nebraska Department of Economic Development to conduct Business Retention and Expansion (BR&E) interviews to gain current business climate and needed work force skills. b. Identify six to eight educational, business, and community leaders to form the Beatrice Career Academy Task Force. c. Conduct a national and state research mission to tour and learn from the Francis Tuttle Technology Center in Oklahoma City, Oklahoma, one of the most recognized career education centers in the nation, and the Career Pathways Institute in Grand Island, Nebraska. d. Based on the career academy task force information and research, a Beatrice career academy strategic plan shall be prepared with specific steps to accomplish the plan. e. Have the plan adopted by Beatrice Public Schools and Southeast Community College. f. Encourage local businesses to allow and promote job shadowing. g. Continually share and promote success stories of high school students being trained and entering the work force locally. 	NGage				
2.	Establish an internship program within municipal offices.	<ul style="list-style-type: none"> a. Encourage the use of interns within city government. Example uses for interns: manage GIS system and conduct data collection; catalog books and equipment at library; scan and digitize records, reports, maps etc.; update city website; and manage content. 	City of Beatrice				

